

Management in Tourism and Integration of the Tourism Demand Segment

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ABSTRACT

Observing tourism as an economic activity, it can be concluded that according to its characteristics and specific elements of the tourist market, tourism differs from other activities. The main characteristics of the tourism industry are related to the elasticity of demand and inelasticity of market supply, the seasonal nature of business, heterogeneity of business, and the nature of “work” in tourism. Understanding these characteristics helps management structures in making a range of decisions at different levels of management in tourism. Whether a tourism company or a tourist destination, region, or state - decisions made at all management levels must be the result of good knowledge, reflection, and, understanding. The management of tourism companies must keep a balance between efficiency and effectiveness. For managers, it is also very important to balance tourist supply and tourist demand. The paper will emphasize the segmentation of touristic demand, as well as the importance of successful management in the tourism business.

Keywords: *Tourism, economic activity, tourist market, tourist demand, managerial structures, efficiency, and effectiveness*

1. INTRODUCTION

Some authors understand management knowledge as a sort of art - doing business with people, emphasizing the social component of the overall process (Koontz & O'Donell, 1976). Other authors emphasize the importance of achieving organizational goals or as an adequate process of determining and guiding a firm's course toward goals (Stoner & Freeman, 1992). The concept of management is also defined as the process by which purposeful organizations are created, directed, maintained, and operated through coordinated and cooperative human effort (Vukovic et al, 2010). From the aspect of tourism management, the definition is sufficiently comprehensive and adapted to the requirements of the modern environment, management means the process of working with and in cooperation with other people to effectively achieve organizational goals, with efficient use of limited resources in a changing environment (Zejda & Zelenka, 2019) (Schermerhorn Jr et al, 2020). Balancing efficiency and effectiveness is especially important for management in tourism companies. For example, a hotel can have extremely low-efficiency costs and at first glance, a successful business is likely, but due to its poor position, away from major traffic flows, or in an unapproved destination, although it has a cost advantage - its sales will be insufficient and unsuccessful. do business (Stoll, 2006) (Cerovic & Radovic, 2011). It is similar to travel agencies. The travel agency has a very low price for the package deal, however, there is no demand for that destination, and the agency will show a loss on that project.

During the last two decades, an increasing segmentation of the tourist market has been noticed. In addition to tourists who are mostly focused on enjoying tourist trips, a new group of tourists has appeared, who travel to discover and learn something new (Daft, 2015). The growth of mass forms of tourist traffic, directed towards coastal destinations, is decreasing. An increasingly significant share in world tourist traffic is realized by the so-called selective forms of tourism, which represent tourist movements whose goal is to get to know the specific characteristics of certain areas. The modern tourist market has undergone major qualitative and quantitative changes (Vujovic, et al, 2011). The tourist market is no longer seen as a simple relationship between unchanging supply and elastic demand. Today, demand is an extremely unstable category, whose changes are difficult to predict. The success of tourism companies is uncertain and is closely linked to changes in the field of tourism demand. The tourist offer must be constantly adjusted to the tourist demand, based on the examination of the wishes and needs of the tourists themselves (Stojanovic, 2014). The formation of tourist demand is influenced by two groups of factors: external and internal. External refers to the influences from the environment (work and environment). They represent the objective factors that determine tourist movements. Among the most important external factors are - the amount of free time, the economic strength of tourists, demographic changes, and political changes (Bloom et al, 2016) (Petrovic, & Bonacin, 2017). Internal factors mean the psychological moment, which is becoming increasingly important in the formation and satisfaction of tourist demand. Internal factors are subjective and represent personal perceptions of potential tourists, which can be predicted only by continuous research of their attitudes. They represent an extremely unstable category because the participants in tourist movements represent people with different personality characteristics (Ilic, Al Salameh & Andjelic, 2022) (Todorovic et al, 2020) (Cerovic, & Knezevic, 2019).

2. THE CONCENTRATION OF TOURIST DEMAND – LITERATURE REVIEW

Organized grouping and concentration of tourist demand occurs mostly in the markets and in the countries where it manifests itself. It is certainly important not to forget the individual demand that is present, although it is increasingly losing importance concerning concentrated demand. The characteristic of the concentration of tourist demand takes various forms, and it is performed not only by commercial travel agencies but also by many other organizations, which operate in tourism or outside it. For example, according to some authors, "TOUR operators" have a significant role, especially in developed countries, such as Germany, Great Britain, the USA, the Netherlands, etc. (Veselinovic et al, 2011). The importance of mass social tourist organizations, which function on an amateur basis, is emphasized. For example, mountaineering associations, motorists' associations, youth holiday organizations, camper organizations, social security organizations, various sports, and religious organizations, and similar associations are organized on the demand side in tourism, with the desire to provide more favorable travel and living conditions (Vasiljevic, 2012). An identical process is also taking place on the tourist supply side, as with the concentration of tourist demand. The trays of these sides - supply and demand - should ideally be in one place. However, given the many factors that operate from the environment, as well as the internal factors that come from the organizations themselves, managers often have their hands full to restore the shaky balance of this seesaw. Limiting factors for establishing a balance between tourist supply and demand are related to the seasonal character of tourist business, given the fact that providers and users of tourism services, especially catering (as one of the most important branches of tourism), are related to the business tourist season. Also, the characteristics of the technological process of providing services in catering, with the emphasis on the role of personal work, do not allow the introduction of such forms of basic organizational units that could be included in the production of services on the principle of mass production. This is not the case with other economic activities, for example with production activities, because they base their business on mass production and economies of scale. In the tourism industry, it is not uncommon for businesses to have low individual profitability, especially in the hospitality industry (WTTC - World Travel & Tourism Council (2012). For Italy, as well as for many other countries such as Spain, Switzerland, and France, it is specific that about 90% of all accommodation facilities are organizational units whose capacity does not exceed 45 beds (Njegovan, 2016). In these

countries, therefore, there are (smaller) family tourism companies or family companies, which represent the basic basis for the development of the tourism industry. In addition, the existence of other types of tourist organizational units in tourism is evident, ie units that have large capacities. However, when factors that can significantly affect the supply and demand of tourism are taken into account, we must not forget the health factor, which is one of the most important. The importance of human stability and health for the smooth running of life, work, and especially the global economy and the tourism industry can be seen in the outbreak of the COVID-19 virus pandemic (Luković, & Stojković, 2020). At one point in late 2019, all of humanity stopped. It no longer mattered how much was produced or how much money was earned, but the most important thing was to find a cure against a dangerous enemy (Strumpf, 2020) (Ilic & Djukic, 2021). The COVID-19 virus pandemic hit the tourism sector the hardest, as measures to control the disease were isolation, a ban on gatherings, and travel. Countries were locked so that the virus would not spread further. In that period, which lasted a little more than 2 years, there was a decrease in the tourist market, both supply and demand (logically) (Hani, Jompa & Nessa, 2021) (Sirletti, et al, 2020). Demand was reduced by restrictions on movement, and shocks on the supply side came about due to labor supply constraints and difficulties in procuring the necessary inputs. Access to finance was problematic, as borrowing opportunities declined (while demand for finance increased). Finally, uncertainty related to this crisis has negatively affected investment and innovation. Many, otherwise healthy organizations were shut down due to such a temporary shock, which on the other hand had an impact on the social sphere. In Serbia, service industries and smaller companies have experienced the most severe consequences (World Bank, Group, 2020). The authors will try to clarify the importance of integration in the tourism sector, making a modest contribution to this segment of the tourism business.

3. METHODOLOGY

In the paper, the authors will use the methods of comparison, as well as the descriptive method to compare horizontal and vertical integration in the tourism industry, and then describe them (integrations) in more detail. The processes of horizontal and vertical integration have widely affected tourism, and the creation of a single European market is increasingly influencing the "Europeanization" and "globalization" of the market and tourism products (Cavlek, 1994). Horizontal and vertical integration in tourism is presented in Figure 1. The figure shows that horizontal integration connects hotels and airlines. Connecting hotels with airlines involves both integrations - horizontally and vertically - and such integration is called complementary integration. Vertical integration connects various units within the tourist offer, in terms of catering services, and also travel agencies, where again there is a complementary integration - connecting these services (catering, tourist agencies) with airlines (Zecevic, 2014).

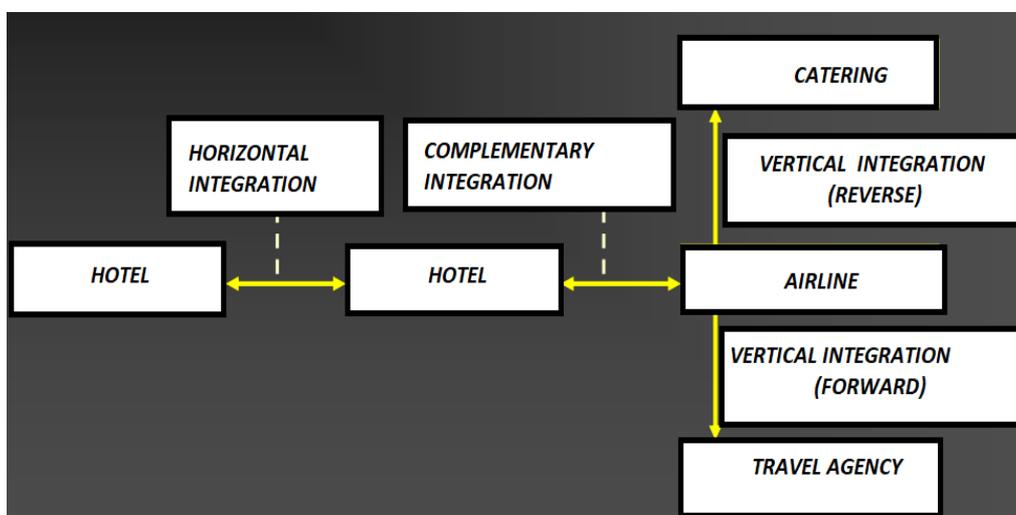


Figure 1. Integration in tourism

Source: Tourism Economics 4

4. HORIZONTAL CONCENTRATION / INTEGRATION IN TOURISM

Horizontal concentration in tourism is reduced to the cooperation of activities within a certain industry. It is done through the coordination of business activities or stronger forms of association within the catering (hotel), travel agencies, trade, traffic, etc. (Lekovic & Djuric, 2013). With the globalization in the hotel industry, large companies and hotel chains have been created, which represent a united (integrated) form of the so-called microorganisms that are of great importance for tourism development (Njegovan, 2016). Horizontal forms of concentration can also be performed within a certain tourist place, source of tourist demand, or on a broader territorial basis. The advantages of horizontal concentration are reflected, (mainly) in the following (Clarke, 2005):

- conditions are created for greater savings based on the procurement and use of reproductive material as well as more rational use of staff;
- more favorable conditions are created for more rational investment activity, especially for capacity expansion,
- providing financial resources and reducing costs for their implementation;
- better conditions for organizing more efficient tourism market research, tourism promotion, sales, procurement, and other important business policy functions;
- and competitiveness about tourist demand and other tourist offer increases.

The most striking examples of horizontal concentration are in the case of travel agencies and the hospitality industry. When it comes to horizontal forms of connection in the field of travel agencies, the best examples can be found in Germany. Since 1968, a strong business group has been formed in this country, formed by four large travel agencies "TUI" (Touristik Union International) (TUI, 2020). TUI is one of the most successful travel organizers in the world. Through its numerous brochures and catalogs, it offers over 4,000 different types of programs. From its inception until today, TUI has constantly changed and improved its organization and business policy (Zuckerman, & Gal-Oz, 2013). Of all these changes, special attention should be paid to those related to reducing the role of individual destinations, which are promoted and sold under the sign of TUI as a whole. When it comes to the tour operator business, this tour operator has extensive activities not only in Germany but also in other EU countries, especially: Great Britain, Ireland, the Netherlands, France, Belgium, Switzerland, and Austria (Patten, & Ishii, 2000). The development of TUI has increasingly gone in the direction of vertical integration, especially with the development of accommodation and air transport activities. When it comes to the practice of forming horizontal forms of concentration in the field of the hotel business, the phenomena of forming hotel chains that operate in the world under a unique name are observed. In these cases, there is a standardized quality of services, a unique reservation system, and a common promotional policy, as well as other important common elements of business policy (Bong, et al, 2019). All of this has the effect of increasing the use of their capacities, reducing certain costs, and good business results. This primarily applies to hotel chains that fall into the highest hotel categories.

5. VERTICAL CONCENTRATION / INTEGRATION IN TOURISM

Today, it is difficult to draw a precise line between the various forms of horizontal and vertical concentration. However, vertical integration is developing more and more, considering that various tourist activities are increasingly integrated (integration of companies in the field of catering, transport, travel agencies, trade, etc.) (Pejanovic et al, 2014). This may include activities in the field of banking, agriculture, industry, and other activities interested in tourism development. These are companies with different economic activities, but which complement each other from the point of view of forming a complex tourist service. The analysis of tourism supply chains has traditionally focused on the two-party relationships between vertical suppliers. However, since a full supply chain is composed of horizontal, vertical, and diagonal suppliers, there is a gap in the literature regarding the dynamics of how these triadic relationships operate within a tourism supply chain (Fong et al, 2021). There are numerous examples of well-known vertical forms of integration in the field of tourism in the world. When it comes to connecting travel agencies, air transport, hotel facilities,

publishing, and a wide sales network of small travel agencies, the most frequently mentioned example is the travel organizer in Great Britain, the Thomson Group, which was formed in 1965. Although it has been constantly changing and expanding since its inception, it is typical for it to include all the aforementioned activities in its large system as a travel organizer (Lafferty & van Fossen, 2001). There are also many examples of vertical integration when it comes to large airlines that have developed their hotel chains, such as Pan American (PAN-AM), which worked to form the Intercontinental Hotels Corporation, and TWA in 1967. bought one of the two groups of Hilton hotels, which at that time included 39 hotels in 25 countries, with a capacity of about 15 thousand rooms. In addition to travel agencies and air transport companies, the process of vertical integration in tourism included well-known banks, large department stores, insurance companies, hotel chains, as well as some large companies in agriculture, industry, and publishing houses. It can be unequivocally concluded that the faster development of tourism in the world, and especially international tourism, has conditioned large financial capital, through various economic activities, enters the sphere of the tourism economy more significantly. This enabled the formation of various forms of horizontal and vertical integration, which in turn had an extremely positive impact on the development of tourism and the realization of high profits for their bearers (Inkson & Minnaert, 2018). According to Lorgnier & Su, co-creations of tourism enterprise values (regarding sports organizations) are rarely studied, although this type of joint value creation is essential for a better understanding of (sports) tourism networks. Lorgnier & Su propose strategies for cooperation, ie a mix of competition and cooperation between organizations. There is a need to better understand the parameters of strategies among non-profit organizations, and their cooperation with for-profit and/or public companies in the (sports) tourism industry, to understand network-wide value creation. Lorgnier & Su propose, among other things, cooperation among non-profit organizations, which is related to events and vertical integration with or without cooperation with public companies (Lorgnier & Su, 2014).

6. MANAGERS' ABILITIES IN TOURISM

Business in tourism and hospitality can be characterized as complex and difficult - from the establishment of tourism as an economic activity, and its expansion - to the present day. First of all, one should keep in mind the needs and requirements of the users of tourist services, or tourist products (Vujic, 2004). Among other things, working hours should be adjusted to the requirements, and therefore the working hours of managers in tourism exceed the usual limits (with work at night, on holidays, and Sundays). A modern tourism manager should have the skills like any other manager in tertiary economic activities, but also certain specifics (Pearce, 2019)(Cerovic, 2002) (Medlik, 2016):

- good knowledge of tourism, knowledge of opportunities in domestic and international tourism, especially in an increasingly globalized but also regionalized tourism market;
- analytical ability to solve everyday management problems based on factual analysis and numerical analysis, which requires good knowledge of past and current indicators of productivity and efficiency of tourist facilities, but also the company as a whole, especially the analysis of financial data;
- creativity and determination for tourism, especially hospitality, there are no pre-defined standards or recipes that guarantee high efficiency and effectiveness of business, so success in tourism is the result of sensitive decisions based on imaginative and innovative management techniques (this is the main reason why tourism the manager should be creative and able to generate and learn new ideas and solutions); the manager in tourism should be from the idea and a good analyst of the environment, processes in society, the requirements of the users of tourist services; determination means a person of action who, very quickly makes important decisions (must quickly judge and take action before direct competitors, but also to manage time, because better decisions are made if there is more time available; rapid changes in the tourism market and tourist behavior force tourism managers to make decisions quickly, safely and correctly;

- flexibility or ability to adapt to changing environmental conditions; continuity in adapting to rapid changes in trends, styles, and preferences of tourists; expressing the desire and enthusiasm to do what is necessary to complete the job;
- initiative to possess creative abilities and take original actions (without waiting for suggestions to do something like that); taking into account a large number of elements in the decision-making process (eg number of tourists and volume of tourist traffic, realized profit, equipment of facilities, opportunities to take actions, etc.);
- leadership or successful performance in tourism presupposes reliance on a large number of associates; one person, especially in large tourist companies, cannot act in isolation, nor can he be a successful manager in those conditions (which does not call into question his necessary leadership ambitions); the ability of tourism managers to inspire others to trust and respect their assessments, as well as the ability to lead and persuade their immediate associates;
- the organization is a condition for the existence of a successful tourism manager (he is often forced to act simultaneously while taking into account several factors, changes, functions, and projects); the quality of the tour manager is reflected in his ability to identify priorities and basic directions for the implementation of actions; to activate goals, a successful tourism manager must set priorities and organize staff and resources;
- entrepreneurship to anticipate events and situations, not to react afterward; energy in the implementation of ideas and programs (eg new tourism products);
- risk-taking, willingness to take calculated risks; willingness to take responsibility for decisions made and results achieved; willingness to take risks, at the cost of management and inevitable mistakes, to the point that sometimes there are losses.

Modern trends in tourism development are increasingly pointing to the conclusion of the existence of the next two groups of managers in tourism (Banjevic, 2019):

- analytical managers and
- creative managers.

The tourism manager-analyst is characterized by the ability to find and research facts for their reduction, synthesis, and evaluation, to make efficient business decisions. A creative manager in tourism is a producer or inventor of new ideas (these people have a very rich and fruitful imagination and the ability to create completely new things). They base their work more on imagination and intuition than on facts. However, in modern conditions of tourism development, it is not enough to be just creative, because a successful manager, in the decision-making process, must necessarily respect the analytical approach (Markovic et al, 2018).

7. INDICATORS FOR SUCCESSFUL TOURIST DESTINATION MANAGEMENT

Marketing tries to explain guest behavior by applying models. A model is a hypothesis, which puts one or more dependent variables to several independent variables. There are two types of models: econometric models and behavioral models. Econometric models link common performance factors such as the number of overnight stays, tourism revenue, market share, or capacity utilization with input variables such as tourism advertising, disposable household income, and degree of distribution (Volgger & Pechlaner, 2014). These models do not provide answers to questions related to the guest decision-making process, behavioral models are used. Structural models of guest behavior point to multiple emotional and rational elements that e.g. determine behavior during travel. The knowledge at its disposal in these influencing factors is still not enough to base efficient and successful management of a tourist destination on its basis (Ilic, Djukic & Nikolic, 2022) (Van Niekerk, 2017). To explain the activities of management on the success of the tourist destination, it is necessary to assume the following: - Activities of tourist management give certain results that affect the success of the tourist destination. - Success and changes can be measured here. According to the above bases, the success of a tourist organization can be measured in different ways: - longitudinal analysis, performed for at least two consecutive periods, - transverse analysis involves a comparative structure

of different tourist organizations at a given time, - pool analysis or group analysis, an organization in a given period. Each of these approaches has its advantages and disadvantages (Moutinho & Vargas-Sanchez, 2018). The longitudinal analysis offers opportunities to examine internal and external marketing activities and their operation in more detail. They are time and cost-intensive and highly reliable. However, there are some limitations as environmental influences or conditions are not investigated. The remaining competitive analyzes (transverse, pool) can compensate for the lack of longitudinal, in addition to the question of the number of costs here it is necessary to mention some other limitations. As mentioned earlier, each tourist community has its hierarchy of goals, which is a limitation in comparing tourist organizations. The research conducted so far is different. According to Bieger (1997), there are different concepts for defining the target sizes of destination development - even at the end of the last century, when tourism was not the same as today. The essence was in growth and development. Therefore, Bieger singles out the concept of qualitative or sustainable growth and states that it consists of five conflicting target areas: individual, subjective job satisfaction, leisure, housing - economic well-being - untouched nature - optimal satisfaction of authentic needs of guests - cultural identity, social satisfaction. Bieger, however, acknowledges that to date no such composition of indicators has been introduced in practice so, for the sake of simplicity, competitiveness (market position) is still expressed by the number of overnight stays (Slocum, Aidoo & McMahon, 2020)(Bieger, 1997). Some examples made in Switzerland show that the conclusions given by the data on the number of overnight stays and those derived from the composition of the indicators differ greatly. It is interesting to note some research done in Austria. First, about 1400 tourist organizations are classified according to their three-year development - the following types are defined: - "winners" are those who have achieved growth of over 2.5% in three years and those who have achieved growth of at least 2.5 in at least one year %, - those who have unchanged results, ie. organizations that kept their number of overnight stays + 2.5% and -2.5%, - "losers" were formed in 5 types that suffered a decline from -2.5% to over 30% (Blanzi, 2000) (Stojanovic, 2011). As success factors are very heterogeneous, additional research has been conducted on approximately 50 tourism organizations to better explain individual development patterns. The sum of components of success is presented in (Vazic et al, 2019): - raising the quality of accommodation, - optimal quality within certain categories, - high-quality hotel industry, - demand appropriate, the well-coordinated mix of accommodation, - offer for sports and entertainment, - renowned and attractive festivals, cultural and sports events, - price management, - more intensive and target group-oriented market policy with investments and quality, - intensified marketing efforts in the domestic and foreign markets, - seasonal extension activities and events with targeted propaganda, - intensive marketing of tourist companies, - engaged membership in various marketing cooperative bodies, - good cooperation with the tourist organization, - marketing regions. What is clear from the above research is the fact that the development of one destination cannot be attributed to only one factor. The common characteristics of the 'winners' were that they were not influenced by management at all (Ryan, & Page, 2012). The volume of overnight stays in the summer season is on average half that of the "losers", as well as the intensity of overnight stays, better distribution for two seasons, and a higher share of domestic guests. An attempt to explain the course of tourist destination development using subjective factors (guest) has so far been made only by Zins and his associates (Correia, Zins, & Silva, 2015). The assessment was made by interviewing guests in 1988 and 1991. A comparison of successful and unsuccessful organizations did not result in special results. Contrary to expectations, the contribution of some of the evaluated elements of the offer was negative in more than half of the cases (Zins, 1999). Previous research shows that under the condition of mutual spatial intertwining and mutual expansion of the influence of strengths and weaknesses of supply, development-homogeneous groups of organizations should show a higher correlation with the promotion of service quality than would be the case with observing the tourism organization alone (separately). The management of a tourist destination must offer the guest a conglomeration of services, of consistent and constant quality, although for many of its elements it does not have any means of quality control.

A re-visit - as an indicator for measuring guest retention, is not enough, as the phenomenon of the search for diversity has not been thoroughly researched. The meaning of a satisfied guest lies primarily in the multiplicative effect of positive verbal propaganda (Magas et al, 2018).

8. TASKS OF TOURISM ORGANIZATION AND DESTINATION MANAGEMENT

According to the dual role of the tourist organization, the tasks of management should also be viewed in a way - they are destination-oriented and organization-oriented (Muhammedrisaevna et al, 2020). The management of the tourist organization must, as well as the management of the company, set normative frameworks. Political bodies are responsible for the development of the region, place, and whole country. Therefore, they must formulate development goals for the population, economy, and society, from which tourism goals must also arise. This development picture must result from the cooperation of political bodies and the tourist organization because that ensures the influence of tourist significance in the process of making as well as a meaningful representation of tourist interests. On a strategic basis, the tourist organization must elaborate in detail in which direction it wants to develop the organization, build an internal organization, cooperate with associates within the organization, and ensure funding for cooperative tasks within the destination tourism (Shani & Pizam, 2012).

9. CONCLUSION

In the era of intense competition, the tourism industry must constantly search for new creative ideas to meet the needs of different segments of consumers and thus ensure their loyalty. The modern tourist market is characterized by extreme oversaturation. That is why managers in tourism must apply continuous innovation of the tourist offer. Today, tourists are increasingly striving for new and better products, new destinations, new experiences, activities, and experiences. New experiences before the outbreak of the global COVID-19 virus pandemic were the main motive for the decision to travel. Many tourism companies have increasingly completed their service using innovative technology to meet the demands of modern tourists. However, with the great crisis brought by the disease, tourism, like many other industries, has stalled, while tourist supply and demand have declined rapidly in the last two years (2020-2022). At the global level, there has been a decrease in people's interest in tourist departures and travel, and many smaller tourist organizations have shut down, while larger ones (tourism giants) have continued to fight for survival in the tourism market by introducing various measures). Already, at the beginning of 2022, the world was a little relieved, because the disease was slowly starting to subside. Managers have regained hope of restarting the business. Tourist offers began to gain in scope and diversity. On the other hand, there has been an increase in tourist demand. The growth and development of modern tourism depend on new ideas, new tourist experiences, and new tourist products. The ability to create innovation is one of the measures of success in turbulent market conditions. Innovation as a way to achieve competitive advantage includes a new approach to the market. For a new approach to the market, modern managers must be transformational leaders - jugglers who will rush to meet the changes without fear and adapt to those changes.

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