



Institut for Economic
Promotion,
Austrian Economic
Chamber,
Vienna, Austria



T.E.I. Thessaloniki
Greece



Department of Tourism
Management

UDC 640.4:658.8
Preliminary communication
Received: 06.09.2007

PREREQUISITES TO THE SUCCESS OF HOTEL PRODUCTS

Vlado Galicic
Slobodan Ivanovic
University of Rijeka, Croatia¹

Abstract: Actual basic characteristics of tourist movements of globalization, standardization, market segmentation and computerization, impose to the responsible managers the need of defining that kind of hotel product which would be so attractive with its content to find that part of the consumers which will finally consume that product. This fact goes in favor to the fact that for the entire hotel offer is important the element of exploration of tourist market and defining the segment of tourist demand which has to draw attention, wake up the interest, provoke the desire and initiate on the action with its attractiveness. The hotel product, as the first element of marketing mix, is made of material and immaterial services which are offered to the hotel guests, and same thing is with hotel service that is in fact a group of many services with which we fulfill the guest's needs of accommodation, food and drink, and other services that are paid in the usual way in hotelery. When it is mentioned usual and specific hotelery way that means the way on which the guest will satisfy his own needs and motives of traveling. Working we explore the necessary assumptions which have to be fulfilled for better placing of hotel product on the more squemish and demanding tourist market.

Key words: hotel industry, management, hotel product.

INTRODUCTION

For the employees in hotel industry, of crucial importance is the influence of new social values on the demand because different types of guests are distinguished by their different lifestyles and different forms of spending free time. Since the hotel employees are searching their guests in the whole world, it is recommended to direct the attention on the most important changes changes that dominate on the world

¹ **Vlado Galicic**, Ph.D., Assistant Professor, **Slobodan Ivanovic**, Ph.D., Assistant Professor, University of Rijeka, Faculty of Tourism and Hospitality Management in Opatija, Croatia.

markets from where their guests are coming. On the emotive tourist market there is a formation of a new wave of ecologically, health and spiritually aware tourists who emphasize the importance of body activities, techniques to low the stress and different negative emotions, stimulations for spiritual self development, information of eco-products and ecological actions, etc.

New tourist programs and hotel offer should be formed on the way to cover total biopsychosocial status of a man; in fact they include physical activities, methods for psychophysical relaxation, spiritual self development focused on balanced and healthy nourishment. Those programs should be focused on the change with aimed segments, which is one product with a range of competitive ones, because the new approach towards the modern marketing is pleading more subtle approach which offers to the modern tourists' emotional fulfillment. Offering the packages of alternative tourism for more demanding guests, this offer will represent the basic for increasing of tourist effects or increasing of tourists' spending.

One of the most clearest and most evident tendencies in hotel industry is abandoning of values which are not visible for guests but the concentration of hotel marketing on the creation of values which are visible for the guests where there is an opportunity for making the values that the guest will see and feel during his stay in a hotel. Consequently, hotel marketing focuses those service fields where is possible to create evident creativity that is revealing through the personal contact and personal experience between personnel and guests. This is what the guests see and feel and they see employees, from the liftboy to the cleaning lady, from the receptionist to the servants. This is also the most important opportunity that exists in the context of creating the values which are seen and felt by the guests.

For the realization of mentioned objectives, with which realization could be made dramatic improvement in the hotel business, it is necessary filling up of certain assumptions. One of the most important is a training connected with professional education where the competencies, knowledge and motivation represent the most important factors that set successful performing of a certain job.² This is a reason that the reconstruction of human component inside the organization represents a new tendency in hotel industry where the internal marketing towards the employees represents the most important factor. This is what some hotel has on its disposal and what contribute to bigger guests' pleasure.

1. CHARACTERISTICS OF NEW TOURIST NEEDS

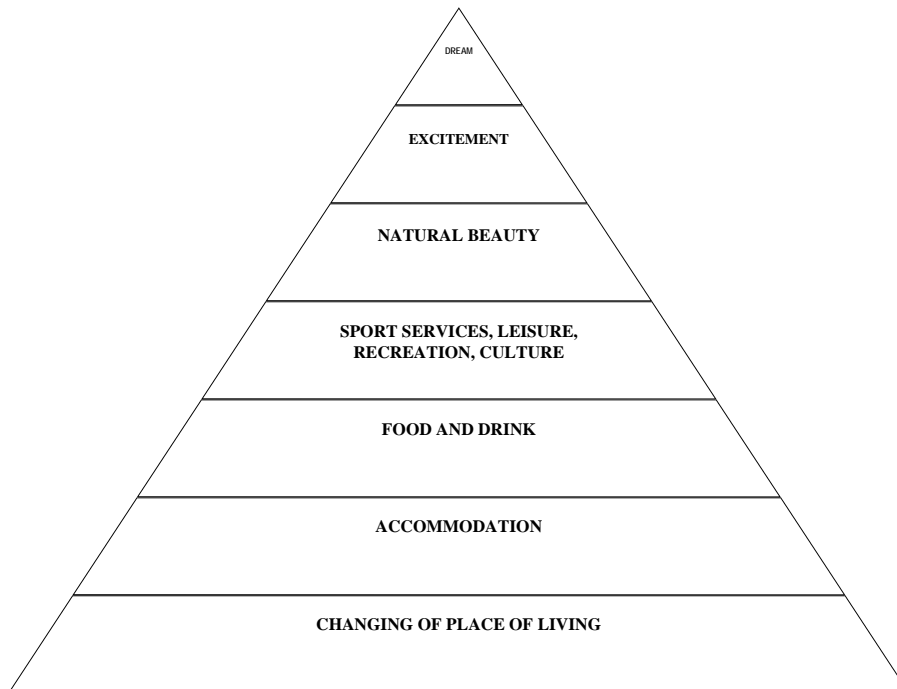
Today's tourists realized that the most important thing is freeing from the stress and that it is impossible to achieve that on the places where the everyday experiences are repeting (e.g. traffic noise, crowded places, bad food, entertainment in smoky places, etc.). This shows completely other type tourists and tourism which will surely change the theory and the behaviour in that sector in the future. The program «relaxing of soul», various programs of ecological, health and spiritual content with

² Rue, W.L., Byars, L.L., *Supervision – Key Link to Productivity*, Irwin Homewood, Boston, 1993, p. 34.

specific healthy nourishment, represent new tourist vision. In that contest, tourist needs can be classified as follows: (1) need for peace and physical relaxation, (2) need for changes, diversity and communication, (3) need for freeing from being fettered.

This wide aspect of tourist needs shows the possibility of announcement of new tourist culture where the most important role will have unmaterial tourist values as waken and realized curiosity about natural, socio-political and cultural characteristics of some tourist destination. Future guests will be more interested for natural beauties and for cultural monuments of tourist destinations. Stimulated by a need for excursions, for the changes of the place of living and of desires for new knowledge and different excitements, the guests will require more from the tourism and hotelery and from the employees in that sector that from the today's offer. All this could be represented with the pyramid of tourist needs (picture n.1).

Picture n.1: Pyramid of tourist needs

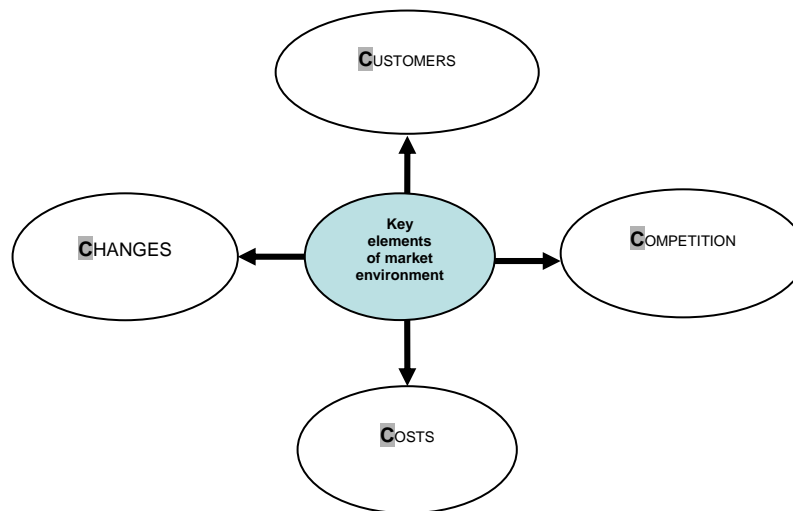


Represented tourist needs imposed the need to perform certain basic changes inside the hotel industry, and because of that the hotel companies are reorganizing and restructure their: (1) organizational and management structures, (2) human resources and (3) applicable technology.

Their «entrance ticket» in the modern business world are flexible organizational structures, open to the environment influences and trained for permanent

learning and creative application of new knowledge from one side, and their own influence on business and social environment on the other side, with simultaneous increasing of their competitive capacities on the tourist market. Key elements of market environment, which determinate reorganization and restructuring of hotel company and its business, are situated in customers, competition, costs and changes, and that concept can be described through «4C» (picture n.2):

Picture n.2: Key elements of tourist market environment (concept «4C»)



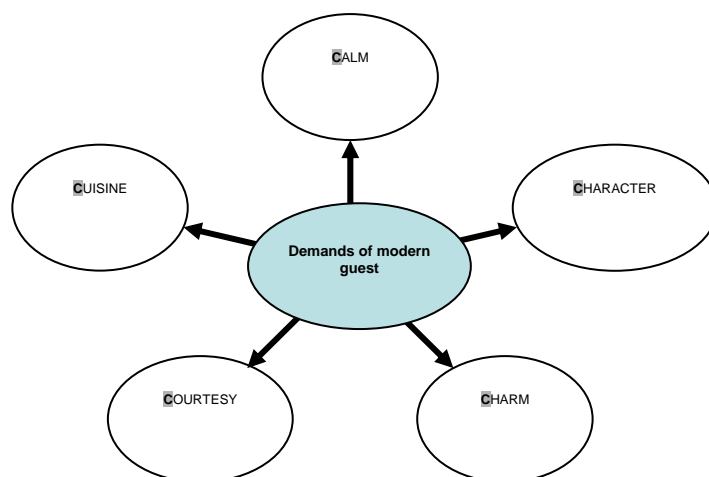
1. Customers. Starting point of all business activities are tourists, customers, buyers, and success of hotel company is exactly proportional to the degree of satisfaction of their guests, customers. Modern concept of hotel business changes the role of guests/consumers as those whose needs define the basic business processes and business strategy.
2. Competition. The same as the competition is dangerous and unpleasant from the aspect of hotel employees, it is, in the same time useful and desirable for general level of product and service quality which are preparing and offering. The pressure of competition and more strict rules of competition fight forces hoteliers to develop continuously their offer and their business processe inside the organizational structure.
3. Costs. Business costs influence directly on the price of the hotel product or on some segments of it. Whilst some hoteliers do not pay enough attention of costs, the others use old methods of costs supervising which are related only on functional parts in organization. Process oriented hotel objects follow the costs based on activity or based on centres of responsibility, because only in that way they could quality evaluation of success of certain project or of organizational unit and not only of the whole organization.
4. Changes. Hotel industry is exposed to great changes in business environment, which forces management to think about its position and former strategies and to adapt them to those changes. The changes have global character and they are conditioned by demographic, political, technological development, changes of value system and

life styles. All that in the situation of strengthening of tourist competition of global proportions. The changes in the guests' behaviour provoke also the changes in the business organization. The organizational culture in hotel objects is changing, and its basic dimensions, values and behaviour rules, which are imposed to the organizations and to the individuals, and which can be the useful instruction for necessary changes in hotel industry are:

- ◆ rapid reaction and changes on the needs of guests/consumers,
- ◆ continuous contact with guests,
- ◆ including guests in all business aspects,
- ◆ checking of all ideas on the guests and other

Since the guest is present more and unavoidably as an active subject in the creation of hotel product, it can be said that the tourist is more educated, informed and more demanding. Those requests of the more demanding and spoilt consumer is possible to follow through the so called «5C» concept (picture n.3):

Picture n.3: Demands of modern guest (concept «5C»)



1. Calm. Under this request it is understood the motivation of the guest during his/her choosing some tourist destination that has to be situated in the calm area, without conflicts, tensions and security uncertainty. On the other hand, this request for calm means also that in the hotel has to be calm, pleasant and comfortable atmosphere, which is made by all factors directed to the guest's satisfaction. The guest wants to stay in the destination as well as in the hotel without stresses and without noisy music, but he/she wants to be aware that everything is done for him/her concerning security (physical, firefighting, public health, hygiene).
2. Character. Under the term «character» it is understood characteristic, sign, nature, quality, particularity, under this request it can be recognized the guest's wish to stay in the environment that has good reputation, with its specificities, typical characteristic and the feeling for the guests' needs. We are testifying of bigger

requests for the more strange destinations and hotels that have «something typical», typical characteristic and differ from the others.

3. Charm. As it is already mentioned, the guests are more and more spoiled, demanding so they want more pleasure. They want to feel excitement, they want to be fascinated by the service (for which are not so willing to pay a lot). Under this request the wish to consume with a pleasure everything that is prepared for them. Beside that, from the catering aspect, they request fascinating decoration of hotel (e.g. boutique hotels), specific design, and equipment with the furniture but also they request the charm present at personnel with who they are in continuous contact.
4. Courtesy. Modern guest, this «king», who is always right in most cases, won't be only satisfied with natural charm of «*front line*» personnel, but they request from them more than average courtesy, hospitality, service, politeness and, of course, xenophilicity.
5. Cuisine. Gastronomy becomes more important factor of attraction, and modern guest abandons more and more the space of hotel dining rooms and explores authentic local gastro offer. We can consider under the term «cuisine» also the gastro offer inside a hotel but there is a forecast that for few years the hotel guests would like only to take a breakfast and that all other meals would take out of the hotel spaces in the authentic local catering establishment.

2. TRENDS OF ORGANIZATIONAL CHANGES IN HOTEL INDUSTRY

World hotel industry is continuously changing whilst the key changes happened in the last several years. The management has to adapt itself which consider proactive approach on the created changes and on the way of management. Manager's capacity to adaptation on the turbulences of complex and dynamic of environment conditioned the future of the organization. In this situation, the managers are those who have to possess the wiseness of noticing the facts and their changes and who have to lead bravely organization in the environment that is continuously develops and grows.

Greger and Withiam³ state that the managers of hotel companies take care of creation of company's vision and that is the most important to create that kind of climate inside the company that will stimulate the effective work of all employees. This fact proves the statement that because of the nature of hotel business and turbulent conditions in the environment, transformation management became necessary for long-term success of a company.

Modern managers in hotelery have to be designers, to build their common vision, to help the employees to see all system, to work together, to form horizontal organizational structure, to initiate the changes and to widen the possibility for people to form the future. According to that, there are at least three key roles of a modern manager in the hotel industry: (1) creation of common vision, (2) (re)designing of organizational structure and (3) serving the employees.

³ Greger, K.R., Withiam, G., «The View from the Helm: Hotel, Execs Examine the Industry», *The Cornell Hotel & Restaurant Administration Quarterly*, No. 4/10, (1991) pp. 18.

Beside that, in the modern hotelery, following trends require new reexamination of organizational culture of hotel company:⁴

1. trend is increased competitiveness of hotelery environment on all market fields and geographical spaces,
2. trend considers increased searching of guests,
3. trend is increasing of sophisticated, various and powerful computer-communication technology.

In this changeable and competitive world, the hotel companies that succeed will become the agitators of changes because their business will become more efficient and it will be also the result of new solutions to the problems which overpass strict content of traditional organization. Modern managers become leaders, trainers and counsellors, so in this context are very often focused the components of managing quality process:⁵

1. importance of introducing and application of standards in business,
2. need for quality teams,
3. value of transmitting the power on the employees.

Organizational culture of modern hotel companies needs to adapt itself rapidly to the new changes in business because this is the only way of survival on the market. In the most successful companies, it is evident movement towards the project organizing, decreasing of hierarchical levels and levels of managing and of creation of new forms of interorganizational connections.⁶ This movement is conditioned primarily because of the adaptation to the competition in the new conditions of globalization, technological changes and creation of computer society. Marketing practice in hotel industry is changing because of the application of more and more powerful computer-communication technology which redefines the individual as the separate segment of market. Inside the hotel industry will be taken more care about this, exploring it and having more knowledge about this subject. This means that the most important challenges for management in hotel industry will be represented by:

1. management of distributional costs,
2. analyzing of potential, today's and future guests,
3. controlling of applicable computer-communication technology.

Strategical marketing will replace *cyber marketing*, and that will be more complicated approach, because it considers the understanding of finding the path towards the future guest and the way of his/her approaching by Internet, which becomes dominant distributional passage. To manage the managing of technology in the way that will be convenient for a hotel, marketing employees should have higher level of competencies and knowledge to decide in which media it would be more rational to invest. This balancing of material and immaterial offer and offering the highest quality of those services will represent a great challenge for each service of service offerer in hotel industry.

⁴ Nebel, E.C., Rutherford, D., Schaffer, J.D., «Reengineering Hotel Organization», *The Cornell Hotel & Restaurant Administration Quarterly*, No. 5/10, (1999), pp. 88.

⁵ Heymann, K., «Quality Management: A Ten-Point Model», *The Cornell Hotel & Restaurant Administration Quarterly*, No. 5/10, (1998), pp. 51.

⁶ Ansoff, I., *Implanting Corporate Strategy*, Prentice Hall, New York, 1990, p. 174.

3. FACTORS OF CREATING THE NEW SERVICES AND PRODUCTS

Hotel industry is today faced with some kind of revolution of demands, that are continuous and don't stop. Tourists want the things that could be made and experienced, and according to that the pyramid of wishes and demands becomes bigger and this growth doesn't follow the readiness of tourists to pay adequately for their demands. This is a reason why planning and conception of successful business in hotel industry represents an attempt of restoration of harmony between: (1) economical possibilities of service offers (offer) and (2) wish and financial possibilities of guests (demands).

Former experience proves that many hotel products have very short life cyclus because they do not take in consideration future trends in the phase of planning. The success of hotel offer primarily depends on the reputation of some hotel, and the creation of reputation and constant level of quality is result of adequate planning which forecasts future trends of tourist demanding. It should be known that the life cyclus of one hotel product becomes shorter and this has negative effects on hotel's business. Because of that today, before planning and definig of a product it is necessary to follow some principles which were neglected since now. In the first plan there are preparations for creating the image of a project and quality which this image includes.

In the conditions of bigger international tourist competition, there is a question – how to improve the development of new hotel products or is it necessary to improve existing product or create new idea in offering the services. This process requires the combination of several factors:

1. inventiveness of management and production-service personnel,
2. team work inside a hotel and
3. including the guests in the development of new product.

Combination of above factors would have double effects:

1. from the one hand it would shorten the time of development and
2. from the other hand it would free flow of new successful services that would have perspective and that would survive on the more and more demanding tourist market.

Those activities require from the management in the hotel industry the understanding, not only of its own market and of its guests but also of itself. Development of new hotel products considers primarily evaluation of guests' wishes and development of specific offer which will fulfill their wishes. But this also means respecting of everything in which some hotel is the best, how it passes through reflection and selling of new services, and which paths and services has to follow during its passage through the established infrastructure (personnel, technology, equipment, organizational structure, etc.).

The basic steps which could lead to success of new hotel product are following:

1. New product has to satisfy the guests' needs and not the hotel management. It's true that every new idea has to have its predecessors, or someone who belives in that idea

and it is ready to risk to see how this idea will develop, and intervention of some idea could easily grow into the self-deception.

2. It is very important to enter rapidly on the market with a new product.
3. It is necessary to balance the product quality and price (*value for money*), even if that means delaying with appearance on the market. When development of product from the beginning starts well this is not a guarantee for success.
4. New product has to be sold in the right way, through the passages. Even when the product is correctly conceived and when the right distribution passages are chosen, it can fail on the market. If the guest doesn't understand usefulness or usage of that product, that is, of service.

The improvement of development of new hotel products requires very often reexamination of a way how the individual object is approaching to its potential market and how it directs with its operations. How does the best do that? First of all, the process with which they develop new projects contains continuous renovation of innovations, and the best hotels don't neglect their guests in the process of innovations that is in the making of new product.

In the continuation there are six phases, from the development to achievement of commercial capacity of some hotel product.

1. Including the guests. We don't have to incline to a new product only because someone in hotel loves that. It is necessary to be advised with large number of guests.
2. Imposing realistic objectives. If a new service that is creating promises of future profit of 100, you become a loser having as an objective a profit of 200.
3. Breaking up the obstacles. The flow of the ideas about new service creates the risk of potential conflicts. Instead of that, from the very beginning it is desirable collaboration and team work between marketing service (exploring of market) and organizer of production-service process.
4. Creating the right way of success. It can't be permitted that the new service or idea create so called «moment of danger». It should be ensured that in the each phase of development, service satisfies specific criteria of clearness, acceptibility for guests, selling support and budget planning.
5. Observation of market examination. Exploring the market could have success only because the guests consume a new service. It shouldn't be ecstatic with the starting results but it is necessary to explore the market long enough to have the real view in the potential of new service.
6. Performing «post mortem» activities. Although the managers prefer avoiding the own failures, they should seriously reexamine what was wrong and applicate achieved results on the next new service or idea. Those managers who learn on their own mistakes should be awarded and motivate to bring better results in the future.

Opposite to the spread way of thinking, majority of ideas for creating the new services and products doesn't come from the marketing and selling department, from the competition or from the highest levels of management, but from the guests and market, that is more demanding. The best characteristics and functions of hotel products are made by «crossing» of technological knowledge with wishes and needs of guests, and in this way everyone should understand that it isn't true the settled belief,

that somewhere exists a guest who would like to accept the service or the whole product characteristic for some hotel, in the way someone imagined. In the modern hotel industry, new solutions and stimulations are often situated in the circle of their own perceptions and experiences. In all this it pays more attention, time and power in establishing regular and close contact with the guests. Another important factor which gives to some hotel the advantage is a team work as the way of acceleration process of product development. Hoteliers, who spend more time on the planning and in that planning the employed in the marketing and in the production-service process collaborate, spend less time on the development of new product and earlier coming on the market with this product.

4. PERSONNEL COMPONENTS OF HOTEL PRODUCT SUCCESS

Today, surely more than in the earlier period of tourist development, there is a need of one extensive action on the increasing of tourist culture and business efficiency of all participants in total tourist movements. This fact comes from the reason that in all tourist countries people more invest in the modern equipment and appliances to improve the conditions of guests' staying. The open question is what will be in the future crucial influence on choosing some tourist destination, hotel or some other catering establishment? It is considered, with the good reason, that those will be people as decisive factor in deciding for tourist movements and staying in some destination or in some catering establishment.

The character of business in hotel industry, imposes in front of personnel very high demands regarding following fields:

1. extensive general culture,
2. various professional and specialistic knowledge, and
3. communication and organizing capacities.

Employed personnel, with their knowledge, capacities and work experience make the most important segment of the total hotel activities in quality and quantity sense. On them depends the organization and successful business, they are crucial factor of development, no matter the level or the form of business. Emphasized need for immaterial, psychological elements of services in the hotel industry comes from very squemasih and sophisticated tourist demanding in spite of the fact that the tourism is becoming more and more popularize. Current and expecting rapid changes, on the plan of development of tourist activities show the greater offer increasing in comparison to the demand. In more demanding competition between carrier and organizers of tourist spending, human factor, personnel culture and their readiness that with sincere pleasure serve the guests becomes the important factor of success and deciding moment of attracting of consumers of tourist values.

Computer systems, food products, equipment, furniture and all other technology built in a hotel extensive range of products oriented towards the growing of service quality and guests' pleasure in hotel. But that what makes the fine difference between two hotels almost tangible is personnel and those who are indirectly in contact with the guests.

Inside the modern hotel industry there are more developed forms of internal marketing which considers the marketing for employed personnel. This modern approach considers different practices oriented to the increasing of personnel's pleasure, which then has positive influences on the pleasure of their guests. Though many technological improvements accelerate process of offering the services, guests still want «traditional» hospitality. The most important component of process of managing the quality, turned to the production-service component in the hotel industry, is strengthening of personal responsibility, giving recognition to the collaborators and spreading the space for individual decisioning of employers. Activating creativity at the personnel, who collaborate mutually in the preparatory process and offering the hotel services, in many hotels are neglected in spite the fact that in the hotel industry dominates the same logic as in other activities. In fact, the employees know the best the preparation process and the process of offering the service.

In this aspect, the organizational structure is changing, and it is not hierarchical anymore because it insists on the informal relations together with equality of all job places. Communication net makes possible the approach to important business information to all employees who are then "ennobling" through the working process. Inside the company there are no important or less important working places anymore because all are equally responsible for the business success. We can make conclusion that in the sharp competition on the tourist market, the business success can bring in the ugotiteljsko-turistickim subjektima motivated personnel who accept the value system, that is, the business culture.

Since there is specific relationship between catering-tourist employers and guests, thanks to the nature of their indirect relations, those employees who are in the direct relation with the guests make and form together the services. In the formation of their own way of thinking of some service, the guests will take in consideration indirectly acquired impressions.

Recent researches stated the high degree of psychological connection between guests who are making indirect contact and the guests. The reason of this powerful connection between employees and guests is possible to define with several factors, among which the most important are following:⁷

1. physical closeness during offering the service and its consumption,
2. time spending together,
3. feedback information which guests transmit directly to the personnel,
4. quantity of information which guests insure and
5. the understanding of the employees that the satisfied guests are necessary for keeping their job.

The management task in this process is to explain the employees the direct relation of information with which they contribute the improvement of business and better business results.

⁷ Chung, B.C., «Collecting and Using Employee Feedback – Effective Way to Understand Customer's Needs», *Cornell Hotel and Restaurant Administration Quarterly*. Vol. 38, No. 5, (1997), pp. 51.

In hotel industry, as in the very service activities, the personnel is responsible for successful performing production-service process, it solves the problems and it takes care about the guests when the service doesn't satisfy the expecting standards. Because of that it is very important that the personnel is satisfied and in this way their satisfaction will be transmitted to the guests because the hotel can lose or gain exactly in the moment of contact between the personnel and the guests.⁸

Those are the reasons why it is more recognized the humanization of the working places, giving to the employees more and more responsibility and with it greater pleasure of working. In other words, lower level of personnel's pleasure in hotel it is also connected with the demotivation and frustration of executor, and it is very often connected with the sense of lack of freedom for undertaking the actions for satisfying the guests or the reason of lack of cohesion inside the team where the individual is working.⁹

But to attract the greater number of tourists, the market needs high level of pleasure because it is not possible to keep and to have loyal guests and, in the same time, be able to achieve high level of guests' pleasure with which they already make business. The thing that is also very important it is not possible to produce high level of guests' pleasure if the personnel isn't satisfied.¹⁰ It is known that the hotel management has to earn for the owner but it is also known that this will be the result of work of satisfied personnel. Only thanks to the satisfied personnel, which is turned towards the results, it is possible to produce the satisfied guests. In this, the employees have to be informed on all organization's objectives because only if their objectives fit in these business they can decide for themselves what is important and put the priorities in the tasks of different values for the success of organization.¹¹

As conclusion, we need to accept that is required by the new philosophy of marketing, something completely new. It should achieve at least three of the most important components:

1. attract new guests,
2. realize the pleasure of existing guests,
3. realize the pleasure of employed personnel.

The last of mentioned assumption represents new roles for hotel marketing. With its realization it is gained the proud of personnel that is working in a hotel. They are good informed of hotel policy and they are, in the same time, satisfied because they can serve their guests and make them satisfied. It could be stated that this represents the new paradigm in a hotel industry, because the hotel marketing becomes more sophisticated and it is not only concentrated on the selling but on the guests' satisfaction and on the personnel' satisfaction. This process could be called the internal

⁸ Kandampully, J., *Services Management – The New Paradigm in Hospitality*, Hospitality Press, London, (2002), p. 33.

⁹ Owen, D., Teare, R., «Driving top-line profitability through the management of human resources», in: *The International Hospitality Business*, Kotas, R., et al., Cassell, London (1996), pp.187.

¹⁰ Bordas, E., «Najnovije tendencije u hotelskom marketingu», *Congress proceeding IX. Congress Croatian Hotelier and Restaurater Association*, Opatija-Zagreb, (2005), pp. 5.

¹¹ Collins, E.G.C., Devanna, M.A., *Izazovi menadžmenta u XXI. stoljecu*, Mate, Zagreb, (2002), p.188.

hotel marketing, marketing for employed. This kind of thesis considers changes in the hotel marketing which now means the existing elements of mix marketing, but it is more concentrated on the guests' satisfaction and on the personnel' satisfaction. Some authors notice that the rare contacts which some guests have with the hotel personnel are more important than before.¹²

While the hotel industry makes efficient service systems, the role of traditional hospitality will become more important. The guests will have less contact with people but they will dedicate to them more attention. Hoteliers, on the other hand, have to pay attention on the relationship towards the guest in the same measure as they do towards the development of the whole system.

The important segment and elimination of barriers between some hotel departments, which often overemphasize their own priorities and which leads to the conflict between them and then the services very often suffer because of that. Here can help the organized education of personnel from some department with the business processes in the other departments. In this inter-department training have to be included all the employees, the idea of quality service has to be present in all organization, and the employees has to be satisfied which will represent the result of internal service quality.¹³

CONCLUSION

In today's modern tourism, one of the most emphasized phenomena is the individualization in tourists' behaviour. Observing the profile of modern hotel guest, we can conclude that this is an independent, good informed, technologically oriented, demanding in the aspect of «value for money», active, which requires the change and new contents. Beside that, it is possible to notice new trends in behaviour of modern hotel guests, or in the originality instead of uniformity and the growth of demands for service quality. Those guests are more attracted and they conquer the offer that has rich experience aspect, but also the kind of hospitality, because with its help hotel makes competition advantage in relation to other hotels of the same category.

In this relation it is of crucial importance is a personnel that is in contact with the guests creating unrepeatable moment of truth. For complete understanding of quality service and satisfaction of existing and future guests in a hotel, it is necessary to analyse the satisfaction tha hotel personnel. Though, one of the great problems in the hotel business is missing the system of attempts and mistakes; this is why the hotel guests are more agitated in the cases where there are some mistakes in the service.

Offering different hotel services, the hotel personnel have to have authorities to make some changes on the spot, that is, they have to be authorized for needed actions to make their guests pleased. In this direction, a new marketing paradigma is

¹² Iverson, K.M., *Introduction to hospitality management*, Van Nostrand Reinhold, New York, (1989), p. 58.

¹³ Schroeder, R.G., *Operations Management – Contemporary Concepts and Cases*, Irwin McGraw Hill, Boston, (2000), p. 84.

turned towards the personnel as the third important subject of observation, except of today's and future guests. As the consequence of these efforts, turning of traditional organization pyramid will result with placing the guest on its summit.

In the future, the hoteliers will be faced with the challenges coming from the computer era on the field of increasing placing of their product, because the approaching to the computer-communication technology changes the lifestyle and work of people since the former technologies decrease needed time and focus it on its own speed. From the future giver of services will be expected to know much more details about their guests, and to form their services according the guests' wishes and needs. The approach of segmentation will continue with reforming the relations between giver of services and future guests. This will require completely new approach to the menagement of hotel companies, and the managers of all levels will have to learn how to build the relation of confidence with the objective of increased guests' pleasure, from one hand, and how to please the employers, or investors of capital in the investments, from the other hand.

REFERENCES

- Ansoff, I., *Implantig Corporate Strategy*, Prentice Hall, New York, 1990.
- Bordas, E., «Najnovije tendencije u hotelskom marketingu», *congress proceeding IX. Congress Croatian Hotelier and Restaurater*, Opatija-Zagreb, (2005), pp. 5-7.
- Chung, B.C., «Collecting and Using Employee Feedback – Effective Way to Understand Customer's Needs», *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 38, No. 5, (1997), pp. 51.
- Collins, E.G.C., Devanna M.A., *Izazovi menadzmenta u XXI. stoljecu*, Mate, Zagreb, 2002.
- Greger, K.R., Withiam, G., «The View from the Helm: Hotel, Execs Excamine the Industry», *The Cornell Hotel & Restaurant Administration Quarterly*, No. 4/10, (1991), pp. 18.
- Heymann, K., «Quality Management: A Ten-Point Model», *The Cornell Hotel & Restaurant Administration Quarterly*, No. 5/10, (1998), pp. 51.
- Iverson, K.M., *Introduction to hospitality management*, Van Nostrand Reinhold, New York, 1989.
- Kandampully, J., *Services Management – The New Paradigm in Hospitality*, Hospitality Press, Queensland, 2002.
- Nebel, E.C., Rutherford, D., Schaffer, J.D., «Reengineering Hotel Organization», *The Cornell Hotel & Restaurant Administration Quarterly*, No. 5/10, (1999), pp. 88.
- Owen, D., Teare, R., *Driving top-line profitability through the management of human resources*, u: *The International Hospitality Business*, Kotas, R., et al., Cassell. London, 1996.
- Rue, W.L., Byars, L.L., *Supervision – Key Link to Productivity*, Irwin Homewood. Boston, 1993.
- Schroeder, R.G., *Operations Management – Contemporary Concepts and Cases*, Irwin McGraw Hill, Boston., 2000.

Copyright of *Tourism & Hospitality Management* is the property of *Tourism & Hospitality Management* and its content may not be copied or emailed to multiple sites or posted to a listserv without the copyright holder's express written permission. However, users may print, download, or email articles for individual use.