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MASTER THESIS

GENERATION MILLENNIALS AND TOURISM

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1. Introduction

Marketing theorist Philip Kotler defined marketing as satisfying some needs of customers or guests in the hospitality industry.¹ But, with some previous steps that should be done. Such as anticipating, recognizing and stimulating it. And, marketing environment as one of the important themes of our work consists of forces outside marketing which affect a company. Regarding our topic, it is substantially to mention micro and macro environment. These two environments influence the decisions made when creating a marketing strategy. Demographic environment is a form of macro environment. Within it, there are some demographic variables, as well. They are age, gender, family size and etc. Demographic environment consists of generations, such as Baby Boomers, Generation X, Millennials or Generation Y and Generation C. Our topic is about Generation Millennials and refers to one period of time when the whole technology started to develop. This generation is the first one to be born with computers, video games, Internet, mobile phones. Also, characteristics of this generation are that they are the leaders, like to work in the environment where they can meet new friends, they tend to be positive and like for work environment to be like that. As well, they want to be challenged and they are very flexible with their time. In the future, this generation will develop some norms based on rules, standards, personality. They will remain close to their parents. And will continue to interact with their peers and friends via Internet.

It seems that they will provide an optimistic environment for their future coworkers, but will demand from them to work hard and learn a lot. Because, they are now in that situation when they have to study hard and place an education as one of the essential parts of their lives. Education shapes Millennials identity by interacting with the social environment. In that way they start to understand the world, their peers and a purpose of their life. They were taught like that, thanks to their parents. Their parents are the first authorities and influencers that children have in their early lives. From them, they learn values and take them as references. Their parents have worked on their children's self-confidence since they were born. But, now when they become older, they are the ones who influence their parents when it comes to decision-making process.

Understanding demand is another important topic, when referring to the individual customers or in this case millennial generation. In general, it is important to segment markets by needs and wants. Marketers have to distinguish between needs and wants of consumers because they all have certain physiological needs. These needs are necessary for survival. They are the need to eat, drink, and sleep. On the other hand, there are, psychological needs which are satisfaction, need to give and receive love, need for self-esteem, recognition, respect and status.

The second part of this work deals with youth tourism and Millennials as an important part of tourism. They like to travel for different reasons, seek for different experiences. Regarding youth, there is one confederation that deals with it. Its name is World Youth Student and Educational Confederation (WYSE). This confederation provides an international travel experience for youth and student travelers each year. So, we can say that Millennials are the generation that has many opportunities to be successful one day.

¹ Kotler P., Armstrong G, Principles of Marketing Global Edition, 15th edition, 2014, p.27

1.1 Subject of the research

The subject of this research is to explain the Generation Millennial, what impact youth tourism, travel and hospitality industry have on them, as important segments of their lives and vice versa. But, the main emphasis is on some characteristics and behaviors of this newest generation, as well as the expectations that Millennials have in their lives. And, it is important to understand what is for this generation significant, is it education, family or both.

1.2 Purpose and objectives of the research

Purpose and objectives of this research is exactly Generation Millennials and it is our challenge to explain, explore and bring closer this topic to our reader's minds. The purpose is to make clear what impacts this generation has on society, economy, and tourism and even on the other generations. And, then what influence the new technology has on these youngsters and how is Internet important to them.

1.3 Hypothetical framework of the research

General hypothesis: Generation Y has a special impact on the tourism market as a significant segment of demand.

Special hypothesis: How all aspects of Millennial's life affect, help and teach them. Those special aspects of their lives are their family, educational environment, politics, religion, social networks.

1.4 Methods and research process

In this research was used: relevant data (existing literature, documents, publications, reports, journals, etc.) to analyze the existing data on youth tourism, Generation Millennials, tourism and hospitality industry, social networks such as Facebook and Twitter.

First step was collection of the literature on the methodology of the scientific research, then there were used analytic and synthetic methods, as well as general-scientific methods such as statistics. Afterwards, the research literature describes the research results.

2. Demographic environment as a form of macro environment

At the beginning of the work we would like to point out the difference between marketing and the marketing environment. We believe that marketing is about anticipating, recognizing and stimulating it and finally satisfying it. Also, marketing is about understanding customers' needs and wants, as to what can be sold to whom, when and where and in what quantities.

We believe that the definition of marketing theorist Philip Kotler very well describes term of marketing. He defines marketing as: „A social and managerial process by which individuals and groups obtain what they need and want by creating and exchanging products and values with others.“² We believe that this definition defines the product's main ability to satisfy consumer's needs.

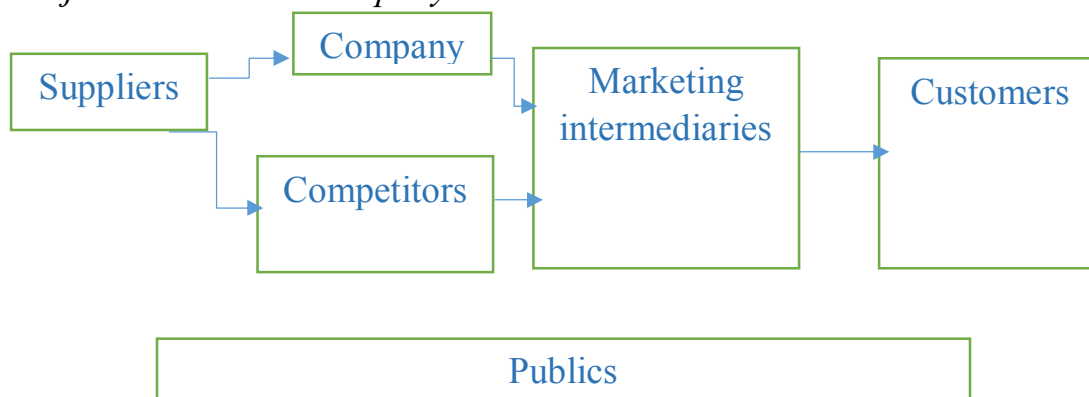
On the other hand, we would like to explain the term of marketing environment which is the main theme of our work. It consists of more forces outside marketing that affect a company's capability to keep up a successful relationship with its customers.

Successful companies are those who continuously watch and adapt to the changing environment. Marketing environment also represents all external forces that affect the result of a company's marketing efforts. And, includes opportunities and threats. We think that good managers are those who allocate their time in the customer and competitor environments. They should carefully study the environment and should easily adapt to the new challenges and opportunities.

We find it very important to mention that there are two kinds of external marketing environment-micro environment and a macro environment. These environments' factors are beyond the control of marketers but they still influence the decisions made when creating a marketing strategy. The microenvironment consists of a forces close to its customers. Those are the company, suppliers, competitors, marketing intermediaries, customers and publics. We believe that microenvironment's job is to create customers values and satisfaction through building relationships with its customers.

Figure 1

*Major actors in the company's microenvironment*³



²Kotler P, Armstrong G, Saunders J, Wong V, Principles of Marketing, Prentice Hall, 3rd edn 2001.

³Kotler P, Bowen T. John, Makens C. James, Major actors in the company's microenvironment, Marketing for Hospitality and Tourism 2010, fifth edition

We will now analyze this picture that describes micro environment and everyone who is involved in that process. Suppliers are those who can control the success of the business, their product is essence part of the buyer's finished product or business. Competitors are those who sell same or similar products and services as organization where someone works. Customers are the people who have reasons for buying some products. And, that will play a large role in a way how some employee will approach the marketing of products and services which are intended to customers. And, organization has a duty to satisfy the public. Any action of the company must be considered in a manner of the general public and how they are affected. The public has a power to help company reach the goal.

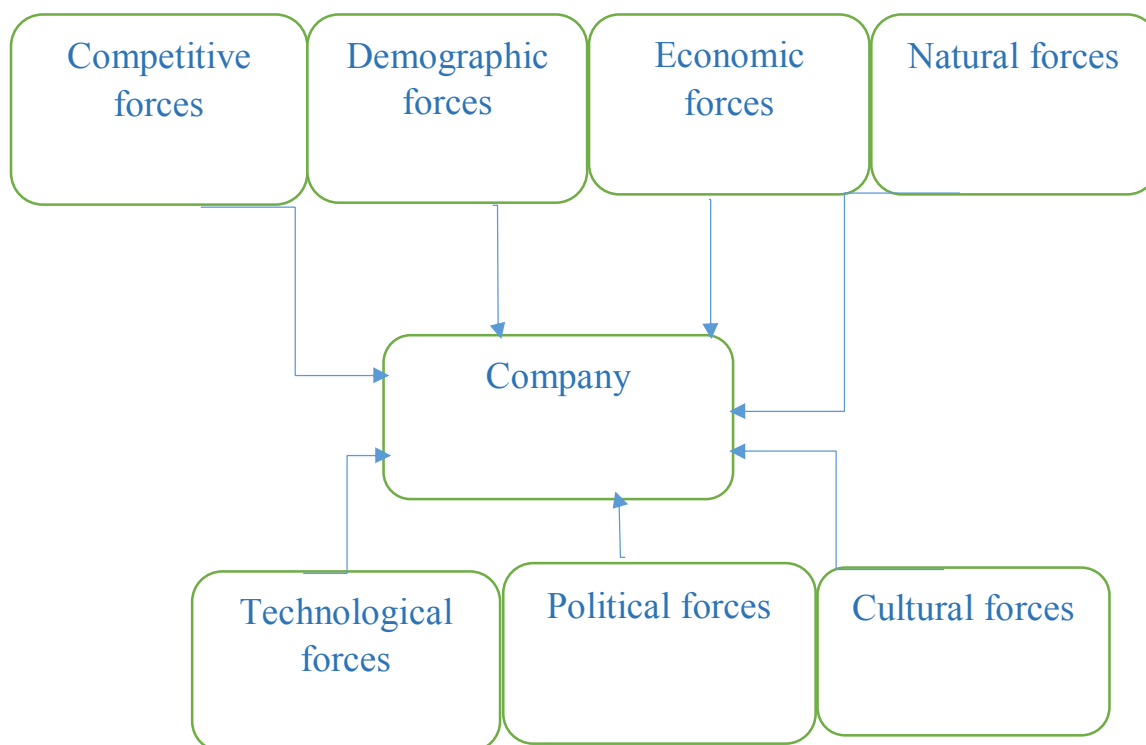
Further, we would like to point out that the macroenvironment functions in a larger environment of forces that form opportunities and threats to the company. Within macro environment there are seven major forces in the company: competitive, demographic, economic, natural, technological, political, cultural forces.

We should emphasize two barriers that influence the competition. Those are companies' capability to entry and exit markets. Entry barriers keep company from getting into a business, and barriers to exit prevent them from leaving.

We would like to show example on this topic from daily life. Hotels are those who have high barriers of entry, due to the costs of building hotel and because of finding its good location.

Figure 2

*Major forces in the company's macroenvironment*⁴



⁴Kotler P, Bowen T. John, Makens C. James, Major forces in the company's macroenvironment, Marketing for Hospitality and Tourism 2010, fifth edition

Now, we would like to point out major forces of macro environment. Demographic forces are impacted by common demographic forces, including country, ethnicity, education level, cultural characteristics and movements. Economic factors where economic environment can impact the organization's production and the consumer's decision making process. Natural forces have their renewal and natural non-renewable resources. Renewal resources are forests, agricultural products. And, non-renewable such as oil, coal, minerals that can impact organization's production. Technological forces are required to the production, and technology and materials are needed for production of products and services that must be considered. Political forces should always take into account political or legal developments relating to the organization and its market. And, cultural forces are significant to some company because any element of the production that is harmful to society should be eliminated. In that way, company can show its social responsibility.

So, micro and macro environment have an important impact on the success of marketing campaigns and because of that, the factors of these environments should be considered significantly during the decision making process of a strategic marketer. Considering these factors, will improve the success of organization's marketing campaign and the reputation of the brand in the long term.

Now, we will show some influencers of micro and macro environment on generation Y in the hospitality industry: ⁵

Figure 3

Macro and micro environment Gen Y influencers

Macro environment	Micro environment
Caring parents	Confident
Digital world	Individualism
Many large world changing events	Strong opinion

We will now analyze this table. The main traits of generation Y have been determined as confident, individualistic, demanding and knowing what they want. These traits are personal influencers. Besides this table, generation Y likes when going to some restaurant or hotel, everything to be clean, quality in service is substantial and price to be available. These characteristics are vital for their decisions.

⁵L. Minnaar, A manager's perspective on generation Y in the hospitality industry in Finland, Degree Programme in Hotel, Restaurant and Tourism Management, University of Applied Sciences, HAAGA-HELIA, 2014.

2.1 Marketing environment

We think that it is important to say something about demographics. So, demography is the study of human population regarding age, size, density, location, race, gender, occupation and other statistics. But, we will focus on the term of demographic environment. It is of major concern to the marketers because it involves people and people make up markets. Also, business suffers because of the changes in the world in the demographic environment.

Changes in the structure of the population are the starting element in the macro environment analysis. Demographic variables include: ⁶

1. Age
2. Gender
3. Family size and structure
4. Ethnic origin, religion and nationality
5. Socio-economic class.

We believe that it is important to say something about each demographic variable: ⁷

1. Age-companies use age as a variable when planning product concepts. In particular in the leisure markets. Considering age, differences are in needs and wants of consumers
2. Gender-some products must be specifically made for needs of both man and women
3. Family size and structure-size of the family affects the disposable income accessible for hospitality and leisure aims. Family size also influences family accommodation regarding the design of hospitality products
4. Ethnic origin, religion and nationality-these are important demographic variables that are connected to culture. One major effect of these cultural influences are peoples' different attitudes to food
5. Socio-economic class- this variable is implicit in the marketing strategy for hospitality companies.

We would like to point out some of the facts regarding the gap between all these generations and their agreement and non-agreement regarding work. All of these generations are working shoulder to shoulder in a workforce. Unfortunately, with their different perspectives, attitudes, backgrounds and motivations, they do not always see eye-to-eye. Every manager of some company has to make sure that despite these differences everyone works together toward a common goal-the success of a business. Here are some strategies that can help every manager can provide for employees to work together: ⁸

- Examine employees-get a reliable understanding of the generational makeup of workforce. Company can benefit from any members of a particular generation, as well as strengths and values that they bring

⁶Bowie D, second edition, Hospitality Marketing, Principles and Practice, 2011, p.82-84

⁷Bowie D, second edition, Hospitality Marketing, Principles and Practice, 2011, p.82-84

⁸T. Beekman, Senior vice president Accounting Principals, Fill in the Generation Gap, Strategic Finance, 2011.

- Build and embrace awareness-manager has to know the great values that each employee of the different generation brings to a workforce. Generational training and workshops can be a great way to educate workforce and build a sense of understanding
- Adopt flexible work policies-members of all generations agree on flexibility. Flexible schedules and adoption of policies may increase morale and productivity in many cases
- Implement cross-generational mentoring-members of all generations have strengths that can serve the other generations well
- Broaden reward and recognition program-members of different generations are driven by different motivational factors. All employees appreciate hearing the word of thank you
- Tap into the extreme desire of the millennial generation-Millennials want to make a difference and they want to make it fast. If some company has a lot of employees that are Millennials, managers should encourage their desires and reward their opportunities for advancement. Building a sense of loyalty with generation Millennial will provide to hold them as leaders of tomorrow.

It is a challenge to effectively manage and lead one company with people of different generations, all with different experiences, aspirations, work styles, and attitudes. Manager should pay attention to these characteristics of every generation.

2.1.1 The Baby Boomers



In this part of the work we believe that we should emphasize the following four generations. Among the first are *The Baby Boomers*. The Baby Boomers are born between 1946 and 1964 after the post-World War II. Then there were produced 78 million baby boomers. Through the years, the baby boomers have been one of the most powerful forces in the marketing environment. They have grown up in a healthy economic environment and have a more optimistic outlook on life and work. Boomers see their job as an expression of their self-interests and path to realization. It is also a way to finance their personal lives and hobbies. Boomers prefer working in an environment that is collaborative and team-oriented.

And, Boomers like to be recognized and motivated by personal attention, promotions, and monetary awards.

Today's Baby Boomers make 30% of the population, they are the ones who spend the most of all generations \$2.3 trillion annually and hold the most of the nation's financial assets, even three quarters.⁹ We want to emphasize that the youngest boomers are now in their forties and the oldest ones are in their sixties. The older boomers are focused on travelling, look for the new ways to entertain themselves and like to find other leisure activities.

Now, we would like to point out that in United States of America Baby Boomers are those people who are of different races, religions, and ethnic groups who participated in that boom. Total births per year grew from 2.3 million to 4.3 million and then fell to 3.1 million. The Baby Boom is defined as having occurred during the peak years.¹⁰ The question that we will reveal in this work is what caused the Baby Boom. There is no consensus regarding the cause of the baby boom just a few factors that could affect this boom. Those are economic, social and psychological factors. On the other hand, we will show to reader's boomers lifestyle. Low fertility is not the only characteristic that discriminates the Baby Boomers from their parents. Women started working male professions, did not get married, and if so divorce rates increased.

But, the population of Latino people in the United States are a large population growing from 13% of the U.S. population in 2000 to 30% in 2050 as a largest U.S. minority. They are as well a lot of aging. Many aging Latinos have minimal pension and health care benefits. Latino Baby Boomers are a population at risk, because of the fact that when they retire they will not have money to pay for basic needs. Although, they rely on advocacy groups and service organizations, these organizations do not sufficiently meet the needs of the growing population of aging Latinos.¹¹

Concerning this topic we would like to point out, except the boom which originated in USA, a view of ageing among European population. A key demographic challenge is going to be population ageing in many European countries in the next fifty years. Immigration can be seen as an option for softening the ageing process. But, as immigrants are always older than newborns, if the population growth factor were to be immigration instead of fertility, then the ageing process would be softened less.

Because of the fact that the boomers were the first generation of children and teenagers with important spending power and that combination was really positive for marketing campaigns and the introduction of new products. And, also for marketing Boomers were a consumer group to be evaluated and targeted. They were better educated than their ancestors, with 83% that had finished high schools and one quarter of them finished colleges.¹² They were also richer than their ancestors. Regarding, fashion they spend more money on clothes and shoes. The market was interested to follow Boomers needs from the mini-skirts to relaxed fit jeans.

⁹ Lee Louise, „Love Those Boomers“, Business Week, Washington, 2014, www.businessweek.com

¹⁰D. Macunovich, The Baby Boomers, Department of Economics, Barnard College, Columbia University, 2000, p.2

¹¹C. Haro, F. Javier Iribarren, K. McCormack, Y. Flores, Advocacy for Latino Baby Boomers, Protecting an At-Risk Population, 2010, p.1

¹²M. Pirie, R. Worcester, The Millennial Generation, Adam Smith Institute, London, 1998, p.5

Nowadays, Baby Boomers are retired or are going to be in retirement in a few years' time. Today they are characterized by their conventionality, in comparison to their followers. We believe that boomers are going to surpass their parents' regarding on the standard of living in retirement. Boomers in their retirement are going to less likely live with their spouse and are probably going to have fewer adult children.

2.1.2 Generation X

The next generation that we think it is important to explain is Generation X. This generation is born between 1963 and 1983, it counted about 49 million people. We believe that this generation is, by many authors, the generation in middle. Because, these people were born between Baby Boomers and Millennials during the recession they built up a more cautious economic view. They grew up in a time of epic political, economic, and social changes that made this group careful of authority and prepared to question leadership. They witnessed rising crime and social tensions and have lived in an environmental awareness and concern. Their curious nature has caused the generation to redefine the workplace. They crave a balance between their personal and professional lives and believe that work can be anywhere and anytime performed.

Also, Generation Xers look at work as a temporary, because they are the first generation whose work is not lifetime. When speaking, this generation communicates their expectations clearly. At work they like to get additional vacation or personal time, opportunities for advancement and better resources.

One of the important characteristics of this generation is that they care about environment. We think that some other characteristics of Generation X that should be mentioned are those that they seek success, but are less materialistic. For many of them, the family comes first and then career. As far as the market field is concerned, Generation X is skeptical.

They would rather search for products on the internet before they consider a purchase. When it comes to traveling, Gen Xers seek for something new and different, which means that they spend more money than the previous generation-Baby Boomers.

We would like to point out some characteristics of this generation. They are independent, tough, flexible, seeking emotional security, preferring informality, and being entrepreneurial. Xers are those people who value work-life balance, growth opportunities, and positive work relationships more than boomers do.

As for work and family relationships, Xers are the first generation with large numbers of single-parent families, because of high divorce rates where the traditional family was not the modal family structure. Xers seek for balance in their lives, especially between work and family. And, they started to develop the strong families that they have missed in their childhood.¹³

¹³ N. Beutell, U. Witting-Berman, Work-family conflict and work-family synergy for generation X, baby boomers and matures, Generational differences, predictors and satisfaction outcomes, Hagan School of Business, USA, 2007, p.3

2.1.3 Millennials



The main theme of our research is exactly this generation-Generation Millennials. At the end of the last century, the new generation was born. We believe it is necessary to say in detail about this generation. They are the children of Baby Boomers. Born in 1980s and 1990s, and early 2000s, the Millennials include a large percentage of the population. They have their own opinions, attitudes, values, and technological competences that differ from the other generations. This generation consists of 80 million people and is known as Generation Y, Net Generation, Echo Boomers, Peter Pan Generation, Boomerang, Gen Next and iGeneration. The variety of names given to this generation reflects the numerous ways in which the media, politicians, social critics and demographers have determined this group. They are influenced by contemporary world advances that shape their personal and professional habits. In this first decade of the 21th century whole society witnessed promptly growing populations of youth who are motivated by consumption, high-impact, video games, television, and Internet social media.

We think that some of the characteristics of Millennials are that they are sociable, optimistic, talented, well-educated, open-minded, collaborative, and achievement-oriented. As well, they are the first generation that grew up with digital media. But, as youth has today become technologically adapt via social media platforms, they also risk becoming uninformed about societal issues such as global warming, childhood obesity, and the devastation of natural resources. This lack of awareness has much more consequences on health and well-being of young people as well as the sustainability of our communities and society at large.

We believe it is important to point out some of the characteristics of Generation Millennials regarding their career:¹⁴

1. They are the leaders
2. They like to be challenged
3. They like to work with those coworkers with whom they become friends
4. They prefer a work environment to be positive
5. They like to be flexible.

But, Millennials are also often impatient. They want to achieve their career goals quickly and crave immediate feedback. Hence, communication should be positive and frequent. This generation likes when someone offers to them awards, certificates for a job that is well done, or bonuses.

¹⁴ C. Raines, Managing Millennials, 2002, p.5, www.generationsatwork.com

As for job, Millennials have seen standards of living rise permanently, but have not seen a level of job security, which their ancestors had before. For Millennials the idea of the job for life belongs to a history books.

We think that Generation Millennials has several age cohorts: *tweens*-ages 8 to 12; *teens*-ages 13 to 18; *young adults*-twentysomethings.

Younger Millennials are just beginning to develop their buying power. Millennial Generation is by marketers more brand conscious generation then previous ones, especially when it comes to shoes and clothes. Even if they do not have jobs that are disposable and incomes as the older members of the Baby Boom generation and Gen Xers. Millennials are prepared to pay the high prices that some top brands offer.

The older ones have now graduated from universities and start with their careers. Millennials believe that it is necessary to finish university even if they will not have a long term jobs. It is for them one of the best investments that many of them will make. This generation also knows how to operate with computers, digital and Internet technology. They are more computer literate than the previous generations.

Travel is for the millennial generation a custom, they like to travel abroad and many of them have friends in other countries. They meet them either on trips or over the Internet. They are very concerned about their appearance, like to spend money on cosmetics and personal hygiene.

This generation is different from previous. They do not expect much from political process, and do not look on government to provide their jobs. They are risk takers, want to own their own businesses. Also, they are ambitious, tolerant and on personal level look to provide for themselves a happy marriage with children and honor personal qualities such as honesty. They are self-confident and self-dependent. Phrase of their life is that future, career, relationships depend on themselves, as well as their abilities and efforts.

2.1.4 Generation C

Generation C is generation that is born in mid or late 1990s and in the mid-2000s. They are also the present generation.

At the beginning we would like to point out some characteristics of Generation C. Some of them are:¹⁵

1. They are materialists and realists
2. They are culturally liberal
3. They live with their parents more than every generation before them
4. They use Internet a lot for expressing their opinions
5. For them technology is not a problem, they have grown with it.

¹⁵R. Friedrich, A. Koster, M. Le Merle, M. Peterson, The Rise of Generation C Implications for the World of 2020, p.4

By 2020 we will be living in a different world from previous. We believe that technology and communication industries have to be prepared to lead us into this new world and they will for sure benefit from technological, social and cultural changes that will take place.

We believe that we should note that this generation was born between 1990 and lived adolescent years after 2000. By 2020 we assume that this generation will constitute 40% of the population in the Europe, USA and the BRIC countries (Brazil, Russia, India and China). And, 10% in the rest of the world. Generation C will represent the largest group of consumers worldwide.

We would like as well to point out, that this generation has grown with mobile devices, computers and all technology that represents state of the art these days. Most youngsters of this generation have Facebook pages, watch videos and listen to music via YouTube, use instant messaging for their communication.

We would like to take a look at the mentioned BRIC countries (Brazil, Russia, India and China). All of these countries will continue to grow very fast. These countries, we believe, are going to exceed West countries in innovations, technology, and Internet. They will take a leading role and will create a digital world.

3. Market segmentation

We believe that it is important at the beginning to say something about marketing. This area of marketing deals with the term consumer, when referring to individual customers. But, when referring to consumers in aggregate, or groups of consumers, the term market is usually in use. A market can be described as a defined group of consumers for a specific product or range of products. For example, tourists are consumers who buy a number of different travel and tourism services. If people in the industry have a clear understanding of who buys their products, why they buy it, then they will know how to adapt their products closely to the needs and wants of their customers. We assume that the vital information has to be what tourists buy, when they buy it, where they buy it and how they buy it. These are very important information for the travel industry.

Also, there are some characteristics that affect consumer behavior. For example:¹⁶

- Cultural factors such as culture and its influence on buying behavior. Then, subculture as a group of people with shared value systems based on general life experiences and situations. And, social class whose members share similar values, interests and behavior
- Then, there are social factors where members of some groups can influence on someone or family as part of the social factors, which is the most important buying organization

¹⁶ P. Kotler, G. Armstrong, Principles of Marketing, 9th edition, 2012, p.25-28

- Personal factors, which includes age, life-cycle stage, occupation, economic situation, lifestyle, personality and self-concept
- Psychological factors such as motivation, perception, learning, beliefs and attitudes.

Segmenting markets by needs and wants

We are all aware, that every person has the same basic physiological needs. But, how is it possible that in different countries and regions, different needs exist, leading to a different forms of demand? Because of that we will point out some variables which distinguish one market from another. The process of dividing markets by their variables is known as market segmentation, about which we will discuss lately. We believe that just few companies produce products which are in equal demand amongst all segments of the population. And, very few marketers will fail to break down the demand for products by identifying those segments which buy their products. This process of the market segmentation can be done using-geographic variables, demographic variables, psychographic variables and behavioral variables. Below, we will examine each of these categories. But, besides this segmentation variables, the buyer decision process involves overview, recognition, and search for information, evaluation of alternatives, decision purchase and post purchase behavior. And, when some company place some new product on the market, there is an adoption process. It involves awareness, interest, evaluation, trial and adoption.

We think that it is significant to talk about do people really need some things, or they have just a desire for buying some dress, or television set or even a holiday. We are encouraged to discover some new wants or needs, once that are existing and others that are satisfied. In everyday life, people often try to exaggerate that they do not have nothing to wear for their holiday or some event. So, it is very difficult to distinguish between wants and needs. We are all aware that people have certain *physiological needs* that are necessary for survival, the need to eat, to drink, to sleep and to keep warm. And, this is all very important for survival of the human race. On the other side, there are *psychological needs* which include satisfaction, the need to give and receive love, the need for self-esteem, for recognition, for status and respect. Also, there is a primary human drive for competence, a want to control the environment, and to gain understanding for its own benefit. According to the Abraham Maslow, he categorized these needs into a hierarchy, theorizing that „more basic needs have to be satisfied before our desires will be aroused for higher-level needs“.¹⁷

¹⁷J. C. Holloway, Marketing for Tourism, Prentice Hall, fourth edition, 2004, p.101-102

Figure 4

*Maslow's hierarchy of needs*¹⁸



Market segmentation

As long as people have been selling products there has been some form of market segmentation. In the precocious years of marketing, segmentation was based on rather general dimensions such as buyer's vs non buyers, or men vs women. We will like to point out the term segmentation. It refers to subdividing a market along some similarity. The purpose of segmentation is the concentration of the marketing energy and force on the market segment to gain a competitive advantage inside segment. The focus in segmentation is on the differences between identified groups on certain criteria, such as brand purchasing, brand attitudes, media patterns, and so on. Segmentation is useful because it moves beyond total scores and reveals important differences that can be acted upon. Segmentation is especially useful in developing marketing objectives because it identifies important subgroups in the population.

Market *segmentation* has its levels. They are:¹⁹

- Mass marketing-distributing same product to all consumers;
- Segment marketing-closely match the needs of the market;
- Niche marketing-focus is on the subgroups within segments;
- Micromarketing-local and individual marketing.

Requirements for effective segmentation are:²⁰

- Measurable-size, purchasing power;
- Accessible-can be effectively served;
- Substantial-profitable enough;

¹⁸ J. C. Holloway, Marketing for Tourism, Prentice Hall, fourth edition, 2004, p. 102, Maslow's hierarchy of needs

¹⁹ P. Kotler, G. Armstrong, Principles of Marketing, 9th edition, 2012, p.37

²⁰ P. Kotler, G. Armstrong, Principles of Marketing, 9th edition, 2012, p.37

- Differentiable-two segments that reach the same way;
- Actionable-effective programs that can be designed for the segment.

Further we would like to point out that the segmentation, targeting and positioning process (STP) is divided into three main activities: market segmentation, market targeting and market positioning. Within each of the stages is a set of actions. We think that this can be explained through table.

Figure 5

The segmentation, targeting and positioning process ²¹

Market segmentation	Market targeting	Market positioning
Identify bases for segmenting the market	Develop measures of segment attractiveness	Develop positioning for each segment
Develop profiles of resulting segments	Select the target segments	Develop marketing mix for each target segment

As for the market targeting we have to mention that the target market is a set of buyers who share common needs or characteristics that the company decides to serve. And, market targeting has its coverage strategies:²²

- Undifferentiated marketing-is a mass marketing, focus is common to all buyers and it is often difficult to compete with focused competitors
- Differentiated marketing-several segments can be targeted and design individual offers for each of them
- Concentrated marketing-it is attractive when resources are weak, and marketing mix can be shared for all segments.

And, as for positioning we can say that product position is defined by consumers. Consumers simplify their buying process by categorizing. Positioning strategies are:²³

1. Identifying a set of possible competitive advantages-company must be able to deliver a promised offering
2. Choose the right competitive advantage-the question is which characteristics someone wants to promote. They can be classified as important, distinctive, superior, communicable, preemptive, affordable, profitable
3. Select an overall positioning strategy-there are some strategies that can be chosen. They are value proposition, it is the full positioning of a brand.

²¹Mc Cabe Scott, The segmentation, targeting and positioning process, Marketing Communications in Tourism and Hospitality, first edition 2009, Oxford, UK

²² P. Kotler, G. Armstrong, Principles of Marketing, 9th edition, 2012, p.39-40

²³ P. Kotler, G. Armstrong, Principles of Marketing, 9th edition, 2012, p.40

More for more-has offers that have a high quality. More for the same-the more value for same price. More for less-often not achievable. Same for less- offers same but for cheaper price. And, less for much less-when customers settle for less than optimal quality to get cheaper price.

Life style information can be implemented to position a product based on the inferences drawn from the consumers view, then how some product fits consumers' needs and his life.

We believe that the aim of segmentation is to maximize the investment in marketing and to provide for tourism and hospitality services to meet customers' needs, values and expectations. Remarkably, market segmentation works on the basis that in very few circumstances marketing communications have to try to reach the market.

Also, market segmentation is the process of dividing up the total market into groups who share common characteristics or needs and whose attitudes for communications, messages about products or services might be alike. Our focus is on the following methods. They are used to segment tourism and hospitality markets are demographic, behavioral and psychographic approaches as well as geographic segmentation.

Figure 6

Bases of Market Segmentation²⁴

Demographic	Behavioral	Psychographic
Age	Motivation/purpose of travel	Personality
Gender	Frequency of use/purchase	Identity
Geographic region	Decision-making processes	Lifestyle(activities,interests, opinions)
Stage in the family life cycle	Benefits sought from the experience	
Education	Usage	
Race,ethnicity,culture	Attitudes,perceptions,values, beliefs	
Occupation or social class		
Sexual orientation		

We would like to point out that segmentation process cannot hide the fact that every person sees itself as an individuals. Regarding market positioning, service occupies in the minds of the consumers. Because consumers are continuously referring back to product evaluations when they come into contact with new messages about some products or services. And, consumers classify them according to what they already know about some products or related ones, as well as competitors' products.

²⁴Mc Cabe Scott, Bases of Market Segmentation, Marketing Communications in Tourism and Hospitality, first edition 2009, Oxford, UK, p.148

We will now say something about segmentation options. And, they are:²⁵

- Single segmentation-allows organizations to focus on marketing, sales and promotion
- Selective segmentation-organization has different point of segmentation and different products on offer
- Exclusive segmentation-marketing communications are deployed widely across a number of different media channels.

Regarding this theme, we believe that lifestyle segmentation is a new dimension for segmenting markets that has developed in a recent years. It has been a useful concept for marketing and advertising planning purposes. Lifestyle segmentation is the concept of two concepts into a single system.

One of the concepts is life style patterns and the other is market segmentation. So, lifestyle is defined as how some person lives, the way they live. But, in marketing, lifestyle represents the behavior of individuals, a small group of people interacting and a large group of people acting as potential consumers. We are now going to determine a meaning of life style patterns. It refers to a distinctive mode of living in its aggregate sense. Also, the lifestyle associates to the economic level at which people live, how they spend their money and in which way they allocate their time.

Lifestyle segmentation measures people's activities in terms of:²⁶

- How they spend their time
- What interests they have
- Their views of themselves and the world around them
- And, some basic demographic characteristics.

The basic premise of life style research is that the more some company knows and understands about their customers the more effectively they can communicate and market to them. The most popular forms are demographics, social class, and psychological characteristics. About this topic will be further discussed in our work. Lifestyle segmentation deals with every day, behaviorally oriented aspects of people as well as their feelings, attitudes and opinions.

We believe that lifestyle segmentation is used to segment the marketplace because it provides a broad, every day view of consumers. Lifestyle segmentation begins with people not products and classifies into different life style types, based on a wide range of activities, interests, opinions.

Life style patterns provide a wider, more three-dimensional view of customers, so that one can think about them more intelligently in terms of the most substantial product positioning, communication, media, and promotion.

²⁵Mc Cabe Scott, Marketing Communications in Tourism and Hospitality, first edition 2009, Oxford, UK, p.163-164

²⁶ O. Kucukemiroglu, Market Segmentation by using consumer lifestyle dimensions and ethnocentrism, An empirical study, College of Business Administration, York, Pennsylvania, USA, 1997, p.4

To conclude on this topic of the lifestyle segmentation, we believe that it is useful because it provides a unique and important view of the market. It starts with people and their life styles and motivations and then defines how various marketing factors fit into their lives. This approach often provides a new insight into the market and gives a more three-dimensional view of the target consumers.

Now, we will present some life style dimensions with the table below.

Figure 7

Life style dimensions²⁷

ACTIVITIES	INTERESTS	OPINIONS	DEMOGRAPHICS
Work	Family	Themselves	Age
Hobbies	Home	Social issues	Education
Social events	Job	Politics	Income
Vacation	Community	Business	Occupation
Entertainment	Recreation	Economics	Family size
Club membership	Fashion	Education	Dwelling
Community	Food	Products	geography
Shopping	Media	Future	City size
Sports	Achievements	Culture	Stage in life cycle

Further, we would like to point out a consumer segmentation. This type of segmentation can be powerful for companies. So, they can better understand and better attract their target market. Usually, this type of segmentation is used in an early stage of product development.

We assume that this topic is about consumers and their segmentation can be related to the new generation, Millennials. In the sphere of marketing, it is hard to reach this generation, than their predecessors. Because, before generations used magazines and newspapers, so they knew the latest news in that way. And, now Millennials can reach all the information via the Internet on computer or mobile phones. Relationship marketing is one of the new approaches to reach generation Y.

Within the generation, interests may differ because of the large span of years that they are born. Thus, we will mention a strong relationship with its customers and other stakeholders. This marketing is usually identified as a relationship with customers. But, this concept includes other stakeholders such as employees.

²⁷ J. Plummer, Life style dimensions, The concept of application of life style segmentation, Journal of Marketing, 1974, p.34

Better relations with employees through training, better facilities, promotion and personal responsibility will contribute a better performance and better relations with customers.

Nowadays, it is common as CRM-Customer Relationship Marketing. It is a set of techniques designed to help establish contacts with customers over a long period of time. This type of management is already established in the travel and tourism sphere. For example, booking the best rooms when checking in. We think that it is important to say that market segmentation is the basis of which the company first defines the market which will serve, and then creates its products to serve the needs of those markets.

Now, we will present profiles of the consumer types in global in 2013 year:²⁸

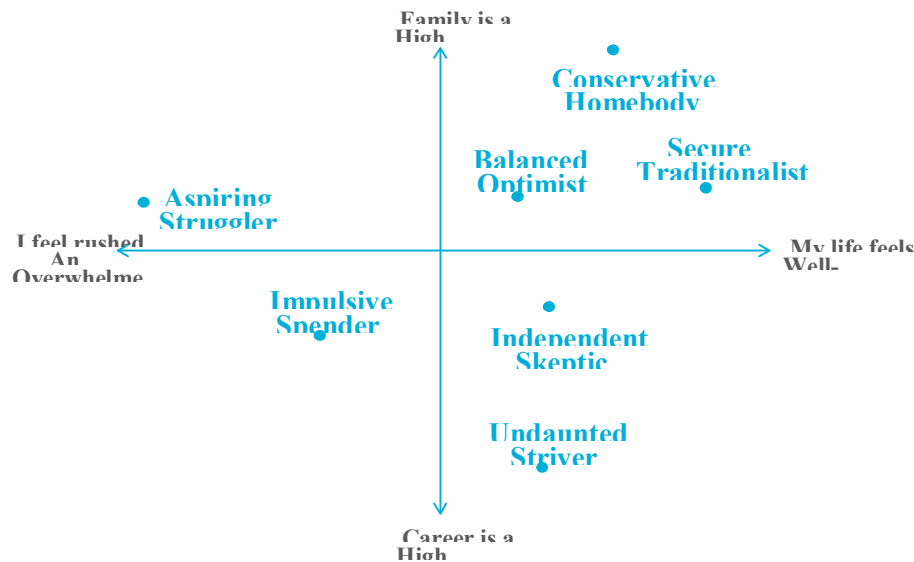
1. Undaunted striver-this type of person is very oriented, impulsive and indulgent
2. Spender-they are confident, social, friend-focused, and tech-savvy. Their life is exciting
3. Balanced optimist-they are practical, optimist and quality-seeking. They are confident in themselves and in the future
4. Aspiring struggler-they are uncertain, stressed and approval-seeking. These people want more from their life
5. Conservative homebody-family-focused, private and minimalistic. For them family matters the most
6. Independent skeptic-skeptical, unconventional, apathetic. And, they live their lives on their own terms
7. Secure traditionalist-independent, modest and settled. They are content with where they live.

We believe that all consumers' decisions are based on their beliefs about themselves and a world around them. Consumers who are capable to maintain a good balance between their work and personal life. Probably they have different needs and wants than those who have struggles with these two segments of their life. Segments of people who put their families above their carrier have a well-balanced life, plenty of time and energy to be with them. Literally they devote their time to their families. While their career may suffer because of that, these consumers are content with their lives and in general avoid feeling rushed or stressed. On the other hand, we believe that there are those consumers who tend to be work-focused and they are very satisfied with their mix of priorities. They like to concentrate on their work and career and avoid feeling out of balance.

²⁸L. Holmes, Survey analyst, 7 consumer types, Consumer types for successful targeted marketing, Euromonitor International, USA, 2015, p.7-8

Figure 8

Attitudes towards work and personal life among global consumer types²⁹



We assume that it is very important to explore four main categories of consumer life-shopping habits, technology use, health and diet and green attitudes. Below, we will examine all of these four categories:³⁰

- Shopping habits-for companies it is not very easy to discover their target market, because of the fact that they are consumers who are prone to impulsive purchases than others. Also, there are consumers who deeply think over and over again about their purchase before stepping foot inside some store or clicking onto a website
- Technology use-technology has occupied every segment of life, giving consumers wide range of options when it comes to communications, shopping and even fitness. Some consumers are rarely seen without their smartphones in their hands. Others rely on the internet but are not much attached to the social media or new gadgets. And, some of them think that it is a waste of money to spend on buying some technology gadgets. Main job that companies have is understanding how various consumers segments use technology. And, for retailers is essential to recognize which types of consumers will buy their products. Beyond understanding how their target market is likely to make a purchase, marketers have to recognize the importance of technology in lives of their current and future customers. We all know that technology nowadays offers many different touch point between customers and companies, but finding the right ones can strengthen awareness, interests and loyalty

²⁹L. Holmes, Attitudes towards work and personal life among global consumer types, 7 consumer types for successful targeted marketing, Survey Analyst, Euromonitor International, USA, 2015, p.11

³⁰ L. Holmes, Survey Analyst, 7 consumer types for successful targeted marketing, Euromonitor International, USA, 2015, p.9

- Health and diet-regardless of how busy consumers are in their everyday life, with their work, school, friends and family, they have to take some time to nourish their body. Some types of people are more likely to consider nutritional value of food before eating, others believe that fitness is an important part of life. A different set of consumers do not place high value on fitness and give little to their physique
- Green attitudes-no matter how the companies struggle with improving, marketing and placing new products, consumers have many opportunities to make green choices. Because of that fact, retailers have to make bigger efforts to meet customer needs and demands. There are consumers who have a great concern towards the environment and are willing to spend on its behalf. On the other hand, there are those consumers who do not give any concern or just a little bit for the environment, do not want to pay for green goods, do not make eco-friendly choices and they are not at all concerned about climate changes. And, some consumers consider green goods worth the higher price even if they are not so much concerned about the environment.

Now, we will say something about seven global consumer types:³¹

1. Reaching the Balanced Optimist- these people like to seek for quality and have shopping habits. They are willing to spend on products which they know they can trust. Their usage of technology is at a high level. Family for them means the most. Of course, they are optimistic, take care about their health and diet. And, they are very environmentally friendly
2. Reaching the Aspiring Struggler- they also like to shop, but are stressed. They are as well focused on technology. These people are uncomfortable to decide on their own and are willing to spend more money on green good
3. Reaching the Conservative Homebody- they are family focused and have shopping habits. They tend to keep their privacy to themselves. As regards technology, they would like to look for diets and fitness regimes that do not involve buying some gadgets for training. And, they are unlikely to spend money on expensive green good
4. Reaching the Independent Skeptic- they like to look for brands that play on their own rules. Love technology, but will not buy gadgets just to be cool. They are more open for exercising, but just if friends are involved. And, are very digitally aware
5. Reaching the Secure Traditionalist- their slogan is why to change a good thing. Because of that they must convince a lot before they buy some new gadget. Regarding technology, they prefer to have mobiles just for texting and calling. Rather than having more advanced technology. Love to exercise on their own. And, like to recycle stuff and to do gardening.

³¹L. Holmes, Survey Analyst, 7 global consumer types, 7 consumer types for successful targeted marketing, Euromonitor International, USA, 2015, p.23-26

We believe that for retailers it is essential to know types of consumers so it can help them sharpen their product development. In that way they can better reach their target market.

Now, we will show the seven global consumer types that can be found around the world divided by countries:³²

1. Undaunted striver- confident, status-oriented and tech-savvy.
Countries: Brazil, China, France, Germany, India, Japan, Russia, UK, US
2. Balanced optimist- quality-seeking, practical, optimist.
Countries: Brazil-optimist, China-savvy moderate, France-balanced realist, Germany-balanced pragmatists, India-prudent pragmatist, Japan-savvy strategist, Russia-confident achiever, UK-mindful moralist, US-ethical optimist
3. Secure traditionalist- independent frugal- settled in ways. Countries : China, France, Germany, India, Japan, Russia, UK, US
4. Impulsive spender- friend-focused- social and indulgent.
Countries: France-free-spirited socializer, Germany-frazzled free-spenders, India-restless spender, Russia-eager socializer, UK-free-spirited spender
5. Conservative homebody- family-focused, private and minimalistic.
Countries: Brazil-cautious quality-seeker, China-cautious saver, France-thoughtful saver, Germany-conservationist, India-humble homebody, Japan-family-minded frugalist, Russia-thrifty skeptic, UK- conflicted conservative, US-simple spiritualist
6. Aspiring struggler-uncertain, stressed and approval-seeking.
Countries: Brazil-stressed aspirant, China-struggling questioner, US-conflicted climbers
7. Independent skeptic-unconventional, skeptical, indifferent.
Countries: Brazil-independent individualist, Japan-connected iconoclast.

Before we start with the next section we would like to mention product segmentation. We believe that this type of segmentation is closely related to consumers and their needs and wants of some specific product. This segmentation is recently developed. Consumers differentiate among the various brands according to their own perception of the brands real or imagined characteristics. Every brand has its own consumers and niche markets. Marketing managers have two jobs. First is to improve the marketing program for an existing product and to develop a new product.

³² L. Holmes, Survey Analyst, 7 global consumer types, 7 consumer types for successful targeted marketing, Euromonitor International, USA, 2015, p.28

Techniques that are now used are:³³

- ❖ Demographic method-today this method is most popular market approach. Unfortunately, this method appears to be relatively poor predictor of purchase behavior. But, demography can play an important role when brand is not important or absent or when the demographic characteristic itself is directly related to consumption. Demographic analysis, as a market tool, can be very helpful for identifying market potential but it is too insensitive for predicting specific brand choice
- ❖ Usage patterns-this is another method of segmentation that is based on patterns of product usage. There are two element which determine product choice. Those are people characteristics and product characteristics. Therefore, product's characteristics account for differences in purchase behavior.

We believe that the major difference between the traditional techniques and the new approach is that market segmentation concentrates on differences among people and product segmentation concentrates on differences among products.

Therefore, product segmentation requires three steps:³⁴

- Learning how consumers differentiate among brands and products
- Building description of new products and evaluating consumer preferences over the current brands
- Selecting the new product description that reaches the desired preference level and building new product so that consumers can match them with their description.

3.1 Demographic segmentation

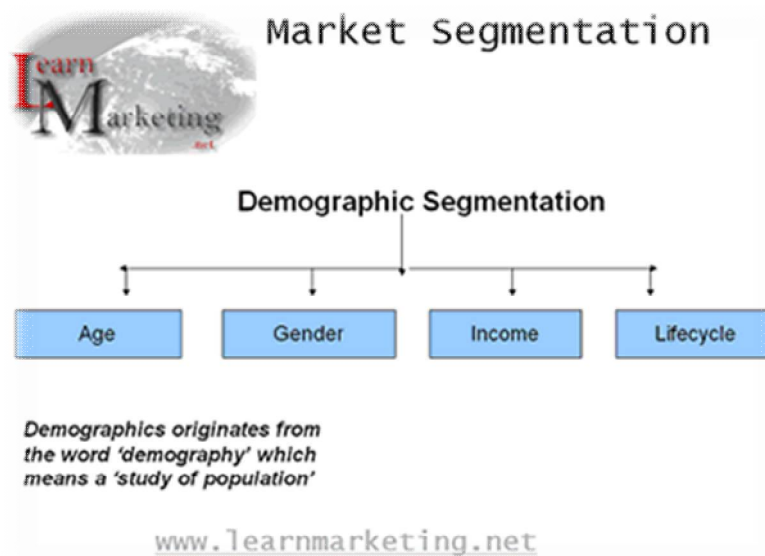
We believe that it is important to say about demographic segmentation that it is divided according to characteristics such as age, gender, family composition and size, life cycle, income, occupation, education or ethnic background. We think that there are six categories which are valuable as niche markets and they identify residents as thriving, expanding, rising, settling, aspiring and striving. Except these six categories that will be mentioned, it is known that in demographic segmentation, brands can target only women, others only men. Then for example, music downloads can be targeted to the young, while hearing aids are targeted to elderly ones. Demographic segmentation always plays role in a segmentation strategy.

³³ N. Barnett, Beyond market segmentation, 2014, p.2-6

³⁴ N. Barnett, Beyond market segmentation, 2014, p.7

Figure 9

Market segmentation³⁵



Demographic segmentation includes:³⁶

1. Age and life stage

Age is very commonly used form of segmenting markets. For tourism and hospitality companies sometimes it is very easy to classify their customers by age categorization. For example, families with children differ from young couples even if they are the same age. But, then in the hospitality industry sometimes it is not possible to segment people by their age or life stage. And, for tour operators package holidays are heavily age segmented. It is because of the social nature of the experience

2. Gender

Men and women have various tastes and values which are reflected in their choices and purchases of products and services. Nowadays, more people are going to holidays in friends groups. These groups may be single-sex group holidays for activities such as skiing, horse riding, walking, shopping etc.

3. Sexual Orientation

Sexual orientation is becoming a key segmentation variable as tourism and hospitality organisations and destinations distinguish those proposes which may attract groups of people like lesbians or gay.

³⁵Demographic Segmentation, www.learnmarketing.com

³⁶S. Mc Cabe, Marketing Communications in Tourism and Hospitality, first edition 2009, Oxford, UK, p.149-153

These groups of people have been targeted as profitable market segments for tourism as these consumers spend a lot of money, are very frequent users and are really adventurous

4. Ethnicity and Cultural Background

Race and ethnicity is an important demographic variable because cultural norms customs affect types of food and their preparation towards travel and destinations. This type of travel is also determined by visiting friend and relatives.

5. Socio-economic Variables

These variables involve occupation and income, education and social class. People in the same social class show different consumption patterns and tastes, lifestyle and values. Generally speaking people in lower socio-economic class participate less in tourism and hospitality consumption than those in the higher classes. Middle class people travel most and very skillful and educated so they can in the best way travel and access hospitality services. Still, social class is useful in terms of targeting the market. People from higher class tend to read high quality, broadsheet, and print media and mostly watch certain types of television channels, programs and engage in particular types of cultural activity.

6. Geographic Region

This segmentation approach is useful in tourism and hospitality marketers. This approach can be used in the case of airlines and airport authorities targeting whole populations of the airport. Alternatively a combination of geographic and demographic is geodemography and it can be also used. Demographic information is still needed along behavioral and psychographic variables. Because, it is required to profile key geographic and demographic characteristics of the segments and to be able to direct marketing communications geographically, so effectively appeal to those segments in an appropriate geographic regions of a country. But, demographic characteristics are often used as the primary base from which can be developed behavioral variables.

3.2 Behavioral segmentation

At the beginning of this section, we would like to point out that for understanding consumers we must know how they act and react as individuals. Buyers choose products which they observe as having the best potential product to satisfy their needs. Hence, they will be buying the benefits offered by the products. We believe that consumers learn about some products through experience with the same or the alike products in their past or by looking for information. Information can be sought actively or passively. Actively is when buyer has an immediate need for some product. And, passively is when buyer keeps some information about a specific product for future use. Sources of information can be commercial world or the buyer's social environment. The commercial world produces messages that describe a product's quality, price, service and qualities versus competitors. And, social sources of information include word of mouth, recommendation from friends or family.

Consumer's decision-making is based upon the following characteristics. They are our personality, culture, economic influence, importance of the purchase. On the other hand, we would like to point out that our individual experience is based on how we perceive or learn about some products. Every person tends to screen out information about some products.

We assume that products can be categorized into three levels:³⁷

- Product benefits- they are perceptions of how experience meets consumers' needs and values, satisfaction and contributions to positive self-image
- Product attributes- this refers to the tangible features of the service including elements of service escape, physical evidence also design, branding, packaging
- Marketing support services- these are additional elements such as after-sales service, guarantees, complaints, loyalty, relationship marketing.

We believe that every person tends to repeat his/her experiences if their action results in satisfying their needs. And, this leads us to loyalty to some brand. In the same way, every person likes to generalize from his/her past experience of a product, so that our satisfaction leads us to take another for example trip, cruise or some holiday with the same company. There is one well-known way in which tourism marketers are learning to meet their individual needs is by tailor-making their packages.

Nowadays, large tour operators have established sectors who serve the individual needs of their customers. We were discussing to this part about the need of individual consumers. But, there is another important market which is very important in travel and tourism marketing. That is an organizational market.

Main issues in organizational marketing, which separate this from consumer market, are:³⁸

- The buyer is rarely the consumer. A diversity of different employees can be involved in the buying process and decision. That is called decision-making unit
- Buying tends to be in larger quantities
- Buyers make very high demands in terms of quality, supply and personal service
- Prices are negotiable
- Buyers and principals negotiate directly
- Branding is not very important in decision making, as are price, delivery, reliability, efficiency and service.

³⁷S. Mc Cabe, Marketing Communications in Tourism and Hospitality, first edition 2009, Oxford, UK, p.154-155

³⁸J. C. Holloway, Marketing for tourism, fourth edition 2004, Prentice Hall, p. 111-112

We believe that nowadays it is very important to be networked. Especially, in all businesses as part of keeping a personal contact with potential buyers and sellers, as well as creating a relationship with its customers. This also concerns tourism industry, and the world travel market. It is a key of relationship marketing which we have mentioned earlier in the work.

We would like to point out some new form of segmentation. It is called a volume segmentation. This type of segmentation separates light from heavy users of the product and their loyalty. For example, hotel companies offer discounts and other benefits to their regular clients such as companies which book for their employees on regular basis. Or airline companies who have contracts for their crew accommodation. And, this strategy has proved to be successful in building brand loyalty.

3.3 Psychographic segmentation

We believe that psychographic segmentation is called lifestyle segmentation based upon analyses on consumer attitudes, values, beliefs, behaviors, perceptions, interests and beliefs. This type of segmentation is legitimate way to segment a market. It is important in this part of the work to say that psychographic segmentation includes personality and identity, lifestyle. These types of approaches are very useful for tourism and hospitality services. Because, of the connection between consumption of these services as an expression of self-identity or as an expression of individualism or other aspect of personality. Marketing communications based on status and personality is prevalent in tourism and hotel chain marketing strategies. Consumers' involvement in certain leisure activities becomes an expression of their identity. Also, these types can relate to brands where brands take on a public personality. As far as lifestyle segmentation, it is a method of tourism and hospitality markets according to activities, interests and opinions. For this type of segmentation is required to have in surveys to have something about Internet. Because it is valuable for segmentation studies.

And, mail survey offers some of the advantages, but without questionnaire controls built into an Internet survey.

Also, when segmenting by psychographics, there are some essential uses of the segmentation. First is by media advertising and message. Second, segmentation can provide positioning brand in relation to a target market segment. Third, segmentation can define opportunities for new products.

We assume that within each culture, social class is based on the occupation of the head of the house. But, this is not anymore useful as it was years ago. Nowadays, occupation does not dictates product choice as it was before. Many people working some jobs as plumbers can now provide themselves and their family vacations.

Also, marketers have to be aware of two groups. They are peer groups and reference groups which can be incorporated in our psychographic categorization.

Peer groups are defined as the group with someone is mostly associated with in his/her life. This group includes students, friends, workmates, and neighbors and there is a great norm of tendency for individualism.

Reference groups are defined as the groups with which people are most associated with, because they admire them. These groups have a strong influences on a connection with a consumer demand.

3.4 Geographic segmentation

We believe that this type of segmentation is most common whereat companies segment the market by attacking a restricted geographic region. A brand can be sold in one country, one region, one state or one region, for example in USA. Geographic segmentation can take many forms. For example, south versus north, urban versus rural, warm areas versus cold, and so on. Also, consumers can be easily divided according to where they live. On the basis of this, marketing effort can be focused on global areas (Europe, North America), individual countries (Canada, USA), or on smaller elements of a country such as regions, districts or towns. For example, climate can affect demand for some products and services. Also, cultural differences may affect the geographic segmentation.

We would also like to emphasize that segmentation has its common mistakes. Because of the fact that segmentation studies are large and complicated, so there is a possibility to make an error or mistake. Now, we are going to point out some of them:³⁹

- Segmenting a segment-general rule is that there should be segmented the whole market, including all age groups. The results are not good to be determined by sampling restrictions
- Overlooking the universals-statements that everyone agrees with or everyone disagrees with, cannot make it understand in the multivariate analyses.

Variables have to move up and down for the multivariate analysis to work. But, there should be in use universal statements because every one of them might be a basis for a positioning strategy that would every one like

- Creating too many segments-there is a limit to the size of segments that companies can effectively target
- Targeting all segments- in marketing product it is very difficult to target multiple segments because of media overflow. What someone says to one segment it would be confused by the different messages targeted to other segments
- Confusing the results-segmentation studies are large and complicated with tremendous amounts of data
- Overlooking the basics-rarely does anyone analyze this basic data

³⁹ J. Thomas, president of the CEO of Decision Analyst, Market segmentation, 2007, p.4

- Targeting people instead of money-a market segment must represent a large percentage of population, but a small part of the market.

4. Millennials or Generation Y as a specific demographic group

We believe that Generation Y are the children of Baby Boomers. Millennials or Generation Y is very large generation after the Baby Boomers, born between 1980s and 1990s and early 2000s. In the near future, most of youngsters of this generation will attend the best universities. Majority of Generation Y will be prepared for marriage, mortgage, children or career in the late 20s. This generation are highly educated, in comparison to other generations they are entrepreneurial and have global opinions. These youngsters live from day to day, and for employers perspective they are very difficult to keep in the office. Those who belong to this generation are the children of the Baby Boomers, those born between 1946 and 1964. Population of the Millennial Generation is the largest one in history of every generation before. Today they represent 25% of the population in USA. This percentage will increase to 40% in the next decade.⁴⁰ The Millennial population has more females than males.

As for social groups, sociologists in our opinion think that from the 18th to 20th century was fashionable to describe society in terms of a hierarchical class structure. While the idea of upper, middle and lower class still exists, today it seems more fashionable to group people by their age or generation into which they are born. This trend, probably started when demographers identified the Baby Boomers. After them there were as we all know Generation X and Generation Y that we are interested in.

Now, we think it is important to show how the generations are formed.

So, we would like to point out Generations from the Western World.⁴¹

- ❖ Lost Generation-born before 1990, those who fought in WWI
- ❖ Greatest Generation-GI generation, born 1900-1920, they were born when the Stock Market collapsed, those people were veterans of WWII
- ❖ Silent Generation-born 1925-1945, fought in WWII, they were hard-working Traditionalists and they are parents of early Baby Boomers
- ❖ Baby Boomer Generation-born 1946-1964, in those years people fought for civil rights and equality for women, rock and roll was in those years current as well as Elvis, the Beatles, first men on the moon landed and they are and were workaholics
- ❖ Tweener Jones Generation-born between 1964-1968, 'tweeners' are generation between the boomers and the X'ers and they are computer pioneers

⁴⁰L. Madsen, Associate Professor, H. Cameron, Demystifying Millennial Students : Fact or Fiction, Western Washington University, 2007, p.3

⁴¹M. Ross, Digital Natives, Digital Immigrants Engaging the Google Generation, College of Saint Benedict, 2014, p.12-14, www.digitalcommons.cbsju.edu

- ❖ Generation X-born between 1968-1977, those years were commemorated with the fall of the Berlin wall, they are the children of the Baby Boomers, they are self-reliant, individualistic, but they hate rules, dislike authorities
- ❖ Generation Y or the Millennials-born between 1977-1995, they are team players, they are close to their parents, and the Techno Revolution was occurred with the advent of rule followers
- ❖ Z Gens-born from 1995 to 2000, they grew up with Internet, they are expected to be individualistic, process quickly information, multitaskers and are oriented to the ecology.

Generation Y, in our opinion, is considered to be one of the very high educated people, they want to succeed, seek for more opportunities.

Millennials are those who are from the date of their birth being encouraged by their parents so they can feel special as well as by their parents and the media, y-ers have high expectations of themselves, they are full of energy and like innovations. Above all of that, Millennials have high expectations of life and for them it has to be fun. Unlike previous generations they appreciate their personal life and leisure time. In this sense, we will now point out how Millennials are being portrayed. They have confidence and individualism-they are highly confident and optimistic, they are believing in themselves and know that they will achieve all the goals, even if their goals seem to be unrealistic. And, their narcissus behavior is a characteristic of all young people across all the generations, and not unique to Millennials, nor the other generations. The other characterization of Millennials is that they do not value loyalty of their organization. It is because they have tendency to find a job that fulfills all their high expectations. And, the last characterization, according to our opinion is the gap in millennial career- they are more persistent in their career pursuits. And, this chase for career will only do well for Millennials. This feature will be good for their employers, educators, and parents of Millennials.

4.1 Millennials and their environment

Now, we would like to say something about relationship that Generation Millennial has with their parents.⁴² They are a first authorities and influencers that children have in their lives. These children spend youth almost all the time with their parents. They learn values from them and take them as references. All life lessons that Millennials generation have received from their parents has shaped, among other characteristics, their self-confidence. They are very attached to their parents, as we have seen previously. Their bond with their parents is also because of the fact that today is very expensively to live alone. Therefore, they live with their parents, they pay for their education.

But, this generation mostly influences their parents, particularly on purchase decision-making. They even spend more money than their parents do on an annual basis.

⁴² R. Sweeney, Millennial Behaviors & Demographics, University Librarian, New Jersey Institute of Technology, 2006, p.2-6

And, Millennials parents are in daily contact with them via phone. Accompanying the parental education, comes very early in their lives the academic education. For Millennials studying is very important. In this stage of their lives, they start seriously to shape their identity by interacting with the social environment. The education system opens opportunities to understand the world, their peers and level of their personal purpose of life. Besides parental influences and the influence of the academic system, there is a consideration for two other powerful authorities that significantly influence individuals, the political sphere and the religion. What makes these authorities influential is the reliance, on strong values. We can see that these authorities have changed this generation Millennials from the previous generations.

We believe that the path that Millennials used from childhood to adulthood varies from what was known earlier. The Millennials generation has changed the way people view the concept of generations. Millennials represent a large cohort of individuals, a mix of different cultures and a large panel of beliefs that did not exist in preceding generations. On this basis, we can see that Millennials do not fit in the old patterns. And, this identifies potentially one of the greatest leadership challenge in which the millennial generation may encounter.

The second large trait for Millennials is their high level of confidence. That is not so uncommon since everything they do is perceived as good and negative feedback. This result of confidence, also causes the less preferable trait of narcissism. But, narcissism or being over confident is not so good in all the situations.

Because it can makes for bad team players as they react angrily towards the criticism. On the other hand, people of this generation who are narcissists may be good for some company that demand changes.

We would like to point out some interesting statistics about Millennials:⁴³

- 33% of US workers have a boss that is younger than they are
- 15% of younger bosses are at least ten years older
- Career Builder study of more than 6000 people
- By 2020 Millennials will account for approximately 50% of the US workforce
- 91% of Millennials expect to stay in a job for less than 3 years
- By 2030 Millennials will outnumber Boomers by 22 million people
- Historically, this is the first time employers are finding that they have 4 generations in the workplace.

4.1.1 Millennial values and lifestyle

We will show what values are important for Millennials:⁴⁴

- Respect and value intelligence
- Celebrate diversity
- Family-oriented
- Value friendships and have more friends than their parents did

⁴³Dr. A. Douglas, Assistant professor, Millennials in the hospitality workforce: Bridging the generational gap, Auburn University, 2014, p.8

⁴⁴R. Sweeney, Reinventing Library Buildings and Services for the Millennial Generation, 2005, p.3

- Socially liberal
- Are patriotic and civic-minded.

Values and beliefs of this generation can simply and sincerely imply the possibility of a better world. Millennials expect to have a fulfilling professional life, as well as an intense private life. There is no perfect world that can satisfy those youngsters. Millennials expect to fulfill their time, to have a private and a professional life. Also, Millennials tend to be authentic, but it can have consequences in their life choices, as well as in their leadership development. Family values are also really important to Millennials. In the way that they have shaped their lives as individuals. They seem to be more family-oriented than the previous generations. Their expectations for a good balanced life cover their will to spend more time with their families. Millennials value their family because of the fact that they are children of divorced parents. They value relationships and they are much more likely to have friends of another ethnicity or religion. Also, they have traveled globally much more and at a younger age than any generation before them.

Then, it is very interesting for us to mention Millennials lifestyle. Millennials:⁴⁵

- Value education and training
- Expect an income to exceed their parents
- Are independent
- Practice a healthy lifestyle
- Are flexible
- Expect more balance between work and private life
- Are achievement-oriented
- Believe in merit-based systems.

We would like to point out that as far as food and their eating habit is concerned, Generation Y, likes food that is easy to eat while walking. They enjoy eating and have developed some unique eating habits in contrast to other generations. They are especially concerned with what they eat and often want to know where their food comes from and how it is produced.

They are willing to pay more for their food. Because of that organic food has gained popularity among this generation.

Millennials are very supportive about local farmers and markets. In the near future, when this generation begins working and their buying power will increase, this segment will equalize with the Baby Boomers in spending and market influence.

Besides food that Millennials adhere to, there is another aspect of their life on which they pay enough attention-it is recreation. Millennials are pretty slim and spend a large amount of time at the gym. In this aspect of recreation, Millennials include hanging out with friends, go to movies.

We believe it is essential to say about the big shift that happened from the two generations, Baby Boomers to Generation Y.

⁴⁵R. Sweeney, Reinventing Library Buildings and Services for the Millennial Generation, 2005, p.3-4

At the beginning of this part of the work, we think it is important to point out some stages in the life of every generation:⁴⁶

1. First phase is from 0-19 years. It is dominated by childhood and education. Every child in this period is under the family unit
2. Second phase is from 20-39 years. In this phase every person builds relationships, connections and career. Income in this phase of life is directed towards the formation of family, household and ourselves as individuals
3. Third phase is from 40-59. This period of life is focused on taking care of yourself and preparation for retirement.

As for entertainment, Millennials like to go out, to clubs. Some of them like music genres such as house, techno, indie, and garage. Millennials are just starting to work and they like to have more free time. They are seeking new and different activities to keep themselves interested and committed.

They are seeking for more balanced life so they can fill their time with family and friends, as well as their personal needs. When it comes to entertainment, Millennials are also developing unique habits and behaviors.

In this sense, we will show what kind of entertainment Millennials use, both men and women.

Figure 10

*Entertainment among Millennials*⁴⁷

	Men	Women
Watch TV	58%	54%
Spend time with family	38%	57%
Read	29%	47%
Listen to music	43%	39%
Spend time with friends	41%	43%
Play computer games	42%	21%
Online social networking	28%	33%
Cooking	16%	29%
Exercise	25%	17%
Shop in stores	11%	24%
Shop online	16%	21%

⁴⁶B. Salt, Beyond the Baby Boomers: The rise of Generation Y, Investment Management & Funds, 2007, p.20

⁴⁷Entertainment among Millennials, Brigham Young University, Millennials research profile, AVANTAR, p.17

4.1.2 Millennials and their behaviors

Here are some of the millennial behaviors that we would like to point out:⁴⁸

1. More choices: Millennials are born in a world where there are many opportunities and with the help of the markets and products they are expecting a large selection. Millennials are the most dissatisfied with limited choices
2. Exploratory learners: Millennials love to learn something when they do that or by interacting with it. And the impact on the academic life is that they like active learning threw games, case studies and simulations that may interest them
3. Flexibility: Millennials like their time to be flexible in case of a better option and they expect also from other people to give them more flexibility. They often like to delay some big choices to the last moment, such as college or job selection
4. Customization: When Millennials finally decide regarding products or service, they expect to have many customized features as possible to meet all their needs, interests and tastes
5. Impatience: Millennials prefer immediate answers, they have a need for speedy satisfaction. Their biggest problem is when they have to wait for something in line, or when they are delayed
6. Practical Oriented: Millennials are mad when they feel they are wasting their time. They want to learn everything quickly and efficiently. They do not have tolerance for services that do not reliably work
7. Multitaskers: Millennials like to use their time efficiently. Multitasking offers them to more options, to do several tasks at the same time
8. Digital natives: Millennials adapt faster to Internet and computers because they have grown with them. They expect from colleges and universities to have computers and to function well
9. Game fans: Millennials love to play electronic, computer and video games. They love colorful graphics, the ability to learn, constant interactivity
10. Communication style: Millennials have lot of friends and communicate with them threw messages unlike older generations. They love to be in a constant communication with others

⁴⁸R. Sweeney, Millennial Behaviors & Demographics, University Librarian, New Jersey Institute of Technology, 2006, p.2-6

11. Media : Millennials enjoy in audio and full motion multimedia, they prefer color images and they can use any media
12. Cooperation & Intelligence: Millennials like to cooperate with other people, they just know how to do that. They honor intelligence and education. More than previous generations Millennials like to enroll the colleges and study
13. Balanced lives: They do not want to work 24 hours per day, and to sacrifice their health and leisure time. But, they expect to have a good salaries
14. Less reading: Millennials do not have that habit to read a lot as previous generations did. This is caused because of the Internet and the new technology. Universities should try to merge reading and writing opportunities to a greater level.

Communication is a substantial to the improvement of the organizational efficiency. Communicating effectively and consistently decreases the probability of organizational error from misinterpretation of information and also reduces the possibility of misunderstandings among personnel. In brief, communication is important with regard to conflict prevention, conflict resolution, organizational knowledge transfer and also accomplishment and success.

We believe that there are many other behaviors that can describe Millennials. Some of them are that they are direct, confident, their parents always tell them that they will succeed in their lives whatever they do.

Furthermore, we would like to point out some good and bad news for Millennials in terms of what skills they can offer to some company.

Good news about Millennials are:⁴⁹

1. Techno-savvy : Millennials are big consumers of technology and are very good at locating small things when doing some job
2. Adept at the global issues: Millennial's world is far more expensive than the world of previous generations. It is all because of the on line networks with which they can reach far places and establish new connections with other people
3. Team-oriented: With Millennials decisions are made in a team.

Bad news about Millennials are:⁵⁰

1. Discretion: My Space, Facebook, Twitter etc. are all very bad in a way that you give your privacy away. This kind of confidentiality can have dramatic consequences even in a workplace

⁴⁹K. Tyler, The Tethered Generation, HR Magazine, p.6

⁵⁰K. Tyler The Tethered Generation, HR Magazine, p.7

2. Independence : Today's parents do not know what to do next in everyday life
3. Realistic expectations : Millennials hardly believe that they can change this world within a second
4. Patience: They tend to be impatient and most of Millennials do not have the patience to work through a complex problem.

We think that we have to mention some common stereotypes about the Generation Millennials.⁵¹

- They are also called Echo Boomers
- „Generation why can't we have it all“?
- „Boomerang Generation“
- The „New lost generation“.

We believe that the key to success in this generation's life is a high education. We believe, that this generation can be called lifelong learners. This is first generation that has born with Internet and for them it is a way of communication. Also, we think that members of this generation develop values and behaviors.

As some generation further develops, they will explore the values of their elders, accepting ideas or rejecting those with which they do not identify. This latest generation Millennials is built upon the values implant by the Baby Boomers.

Millennials value education and expect their lives to be much better. Because of that they are expected to be the first generation that has a bachelor degree. They would like to earn more money than their parents did. These high expectations are due to the fact that their parents, Baby Boomers placed upon them huge pressure. Millennials want more flexibility in school, work and in their social lives. And not only they expect flexibility but also are willing to adapt to some changes. It is for sure that Millennials do not like to waste their time and are less tolerant of institutions that model the old paradigm. They want to have as many services as possible to be available on the Internet.

4.1.3 Millennials as students

Because of the fact that they appreciate learning and high education, we assume that it is necessary to say something about Millennials as students.⁵² They were influenced by a unique set of forces. It is known that millennial students are hard-working and have been socialized by supportive parents to be successful in life, to help others, they are thought to be generous. Regardless of these positive qualities, Millennial students also present challenges to teachers both the high school and collegiate levels.

⁵¹Dr. A. Douglas, Assistant professor, Millennials in the hospitality workforce: Bridging the generational gap, Auburn University, 2014, p.10, www.onlineschools.com

⁵² L. Madsen, Associate Professor, H. Cameron, Demystifying Millennial Students, Fact or Fiction, Western Washington University, 2007, p.13-15

On the other hand, there are parents of this newest generation who are supportive as were parents of previous generations. But, now is the problem that these parents are too passive or too aggressive with their protection. They took their child-rearing responsibilities seriously. During this supervision, parents of millennial students were aware of their children's progress. As children grew older, parents encouraged them to pursue their interests. Parents with high degrees tend to encourage their children to earn a university degrees.

We assume that today's students have grown up in a world in revolution, where rapid changes have provided a new expensiveness in information. Students today are on the cutting edge of technological proficiency, and in most cases they are beyond their parents, teachers, and potential bosses. More students are taking part-time employment during college, while their commitment to school work appears to be impaired off. Also, students are ambitious in their career aspirations but often have unrealistic expectations about what it takes to achieve these goals. As far as emotions, students are experiencing high levels of stress and anxiety. We believe that Millennials study in average longer than the previous generations. When they get out of the academic system they have already shaped identity and vision for the future.

Concerning Millennials desire to go abroad to learn, we would like to say that they value independence, unique experiences, and cultural encounters that study abroad provides. They search for studying abroad because they have a desire to lead a balanced lifestyle. They look for a teamwork and constantly seek for opportunities. But, for some students it is a problem to learn abroad because of the lack of financial support.

We believe that students who have a greater household income it is more likely that he or she is going to seek a study abroad experience.⁵³

We would like to point out seven general characteristics of the millennial student:⁵⁴

1. Millennials feel they are special. They feel special because they have an unusual relationship with their parents. Parents are primary role models to the millennial student and stay their main models for advice as they attend college.

These commonly called helicopter parents are more involved with today's college life. Millennial parents want to be an integral part of decisions made by their children

2. Millennials are sheltered. This generation lives with safety as a high priority. While they were in children, Millennials had very little free time. Because, they were occupied with lots of activities by their parents
3. Millennials are team oriented. They are not so comfortable while working independently. Because, independent work means a great risk of personal failure. And, hence they are not so confident working alone. As a result, students work in groups on some projects and in collaborative group settings
4. Millennials are confident and very optimistic. They have high expectations and big dreams on how to reach the level of success.

⁵³ F. Newton, The New Student, ABOUT CAMPUS, 2000, p.3-5

⁵⁴ M. Michele, M. Malissa, The Millennial student: A new Generation of learners, Rocky Mountain University of Health Professions, 2007, p.1-2

Nowadays, students have an ability to multitask with various forms of technology which also increases their confidence. Also, they have instantly information through the internet, text messaging and other forms of telecommunication. And, because of all that they have total access to each information twenty-four hours a day, seven day a week

5. Millennials are pressured. Students today feel pressured to constantly perform for those who will their judge. They have a desire to progress constantly, often unable to proceed forward without some direction;
6. Millennials have a desire to achieve. They are expected to be a next great generation. Because they were taught to achieve great things;
7. Millennials are conventional. They are socially acceptant to a wide spectrum of cultures and respect all cultural differences.

Millennial students are:⁵⁵

- Conventionally motivated and respectful
- Structured rule and followers
- Protected and sheltered
- Cooperative and team-oriented
- Talented achievers
- Confident and optimistic.

Now, we would like to explain each of these statements given above. First, conventionally motivated and respectful, Millennials promise to be responsible students with whom someone can work. Second, as structured rules followers, it is believed that millennial college students will be less trustless of policies, procedures and processes.

Third, it should be anticipated that millennial students having been protected and sheltered, can ask questions concerning their safety. Fourth, through their primary and secondary school Millennial students have worked in teams on group projects. They have developed skills that ensures that all team members do their part. Fifth, long pressured to surpass, millennial students will have high expectations for their own success as undergraduates. Finally, millennial students are defined as confident and optimistic about their future.

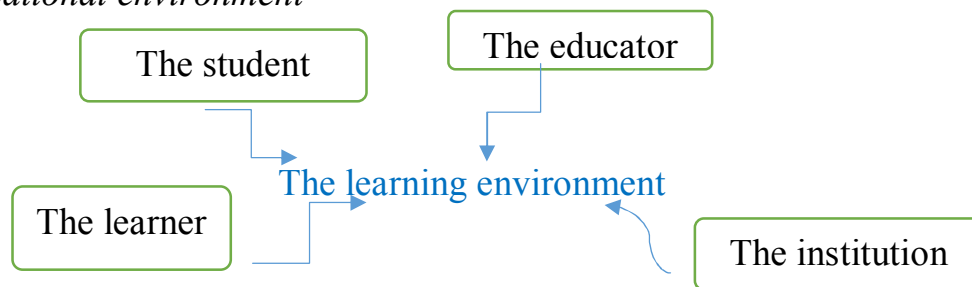
Regarding, this topic about learning and Millennials as students. It is necessary to mention that Millennials learn as well from older generations. But, their opinions on world issues, make them critical about their own learning process. Millennials become selective concerning the information that is given to them and about the information they can easily access themselves. They are involved in an ongoing process of learning, where the ways they interact with the knowledge available to them and the knowledge they share to create will shape them on the lifetime basis.

⁵⁵Dr C. Elam , Dr T. Stratton ,D. Gibson, Ph.D, Welcoming a new generation to college: The Millennial Students, 2007, p.3

Furthermore, we would like to point out that Generation Millennials like to learn from explanations and mentoring ensures a learning environment. And, regarding the educational environment looks like this for the Generation Millennials.

Figure 11

*The educational environment*⁵⁶



4.1.4 Millennials as consumers

Now, we will say something about Millennials as consumers. Millennials:⁵⁷

- Expect more choices and selectivity
- Want more personalization
- Look for buying products at low cost
- Have less need to conform
- Are impatient and expect indulgence.

Millennials have been given a wide range of products than any generation before them. They expect continuous improvement in products and services.

They do not have one favorite music band or do not wear one style of jeans. Because of the large array of choices it has an enormous implications for brands and marketing. It is far more difficult to meet their needs than of those generations who were satisfied with fewer choices. They value and look for brands that resonate with their peers. Their peers often give them their guidance and make sometimes even choices for their friends. Generation Y students are the most likely age group to customize products online, especially automobiles, computer hardware, greeting cards, consumer electronics.

With Millennials it is simple, if a group of friends validates the choice of one person, it becomes acceptable, as we have mentioned it before. Therefore, travel planning in groups can decrease the search effort.

⁵⁶M. Ross, Digital Natives, The educational environment, College of Saint Benedict, 2014, p.34, www.digitalcommons.cbsju.edu

⁵⁷R. Sweeney, Reinventing Library Buildings and Services for the Millennial Generation, 2005, p.3

In this case of student travel, customer's satisfaction derives from low effort. Students are particularly sensitive to peer pressure, since social validation is important to them. They spend a lot of time online. And, social interaction enables sharing opinions which can lead discussion about vacation ideas or a focused task. Even if students turn to online travel planning, they prefer a fun, social way. They look for a good choice that is socially validated by trusting others. So, tourist agencies should be careful of what they put as information on their sites. They have to be customizable to satisfy customer's needs. Customization is important and it helps the online shopper strongly in situations of complexity. As we have already said about decision-making regarding travel decisions, it is the same with products and services. So, retailers have to constantly adjust and update their offerings.

As it was said above, Millennials are being consummate experience seekers, especially in their leisure time. And, they prefer going to some events that are specifically arranged for them.

We presume that these differences that we will show below, mean that the needs and expectations of Generation Y, are very particular from those of previous generations.

Figure 12

*The key differences between Baby Boomers and the following generations*⁵⁸

Baby Boomers	Generations X and Y
Structure	Flexibility
Worker as instrument	Worker as a human resource
Work as labour intensive	Work as knowledge intensive
Hierarchical structures	Participatory structures
Education completed	Lifelong learning

As for gender and race, in a Millennials world it has changed a lot, from a time when men had a main role. But, still the feminism is widely spread whole around the world.

The behavioral stereotypes related to one gender or the other tend to fade in minds of Millennials. And, the concept of races is changing in current society. People from different cultural and ethical backgrounds grow up together, work together and live together.

Because of this fact multiculturalism among Millennials has lowered substantially most of the discriminatory barriers related to the racism.

Further, we would like to point out that Millennials are those who prefer brand-they are brand loyal and brand aware, they have a positive attitude and are energetic. But, there is a reason why they are difficult to get generation Y to be loyal, because they use a brand to express themselves. If the brand does not represent their personality, they will not purchase some product.

⁵⁸ What does Generation Y want from conferences and incentive programs, The key differences between Baby Boomer and the following generations, R. Davidson, University of Greenwich, 2008, p.4, www.gala.gre.ac.uk

On the other hand, they accept different cultures, nationalities, different lifestyle. As well as, the arrival of this generation Millennials coincided with the development of a new technology.

4.2 Technology and its impact on Generation Y

Besides all of this previous mentioned, we consider it is important to say something about Generation Y and their adapting to the technology.⁵⁹ A world without computer, Internet, mobile phones, and smartphones is unthinkable in the life of Millennials. Technology has played a major role in shaping this new generation. They have been raised in a rich media environment in which the popularity of the Internet requires students to be constantly connected with their peers. Because of that, this generation is the first one that is continuously exposed to the Internet. And, they are the only ones who did not have to adapt to new technologies because they use it always, in everyday life, at school, university, in a contact with their friends. The influence of technological advances in the lives of adolescents cannot be underestimated or ignored.

Some of the problems that may occur with the use of technology are sexting, sending and receiving information and pictures that are sexually explicit. And, the major trend in the adolescent's use of technology the dramatic increase in media multitasking, such as instant messaging to three or more people, listening to music on iPod and updating Facebook. But, in this terms of Internet, marketers must know exactly how Gen Y individuals use media, which media they use, and when they use it.

This generation is impatient as they were raised in a world of technology. Because, these adults, who are between their 20s and 30s, have grown in a digital era. It comes naturally to them and it is part of their everyday life. Social media is their favorite form of communicating. They use their smartphones, tablets and other digital devices. They are the first generation that did not had to adapt on new technologies. Instead, they are the most avid users.

Also, the use of mobile phones has been a constant exposure to the Millennials. This generation can be considered as multi-channelled teens. Teens who use the Internet, have cell phones, use instant messaging and text messaging, social networks.

Mobile devices are especially represented in the lives of Millennials, they do not leave their pockets. Communication speed continues to increase dramatically. Millennials have adapted to this increased speed of delivery by multitasking and skimming.

This generation communicates via technology through many tools, such as e-mails, forums, and social websites. This way of communication enables young people to in very few seconds know all the news and can instantaneously answer to the messages.

⁵⁹ A, Lenhart, K. Purcell, A. Smith, K. Zickuhr, Social Media&Mobile Internet use among teens and young adults, 2010, p.5

Mobile applications provide Millennials some benefits:⁶⁰

- Navigation-they can use GPS
- Social networks, communication
- Mobile marketing-they can gain some awards, discounts
- Security of their information
- Information-they can access to some information about travel, can buy city guides
- Entertainment-games, videos, music.

As for mobile devices that Millennials use, and advertisements that they watch, it is seen that mobiles are one the larger fields of their lives. Mobile marketing and mobile advertisements are associated with each other. Mobile advertising is defined as a form of advertising that communicates to the consumer via a handset. It is also defined as the placement of persuasive messages purchased in mobile media by business firms, nonprofit organizations and individuals who seek to inform their members of a particular products, services, organizations or ideas. Mobile ads can be personalized to the user's characteristics and can be also interactive.

Two words that are related to the mobile advertisement are effectiveness and attitude. They are connected to the success of mobile advertisement. It is very important for advertising companies and advertisers to understand the factors which influence a user's attitude towards a mobile ad.

We would like to point out study that indicates what students possess regarding gadgets:⁶¹

1. 97% students own a computer
2. 94% own a cell phone
3. 76% use Instant Messaging
4. 15% of IM users are logged on 24h a day/7 day a week
5. 34% use websites as their primary source of news
6. 28% own a blog and 44% read blogs
7. 49% download music using peer-to-peer file sharing
8. 75% of students have a Facebook account
9. 90% of college students have a My Space account and almost all teenagers over the age of 16 have one as well
10. 60% own some type of expensive portable music and/or video device such as an iPod.

We assume that mobile internet and supporting applications have changed travel forever. Because, travelers can keep in touch, they can influence travel-planning, and decision-making process.

⁶⁰O. Kiilunen, Mobile applications as solutions to enhance sustainable travel behavior among Generation Y, University of Applied Sciences, 2013, p.43-45

⁶¹G. Cairncross, J. Buultjens, Generation Y and work in tourism and hospitality industry, Southern Cross University, School of Tourism and Hospitality Management, 2007, p.7

We believe that the portrait of the Millennial Generation will be that they are the generation that entered workforce in 2003/2004. They are, as we have mentioned previously, the NET generation, prefer digital literacy.

Therefore, there is a difference in generations, from Baby Boomers to Millennials Generation or Generation Y. And, the largest difference is in usage of Internet. So, we would like to make a parallel between the Digital Natives and Digital Immigrants.

Digital Natives are called the new students of today, some refer to them as N-gen or D-gen. But the most useful determination is Digital Natives. Over the past decade, researchers have been developing a profile of Generation Y and their relationship to new communication technologies. Today's students are all native speakers of the digital language of computers, video games and the Internet. Digital natives are referred to be masters of technologies and use social networking tools, such as Facebook as a basic part of their lives. On the other hand, those who were not born in the digital world, but at some later point in life become fascinated and adopted the new technology are Digital Immigrants. Older generations recognize technologies as pervasive, but they as well believe that they are useful for everyday life. Of course some immigrants learn faster, some don't, they always keep their foot in the past. Today's situation is that Digital Natives have perfected these new skills through years of interaction and practice. But, Digital Immigrants do not want to appreciate skills that Digital Natives have invented, because they are learning themselves. Digital Immigrants are today's teachers and they have to learn to communicate in the language and style of their students-Digital Immigrants.

Digital Natives prefer:⁶²

- Receiving information quickly
- Processing pictures, sounds and videos
- Interact with many people
- Everything to learn instantly.

We assume that digital Natives are today's Generation Y or Millennials, who are as we know born after 1980s, and grew up surrounded by media.

They lack a personal history before the internet, Google and mobile phones. Also, they are said to proficient in using this technologies, they are at that specific time users, and are confident to find the information they need whenever they need it. Millennials have following knowledge, such as basic use of computers, files and programs, internet and e-mail. At the university they have access to computers. Their ability is reflected in that they know to modify and present data. For their research works they know to seek for the information in libraries. And, know to protect themselves and their information.

⁶²M. Ross, Digital Natives, Digital Immigrants Engaging the Google Generation, College of Saint Benedict, 2014, p.30, www.digitalcommons.cbsju.edu

Digital Immigrants prefer:⁶³

- Slow and controlled release of information
- Singular processing
- Text before pictures, sounds and videos
- Learn everything from books, tests and guide

In previous work we talked about generation Millennials, but now we would like to point out some of the digital world vocabulary.

Figure 13
*Digital World Vocabulary*⁶⁴

Millennial Language	Translation for everyone else
omg	Oh My God!
bon	Believe it or not
mos	Mom over shoulder
ttul	Talk to you later
rumof	Are you male or female?
hbu	How about you?

Millennials are digital natives because they were born in an era in which digitally provided services were commonplace. Millennials think very differently not just in terms of technology, but also regarding how services should be delivered digitally.

We think it is important to point out how gaming, gamers and media affect millennial generation. Many Millennials are being considered to be gamers or people who enjoy playing video games on a regular basis. Millennials like gaming because it implies that you can learn by making mistakes. Gaming systems are designed for enjoyment, instant feedback and interactivity. Many of gaming behaviors can be converted into skills for searching, discovering and gaining knowledge.

Regarding, the portable devices Millennials are those who use all digital gadgets such as laptops, telephones, cameras, video games, TVs and so on. And library decision makers should make their library database offerings available on portable devices as soon as possible. Because Millennials are going to be the earliest adopters.

We believe that technology has strongly influenced this generation and because of this fact Millennials are the generation that does not read books so often. That has already caused a decline in those who read newspapers.

⁶³M. Ross, Digital World Vocabulary, Digital Natives, Digital Immigrants Engaging the Google Generation, College of Saint Benedict, 2014, p.30, www.digitalcommons.cbsju.edu

⁶⁴M. Ross, Digital World Vocabulary, Digital Natives, Digital Immigrants Engaging the Google Generation, College of Saint Benedict, 2014, p.29, www.digitalcommons.cbsju.edu

4.3 Tourism and hospitality industry among Millennials

We believe it is important to mention conferences and incentive travel that is adapted for Generation Y. We will now mention effectively communicating conference programs for Generation Y.

As far as communication is concerned, we believe it is essential to say that this generation doesn't like when marketing messages are too long. They are or would be instantly turned-off by Generation Y. The key to effective communication with Generation Y is to use less words and more images. Because this generation thinks in text-messaging format, they rely on visual learning. From the beginning of their lives, they used Internet, video and online games.

We believe that this generation also expects more and better in every aspect of conference planning. At the end of this part, we believe that conference tourism industry depends on the success to understand Generation Y's needs for meetings and programs in terms of communicating. If, these events do not adapt to their needs, these people will no longer be interested at all in participating in incentive programs. The future of this conference programs relies on all stakeholders and their achieving exact understanding of how conferences and incentives must be designed and run so they can be interesting for Generation Y participants.

Millennial Generation makes up a small proportion of business travel (9%). They will be interested in this type of tourism when they get older and develop their careers. But, for now Gen-Y business travelers prefer more casual, home-like, self-service options for hotels and are seeking more opportunities for local cultural experiences while they travel.

As for Generation Millennial and tourism, there are two main approaches. Those who claim that they want to and do travel more than other generations, and those who argue that they do not want to and do travel less. We believe that Millennials travel a lot, and there has been increase in holidays focused on personal indulgence and centered on shopping, participation in sport activities, higher level of interest in music, more independent travel and more interest in travel that is closer to their home.

Furthermore, we would like to look at some other aspects of Generation Y's life. In that term, we believe it is essential to say something about Generation Y and tourism and hospitality employment.⁶⁵ The hospitality industry has changed a lot over the past twenty years. Because of the fact, that demands and interests of the guests changed along. In the past focus of companies was on the product and its production process. Over the years, this viewpoint changed towards an increased involvement of the guest leading to the experience based services. Also, earlier guest were satisfied with the cup of coffee and it is warm, but nowadays people started to expect more and more. Boundaries have shifted. Guests expect some show and have expectations for employees in the hospitality industry to have a smile. And, they want something to memorize.

Now, we will say something about Gen Ys as travelers. They spend more money as non-Millennials than those Millennials who travel for business-they spend less money.

⁶⁵ G. Cairncross, J. Buultjens, Generation Y and work in the tourism and hospitality industry, Southern Cross University, School of tourism and hospitality management, 2007, p.10-12

They like to use airline credit cards or loyalty programs. They fly internationally, use low-cost carriers and work to get discounts.

But, they are not currently the dominating market in travel industry. Because, of the latest technology, Millennials have an increased tendency on connections during travel and are more reliant than any other generation or demographic.

Furthermore, job insecurity and downsizing is widespread, as the global competition is growing. Particularly, employees in hospitality businesses are considered to experience more workplace stress than ever before because of the growing level of customer service.

Hospitality customers are getting progressively more demanding obligations due to their improved market knowledge and their tightened budget and their enlarged competition in hospitality business.

Gen Y employees present those employees who shape customers' service experiences and in this way they are well-managing their emotions and moods. They are radically different to previous generations of employees entering the workforce.

Radical or not, attitudes and opinions of Gen Y are as fundamental in shaping the service orientation of a hospitality business. Therefore, it is important to understand the attitudes and motivators of Gen Y and how they differ from previous generations in the workplace. Millennials like fun at their workplace and in that way they create good feelings that affect also their work as well work of their colleagues to be well done. Their attitudes are very different from the previous generations. It has been reported that they have lower levels of commitment to their organization where they work.⁶⁶

Key understanding why employees leave their organizations is their psychological contract with the organization. The psychological contract is defined as an employees' beliefs about obligations between that employee and his or her organization, where these obligations are based on promises and not always recognized by agents of the organization. These values are taken into account to play a central role in the perception and evaluation of the psychological contract. And, as far as their work is concerned, their expectations and seek the point in their work. They consider jobs as primarily means to build a career resume. Millennials are flexible, fun, and team-oriented.

We would like to point out that, Generation Y makes large proportion of those who currently work in Tourism and Hospitality industry. But, in recent years, significant changes have taken place in the workplace. Major hospitality companies, such as Marriott, Hilton, Hyatt, Ritz Carlton, etc. are slowly recognizing that human capital and resources are different from resources that company has.⁶⁷ Hotels are realizing that resource-based and value-added policies are substantial to achieve the high delivery standards as well as high quality and customer care. That is the reason why they are now developing programs and policies to create a work environment that enables employees to have a great experience at work, good relationships with their superiors and peers, and a right reward for their achievement.

⁶⁶ G. Cairncross, J. Buultjens, Generation Y and work in the tourism and hospitality industry, Southern Cross University, School of tourism and hospitality management, 2007, p.10-12

⁶⁷ D. Gursoy, T. Maier, C. Chi, Generational differences: An examination of work values and generational gaps in the hospitality workforce, School of Hospitality Business Management, Washington State University, 2007, p.2

Hospitality and tourism are habitually referred as people industries, reliant on employees to serve a firm's customers. Employees are the firm in the eyes of many service customers.

The current demographic changes have occurred in many countries the potential to cause great concern to managers. But, hospitality and tourism industry may benefit from an improved and can be capable to plan.

The need for understanding and overcoming differences is vital particularly in the hospitality, where employee attitudes and behaviors can be impacted by relationships with coworkers.

We believe that in the hospitality there are also generational differences that are likely to create further conflicts by dividing a workforce into "us" and "them" mentality. In this activity such as hospitality there is no place for conflicts and tension. So, every employee has to create in a workplace a positive conditions that are likely to enable hospitality industry leaders to attract workers that will ensure the quality of service delivery and productivity. Successful hospitality leaders will be those who constantly monitor the changing attitudes of successive generations of their workers.

We will now point out some expectations, differences in the goals, worldviews, values of each generation of hospitality employees and managers:⁶⁸

- Generations and work values-this is one of the factors that can influence employee's job satisfaction and their commitment to work. It is important for employees to have conscience that it is of vital importance to value their job and it will surely influence their attitudes towards their work
- Generational categories-each generation develops its unique personality that determines its feelings toward authority and organization. The generational personality is also essential to determine what individuals want from work, what kind of workplace they desire and how they plan to satisfy those wants and desires. Of course these wants and desires vary from generation to generation.

Besides hospitality employment and how managers should behave, it is necessary to say something about leaders. Leaders have very important role in some company or hotel. Millennials expect of them to regularly manage diversity, to unit people, to mentor them and to encourage creativity. While, at the same time, leader should be honest, positive, ethical and master of their emotions. And finally, when communicating, leader is expected to be confident, convincing and passionate. From all of these characteristics of a good leader, it seems that it is hard to be a good leader. But, we would like to convince the readers, that this is a perception of an ideal leader and leadership. And, it is crucial to say that Millennials do not change a leader depending on a gender. They do not bother if it is a male or female leader.

Now, we will look at some statistics regarding employment in Tourism and Hospitality industry. We believe that in 2011. Serbia recorded an increase in the number of tourists to around 100.000 and the total number of nights. However, employment in hospitality industry and food services fell by about 10.000, according to the National Bureau of Statistics.

⁶⁸D. Gursoy, T. Maier, C. Chi, Generational differences: An examination of work values and generational gaps in the hospitality workforce, School of Hospitality Business Management, Washington State University, 2007, p.2

Some statistics are important to say. Such as, domestic and foreign tourists in Serbia in 2011 accounted for 6.6 million overnight stays, 3.6% more than the previous 2010 year.

Most tourists came from Slovenia (74 700), Bosnia and Herzegovina (66 000), Croatia (50 600), Germany (48 200) and Italy (38 100).

These countries accounted for 36.3% of total tourists in Serbia. But, regarding the employees in tourism the situation is that it declined. In 2011 there was 10 000 less employees in accommodation and food service-61 763.

We assume that there are some recommendations for hospitality and tourism businesses so they can manage their millennial workers. Some of them are that a constant feedback is really important to provide, also to provide detailed guidelines, there can be established a mentoring program. It is substantial to provide flexible work arrangements for both men and women to spend more time with their families.

At the same time, there was reduced number of travel operators and agencies from 998 to 921, while the number of accommodation facilities, including hotels, motels, apartments and other forms of accommodation, increased from 1020 to 1039 and the number of firms in the service and beverages with 21 511 to 22 520.

Serbia in tourism, according to data in 2010 there was a negative balance, unlike the countries in the region that had deficit of 158 million dollars. Power consumption is 959 million dollars while revenues 801 million.⁶⁹

We believe that it is of a great deal for Serbia, to understand its potential from tourism and that whole country can benefit from it.

After discussing about generations and its divisions, we will now present the differences between these generations.

⁶⁹Decreased number of employees in tourism of Serbia in 2011, www.euractiv.rs

4.4 Differences between the previous generations and Millennials

Figure 14

*Differences between the generations*⁷⁰

Factors	Builders - generation born before WWII, aged 60's & 70's	Baby boomers - born 1946-1964, aged 40's & 50's	Generation Y- born from 1980 & 20's
Beliefs & Values	Absolutes Security Work ethic	Some absolutes Variety Freedom	Few absolutes Lifestyle Fun
Motivations	Country Advancement Responsible	Individuality Achievement Relatable	Own-community Self-discovery relational
Decision making	Authorities Reputations Brand loyal	Experts Information Brand-switchers	Friends Anecdotes Little brand loyalty
Earning & Spending	Conservative savers Long-term needs Pay up front	Confident-investors Medium-term goals Credit-savvy	Uncertain-spenders Short-term wants Credit-dependent
Learning styles	Auditory Content-driven Monologue	Auditory/visual Analysis-focused Dialogue	Visual/kinesthetic Narrative/metaphors Multi-sensory
Marketing & Communication	Prescriptive Mass Above the line	Descriptive Direct Below the line	Participative Viral Through their friends
Training Environment	Classroom style Formal Quiet atmosphere	Round-table style Planned Relaxed ambience	Unstructured Spontaneous Interactive
Management & Leadership	Control Authority analyzers	Cooperation Competency Doers	Consensus Creativity Feelers

When it comes to the workplace, we would like to mention that Millennials are different from the previous generations. Because, they do not have the sense of trust to their employers. They keep at a distance and do not make a great emotional connection.

As for technology, it is present nowadays in every single workplace. Because, Millennials have started using technology from their early years of life, they do not have a problem with it. All these tools, smartphones, laptops, numeric tablets offer many opportunities to the users.

⁷⁰G. Cairncross, J. Bultjens, Differences between the generations, Generation Y and work in tourism and hospitality industry, Southern Cross University, School of Tourism and Hospitality Management, 2007, p.6

They can easily find work, unlimited sources of information and they do not have to use paper, ink or an eraser. But, despite all these benefits, technology has its negative side. The main is interaction with people, they do not communicate anymore.

Now, we would like to point out some characteristics of the millennial worker. They adapt quickly to the changes, very independent, like to think in an entrepreneurial way, they really want to progress in their work environment, when working they like to achieve tasks in their own way and very like to work in a team though they are great workers on their own. On the other hand values of the Millennial worker are that their work balance is for them very important, value flexibility, do not like a set of rules, they value efficiency and transparency, appreciate the opportunity, share their ideas and like to be creative at work and love open and accountable leadership. Also, they are confident, more likely to expect their views should be heard and respected in a workplace.

We believe that among hotel employees, Millennials are a bit lower in their knowledge about technology but like to set some governing rules and they think it is really important to have a visible leadership in hotels.

We assume that Millennials have different workplace styles than the Baby Boomers. For Millennials it is acceptable to wear jeans sometimes for work, they think that they should set their work hours, they would like to have a time for themselves at work and their boss could learn a lot from them. Millennials value their work-life balance, life styles, career development, and overseas travel more than other generations. For Millennials it is important to have a constant feedback from their managers, as for Baby Boomers they prefer evaluation of their work at given times during the year. Career priorities for Millennials are that they would accept to stay at the same workplace at least for three years. And, it is important to say that Millennials do not care just about their salary, they would accept a job if they would work for a company that has values like their own. Also, they would work for the same salary if it deals with an environmental or social impact. Millennials prefer at work a leadership style, an empowering style of management, where the leader encourages employee in decision-making. Gen Ys desire that their managers be supportive, open and positive, to guide them while they become accustomed to their jobs. This approach helps Gen Y employees to develop their skills. They value a good relationship with their managers and like those who listen to them.⁷¹

As for the work environment, Gen Ys are more likely to negotiate the terms under which they work, and demand work-life balance at every stage of their career. They prefer the environment where their ideas are heard. In that way they have a great sense of involvement and engagement. They appreciate work environment where managers provide corrective and continued feedback on performance with recognition of their work.

We assume that to be successful in 21th century, young employees have to develop their communication skills. Gen Ys prefer communication in company to be direct and constructive.

⁷¹ S. Philippe, Millennials and attitudes towards work-life balance, The University of Arizona, 2013, p.13-15

We believe that Millennials have some of the important work-life issues that influence the millennial generation:⁷²

- ❖ 73% of Gen Y workers worry about balancing professional and personal obligations
- ❖ 50% of Gen Y are family-centric
- ❖ Gen Y expect to have more frequent job changes, greater focus on personal life, more knowledge of advanced technology and more education.

Considering the Millennial generation's attention and desire for work-life balance, it is important for employees to consider these attitudes in the workplace.

For that reason, employers should offer more flexible working hours and allow employees to work from home. Also, employers should be conscious that millennial students value work-life balance when making plans after graduation.

For Millennials it is important to work in an organization which is socially responsive, environmentally friendly, ethical and concerned with employees. And, organizations are relying on group-based work. Because the effectiveness of groups is becoming very important in assisting organizations to compete. This concept for Millennials is not a problem, for they find it fun and it is a great way to avoid risk.

We believe that for Millennials the way to stay an employee in a hotel organization is to develop programs to boost the level of engagement with their employees. In that way it will increase employee's job satisfaction and performance. And this is all because, when Millennials are experiencing a difficulty in the workplace they have intention to leave than do older generations. On the other hand, when Millennials find their job that is for them important they are very dedicated to their work roles and are less likely to leave their jobs.

Also, Millennials are those who have high expectations which may lead to switching jobs often.

Furthermore, we believe it is necessary to point out how Millennials are at their workplace:⁷³

- ❖ They want to be close to their peers
- ❖ Search for job that provides them personal fulfillment
- ❖ Work to live
- ❖ Have big desires to make deeper connections
- ❖ Search for colleagues who will help them achieve their goals
- ❖ Like constant communication
- ❖ Want leadership from their bosses
- ❖ Do not have tolerance for firms that do not recognize.

Now, we would like to say something about what is the challenge for generation Millennials when entering the workplace. The first challenge is that they have to succeed to enter the workplace and to integrate with themselves within the people that are already working there.

⁷²S. Philippe, Millennials and attitudes towards work-life balance, The University of Arizona, 2013, p.16

⁷³Dr. A. Douglas, Assistant professor, Millennials in the workplace-Millennials in the hospitality workforce: Bridging the generational gap, Auburn University, 2014,p.29, www.onlineschools.com

When Millennials start to work in one company, they are outsiders. And, it seems that they have to achieve extra effort to adapt to the rules of some company. Also, to match with the organizational culture surrounding. But, reality is more complicated than it seems to be.

So, we believe it is important to point out some factors that influence the Millennials' integration:⁷⁴

- Organizational culture-companies have to refocus their strategy knowing that human beings are a valuable competitive advantage.
When entering the workforce, Millennials have to understand the needs of the market and to adapt to organizational strategies. And, organizations have the need to adapt their organizational culture to the new generations and approach their management strategy with the new perspectives
- Development program-in order to include for the best, the Millennials generation has the need to work in such close proximity to the new generation in their final stages of study build their paths for the future. And, through these types of programs, Millennials can express their talents
- Mentoring the Millennials-it is mission of all companies to work on taking Millennials as their leaders. Because, Millennials grew up with a cautious attention from their parents and teachers. Therefore, when entering the organizations, they expect the same of caring attention. Which is in the professional sphere known as coaching and mentoring. Millennials expect from their companies to lead their skills, developing leadership competencies, navigate their career path.

Generation Y is the new generation that will take a leading role in some organization. Now we would like to point out some characteristics of Generation Y. They are:⁷⁵

- Technological savvy-this generation was born and grown up with technology such as Internet (Facebook, Twitter, Myspace and etc.), television, and hand phones. Whole these technologies have influenced this generation and their lifestyle changed with regards to previous generations. And, because of that technology has become a part of their life. They were born in an era when the Internet was established in the early 1980s, so they grew up with computers, video games, all the Internet and wireless, CDs, computers, answering machines, video cameras, and cell phones. More recently online social networks has come to play a necessary part in their life, but they are not necessarily net-savvy. They are expounded to a lots of information, but lack in understanding how to find, evaluate and use all those information
- Cultural acceptance-this generation will or is working the workforce. They have to work together, in groups. But, they do not have a problem with this fact because they are adaptable and make themselves comfortable with people from other culture. Nowadays, organizations and companies are full of people different culture, race, and ethnicity. They need to work together in order to achieve the goals

⁷⁴F. Michalek, M. Long, Cohabitation with Millennials in the workplace: A contemporary challenge of leadership, Linnaeus University, School of Business and Economics, p.69-71 2013.

⁷⁵S. Saaban, N. Ismail, M. Mansor, A study on Generation Y behavior at workplace, International Conference on Business Innovation, Entrepreneurship and Engineering, p.1-2, 2013.

- Flexibility and multitasking-this generation is also known as the flexible one in the workplace. They appreciate a flexible work arrangement that supports personal choices with respect to their lifestyles. And, this generation is not only flexible, but they are multitasking people. It means that they can do multiple works at the same time. Therefore, new technology helps them to do this multitasking. Generation Y uses technology, 24 hours, 7 days a week and have developed the ability to multi-task
- Being independent-the superb thing about Generation Y is that they like to do the job in their own ways and they believe that they have confident in doing the task given with the help of technology such as Internet.

Internet can help them seek some information in a faster and easier way. They want to be somebody who contributes to the company itself, but they prefer to have clear directions and managerial support

- Teamwork-for Generation Y is better to do some task in a group, even if they like to work by themselves. Work in a group for Generation Y means that they can gain more knowledge from it.

We think that it is important to figure out how Millennials can be managed. According to Barry Salzberg, CEO of Deloitte, Millennials can be managed in this way: „Millennials want to innovate and business should be listening. Fostering the culture of innovation will not only help retain high-performing talent but it will also drive growth by creating opportunities for individuals to unlock the next game-changing innovations“. ⁷⁶

Now, we are going to discuss how to manage Millennials. We believe that there are few strengths that Millennials have: ⁷⁷

- They are very confident with technology
- They like to get to know senior leaders from the beginning
- Millennials want to see how their co-workers make a difference.

We think there are some opportunities which can be useful for some managers to know how to deal with them. Millennials can be involved in some new tools and have to be encouraged. They can be included as well in client meetings and in presentations. Managers should create for Millennials some forums in which they can meet new colleagues.

As for the retirement that will happen as older members retire and younger employees retain in a working sphere. We should say that the retirement of older generations is not only the driver of knowledge transfer.

Human resources managers have a task to encourage younger employees to remain employed within their organizations, because they have nowadays tendency to leave their jobs and find a new one. Organizations will have to recruit and keep members of generation Y. In that way they can remain competitive in a workforce.

⁷⁶B. Salzberg, CEO of Deloitte, 2014. www.deloitte.com

⁷⁷Dr. A. Douglas, Assistant professor, Millennials in the hospitality workforce: Bridging the generational gap, Auburn University, 2014, p.24, www.onlineschools.com

We would like to point out another field that Millennials are interested in. The theme is about politics. With the rise of this generation, Millennials, there has been a large shift in political attitudes over the whole United States and further. This generation is starting to take an attitude contrary to many previous generations in current political topics. Many Millennials want to make a difference in the world. But, they do not have confidence they can do some changes through politics.

We believe that religion is very important for Millennials. But, they are more spiritual and less religious than generations before. Being religious often has the connotation of external, organized spirituality that has a connection with churches, synagogues, and temples.

Religion is focused on sharing a confident message with others, while spirituality is an internal journey to find higher meaning.

We would like now to summarize this part about Millennials, and show 10 key self-interests:⁷⁸

1. Individualism-Millennials like to have the ability to express who they are
2. Customization-Millennials like to pick and choose the information they will see each day
3. Independence-Millennials have their own voices, spiritually, politically, philosophically and culturally
4. Technology- Millennials rely on technology and like having fast information that is accurate
5. Skepticism-Millennials are continuously questioning the world around them
6. Relationships-Millennials value the opinions of their parents, friends, peers, mentors and coaches
7. Philanthropy-Millennials make up the most volunteer-oriented generation
8. Education-Millennials think that education is necessary to achieve their goals
9. Wellness-Millennials value their well-being, enjoy exercising and knowing the origin of their food
10. Time-Millennials value their time and have little patience for delays.

In the future, Millennials are going to develop community norms based on rules, standards and personal responsibility. They will remain much closer to their parents than the previous generations were before. Millennials will strive toward big brands. As the first generation that grew up with mobile phones and digital technology, Millennials expect nonstop interaction with their peers in forms that would be unimaginable to the previous generations.

They will develop new standards for social networking, identifying a clear range acceptable online attitudes and behaviors. As for the economy and the workplace, Millennials will face tough challenges as they enter the workplace. As they will seek for balance between private and business life, they will try to get their careers to a perfect start.

⁷⁸Brigham Young University, Millennial research profile, AVANTAR, p.23

As for their family and friends relationships, Millennials will continue with their personal, social and economic interdependence. They will seek to create stable and long-lasting families as they begin having their own children. At the end of our prediction, we would like to say that Millennials will transform their young adulthood in civic life. And, they will revitalize community and public purpose.

5. Youth tourism and Millennials

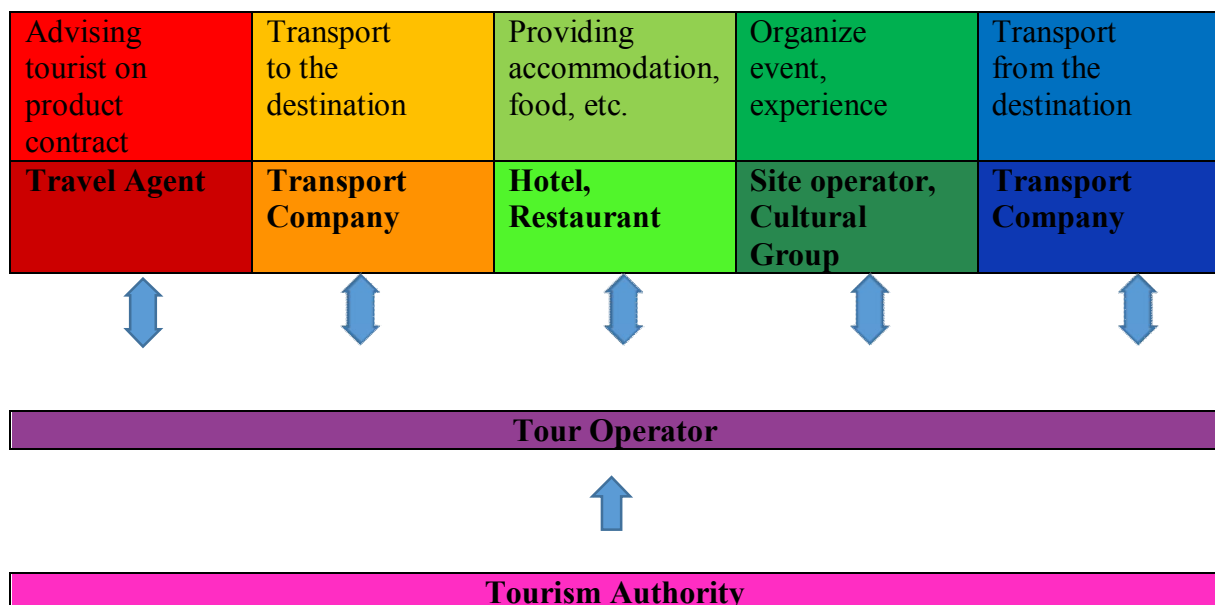
We believe that at the beginning of this chapter, it is substantially to say that youth tourism according to the UNWTO has changed dramatically in a short period of time. Impact, such as social, cultural, economic has a great relevance on the global tourism. Young people are the innovators, they like changes and to explore new things, in this case destinations.

Nowadays, travel does not just depend on the infrastructure. But, the technology has a main role in the everyday life, among youngsters and in a workplace. New value web is a circle in which travel, economy and society are connected one to another. This new circle young people support, because they like to make some new things, to be innovators.

On the next picture we are going to show the *Traditional Tourism Value Chain*. We would like, by presenting this picture, that there are many actors that are in a relationship with each other. Some of them are travel agents who advice tourists on product contracts; transport companies which provide transport to some destinations; hotels and restaurants that give accommodation, food etc.; site operators who organize tours and events and finally, transport companies that give transport from the certain destination.

Figure 15

*Traditional Tourism Value Chain*⁷⁹



⁷⁹ UNWTO, WYSE Travel Confederation Traditional tourism value chain, The power of youth travel

We would like to emphasize the importance of youth travel. And, because of that, we are going to present an organization for youth, called WYSE Travel Confederation.

They are the World Youth Student and Educational Travel Confederation with a non-profit membership dedicated to promote and develop opportunities for the youth, student and educational travel industry. It is as well the world's largest and most powerful network for youth and student travel operators. Also, they provide an international travel experience for over 30 million youth and student travelers each year. Because of that they have 800 members which cover more than 120 countries and a diverse range of sectors.⁸⁰ As well, WYSE Travel Confederation and their associations are devoted to understanding the ever-changing characteristics, motivations, and need of young people, travelers and the industry that supports them. In this confederation, employees gather and share important research data and market intelligence with their members, government, academics and the general travelling public. Investment in research and market intelligence informs the policies, services and products that make international travel and educational experiences exciting, safe, and affordable for young people. They help members and the wider community to respond to changing trends to keep ahead with their business and marketing strategies in line with this developing industry.

WYSE Travel Confederation endorsed by UNESCO and is a member of the United Nations World Tourism Organization (UNWTO). The Millennial traveler focuses on four types of services-travel agents, airlines, tour operators, and hostels. Travel agents are preferred by youth or student agency over a mainstream agency. Millennials that have used tour operators had longer booking times when compared to other millennial travelers. Regarding the airlines, these millennial passengers book three months earlier their departure. Millennials that stay in a hostels spend an average of 1.500 EU. They book a hostel via smartphone or table. And, nowadays it is common to book hostel via mobile device. Among the most important features for Millennials is a free Wi-Fi, good location, cleanliness and friendly and helpful staff. We believe that hostel users are experience seekers and young people travel to collect memories and experience the local culture. Likewise experiment with new food and meet other people.

As regards, WYSE Travel Confederation research programme, provides the youth travel community with the data and market intelligence that it need to develop policies, services and products that make international travel exciting, safe, accessible, and affordable for young people. WYSE Travel Confederation's research program comprises:⁸¹

1. Primary data collection and analysis-WYSE Travel Confederation designs its own research on youth travel and its market using surveys of consumers and suppliers. These provides the latest information on business trends across different sectors of market
2. Industry review series-these industry review series obey current data from secondary sources on industry matters that influence WYSE Travel Confederation members' businesses. Also, these series explore areas such as youth travel market mobility, customer preference and market
3. Research on demand-members of the WYSE Travel Confederation have the opportunity to commission research to their business needs.

⁸⁰ About the Millennial Traveller report series, WYSE Travel Confederation, 2014, p5, www.wysetc.org

⁸¹ WYSE Travel Confederation, Executive summary Millennial Traveller, 2014, p.7, www.wysetc.org/research

Also, WYSE Travel Confederation is devoted to understanding the ever changing characteristics, motivations, and needs of young travelers through gathering, analyzing, and sharing important research data and market intelligence with its members, academics, corporate and government decision-makers, and the general travelling public. Their investment in research and market intelligence informs the policies, services and products that make international travel. It also helps members of this organization to respond to changing trends and to evolve the business and marketing strategies. Youth, student and educational travel is an increasingly important sector of the international tourism market. Young people tend to travel more, further, and look for even more inspiring experiences. Today's generation that drives youth travel demand is as we all know generation Millennials. As we have seen before in the work, this generation is characterized by its familiarity with new technologies, grown up with PCs, mobile phones and Internet. They are very connected generation with people and information. And, millennial travelers are growing up in a world where travel is easier and cheaper than for previous generations and because of that they take a full advantage of this to travel the globe in search of new experiences.

Generation Y travelers represent a significant segment in international tourism. Young travelers present one of the fastest growing segments of the travel industry.

This generation loves travelling for different reasons, seeking different experiences and have different travel habits than their parents. Young travelers and their parents see travel experiences as worthwhile investments that not only broaden ones cultural knowledge, but improve one's future socio-economic mobility. We believe that Millennials are generation that are big spenders. Because of that, destinations and businesses would be wise to pay special attention to the unique factors that influence their travel decisions. Millennials tend, when visiting some new country, to meet friendly and local people, and to gain new memories. Many Millennials do not have a particular preference with who they become friends when they travel, but the just like to hang out with various nationalities. Yet, family and friends remain the top source of travel information for Millennials. Millennial traveler's value personal travel experiences and are influenced by reviews. They are, as we said, avid users of mobile phones and social media while travelling. Some of the features of Gen Ys are:⁸²

- ❖ They travel more often
- ❖ Explore more destinations
- ❖ Spend more on travel
- ❖ Book more over the Internet.

These features are closely linked to values, desires and aspirations inherent to Generation Y. Gen Y travelers tend to seek authentic, individualized experiences.

Millennials prefer adventure tourism and short city-breaks. Travelling gives them an opportunity to intensify positive values, trips change their lifestyle in some way.

⁸²O. Kiilunen, Mobile applications as solutions to enhance sustainable travel behavior among Generation Y, University of Applied Sciences, 2013, p.32, www.theseus.fi

We believe that this organization is for youth because they can join and benefit from it. If they join they would benefit from:⁸³

- Networking and trading-this organization can help connecting young people with organizations
- Discounts on industry events
- Industry research-it is free, precise and reliable industry intelligence and market research
- Education-young people have a free access to educational session on various topics
- Marketing and sponsorship opportunities-this organization offer a wide range of promotional opportunities to help promote a business to a wider audience
- A mark of quality-everyone can use a WYSE Travel Confederation logo as a symbol of a quality
- Industry updates-in every moment one can receive an update information
- Policy work and representation-WYSE Travel Confederation operates with largest organizations such as UNWTO, European Commission that can help everyone's voice to be heard.

As a member of this association every organization can benefit from this network and trading opportunities, industry research and market intelligence.

Also we would like to say that, Millennials trust their parents more than other social relationships and tend to see their parents as their role models. The most concern to Millennials is the current economic situation, social inequality and education. Top three factors for Millennials that are most important for shaping future success are work experience, have a university degree and to study hard.

And, here are some statistics that we will show, about Millennials.⁸⁴

- 12.5% face visa problems
- 55% interact with locals
- 46% experience everyday life
- 43% increase knowledge.

Some of the views that follow, according to the WYSE Travel Confederation are:⁸⁵

- Young travelers spend more money than other tourists
- Young travelers pay less attention if in some destination is terrorism represented or some political unrest, or even if there is disease or natural disasters

⁸³ WYSE Travel Confederation, Executive Summary Millennial Traveller, 2014, p.8, www.wysetc.org/research

⁸⁴ WYSE Travel Confederation, Executive Summary Millennial Traveller, 2014, p.6, www.wysetc.org/research

⁸⁵ WYSE Travel Confederation, the power of youth travel, p.8, www.wysetc.org

- Young travelers love to use new technology
- Young travelers like to discover some unknown destinations.

According to the WYSE Travel Confederation, we believe it is important to say something about the millennial travelers. This confederation is devoted to understanding the characteristics, motivations and needs of young travelers through sharing important data and with its members, academic decision-makers, and the general travelling public. Sector that is very important is about youth, student and educational travel because it is notable sector of international tourism market. Young people are travelling more, further and looking for some inspiring places to visit. This generation is, as we know, born between 1980s and 2000s. They are characterized by their familiarity with new technologies, having born with phones, internet and PCs. Millennials are born in a world where travel is easier and relatively cheaper than for previous generations and their parents.

According to the WYSE Travel Confederation Millennials spend money on the next things:⁸⁶

- Travel- Millennials travel for pleasure. They go approximately nine times a year on trips, and like to visit every continent. They are focused on cultural impressions seek to collect nice moments, rather than just resort-based fun. Young travelers want to increase their knowledge regarding cultural aspect on some destination, to meet local people, and like to shop and return home with some new clothing
- Technology-Millennials make up 44% of households that do not have own televisions. But have mobile devices, apps and platforms. Lot of young people think that it is very important to have new and latest features or styles of smartphones. For them it is a primary need to have new mobile phones so they can connect with their friends, family and the outside world
- Training- Millennials are generation that spends a lot of money on education, courses and certifications that they attend besides university.

Furthermore, WYSE Travel Confederation, has explored about youth travelers and their flight experiences. Millennials are willing to pay an extra for more experiences on board. While on flight, Millennials are known for their desire to reconnect with other passengers via electronic chat, games, or social network. Also, Millennials are the ones who last book their vacation travel at least 6 months in advance.

Some Millennials would even stand on flight to save money. There are as well those who will sit next to the restrooms on the plane for a reduced price and some will pay more to fly on a child free plane.

Although there is no universally accepted view, a simple and reasonable definition of youth tourism offer Vukonić and Čavlek, perceiving it as a tourism participation of young people.

⁸⁶ J. Yang, CNN: Why Millennials are not cheap, 2014, www.wysetc.org

The concept of youth is not completely defined, and young people are considered persons between 15 to 29 years, but the concept of „Youth“ is not adult lifestyle, which includes full-time employment, marriage and his/her own family.⁸⁷

We all find that one destination has to be aware of the fact that youth population is of high value. Because, young people do not always have a lot of money for trips, but they for sure have more time and tend to be for longer period of time in some chosen destination. And, when the economy in some country is poor, young people are stimulated to take a trip somewhere. They tend to gain work experience while economy recovers. Also, young people spend more money in destination, because they travel for longer period of time. Some characteristic of youngsters is that they spend money at the locals rather than in some chains, for example supermarkets. Nowadays, young population has an opportunity to travel and work abroad. Student travel is recognized as an increasingly important and that kind of workforce is irreplaceable in the world. Young people are the best promoters of some destination. They create a great atmosphere where everyone can enjoy.

This whole review we think is a major indicator in what way young people are important for some destination. Not only for the increase in economy of some country, but also for extensive accommodation, longer stay in some destination, desire to consume and try local services and because youngsters attract new customers. All of that is for the better and prosperous future of some destination and country.⁸⁸

5.1 Internet among Millennials

We believe that weblogs are a form of personal publishing, consisting of text-based entries or in the jargon called posts. Blogs permit participants to share personal photographs, web links, and reflections while creating a continually growing archive to posts, which can be searched, accessed, or linked. Blogs are not static, and new content does not replace old one. For Millennials, blogs are great because they allow them to comment something, creates opportunities for discussion. Blogs create much broader audience and encourage rich multimedia to support embedding of video and photographs as well as web links.

On the other hand, besides blogging, Millennials like to go to sites that are related to tourism and arrangements. At the beginning of this topic, we believe that youth tourism began to develop rapidly and is one of the most important segments in tourism. Also, this type of tourism has not taken a leading position in Serbia. Arrangements, deals and youth's tourism promotion are minimal.

Agencies that deal with this type of travel are those who are specialized for excursions offered by colleges or party trips such as summer and winter vacations or spring breaks. And, because of that young people do not have a choice of youth travel and they choose to independently make a reservation itself.

⁸⁷B. Vukonić, N. Čavlek, Riječnik turizma, Masmedia, Zagreb 2001, p.258

⁸⁸G. Richards, An economic contribution that matters, Tourism Research and Marketing, 2011, p.1, www.amazonaws.com

The problem with such arrangements is that everything begins and ends with the program that is only based on entertainment. Developing this journey, students' knowledge and interests are initially interrupted.

They do not have an option of socialization with other people from all around the world and meeting with new cultures. This type of program is only based on going to clubs. Youth tourist agencies represent to young people, some trips as if the educational content does not have to exist, but that is just based on a night out. On the other hand, the Internet has greatly affected the traditional business model of travel agencies. Number of simple transactions has increased, such as booking a flight, hotel rooms, rent a car which is all available on the Internet nowadays. Even large tourist agencies, such as TUI, offer their package tours directly on the Internet which is very important for young people. Because, they can quickly, easily and efficiently learn about destinations that they want to visit and thereby provide for themselves a vacation. We think that competence for one tourist agency is that it differentiates from the competition on the Internet. It is possible that in the future, travel agencies will have a role of broker on the Internet and their job would be to guide users through offers on the web.⁸⁹

As for hospitality industry, the majority of hospitality operators have willingly adopted Internet technology as an enabling technology. It is a powerful set of tools that can be used wisely or unwisely. Large worldwide hotel corporations rely on this technology to provide information, reduce difficulties and allow buyers and sellers to find and transact business with one another more easily. The number of customers that approach hospitality products via Internet is growing rapidly as consumer seeks to gather as much information as possible before making their purchasing decision. Within the large hospitality organizations communication has attributed to emails, faxes and web pages and they rely on standardization rather than sharing information verbally. This type of communication in business may confuse Gen Ys because their way of communication is very short and often coded. Gen Ys true their way of communication maintain their connections through the shortest and easiest path possible. We believe that for Gen Ys is the shortest the path is the faster the communication process with less disruption. The hospitality industry has to adopt to these new ways of communication if for no other reasons but for indirect marketing intelligence.

5.2 Impact of the social network on the Generation Millennials

We are all aware that promoting business through social networks is a strategic way of communication with the company's existing and potential customers, in order to exchange information about a product or service.

While the promotion of business previously relied on traditional media of mass communication, especially the press and TV, there is a growing importance of the web as a very suitable medium for the promotion of business.

⁸⁹ G. Downey, T. Gray, Blogging with the Facebook Generation: studying abroad with Gen Y, Macquarie University, Sydney&University of Western Sydney, Kingswood Campus, 2012, p.2

Intensive acceptance of the Internet business and other entities are allowed access to the abundance of information, interaction, publishing its own expression profile, personalization consumption, gaining customer satisfaction. Millennials are the most marketing-savvy and advertising-critical generation ever. For this generation, social media have become necessary. Over the past decade social media is increasingly being used as a medium for organizations to promote their employer brand. Some of the advantages that social media offers is allowing for transparency in shared information, permitting for personalized communication, engaging with target audiences and achieving a wider audience.

We believe that Gen Ys rely on connectors in their social network. And the way how they communicate with these connectors by word of mouth. The word of mouth technique is widely spread among Gen Ys. As for business is concerned, Gen Ys nowadays cannot rely on their friend, but colleagues could help find some job. Closeness and connectivity is of a big importance both from a social and business networking perspective. Millennials interact with savvy brands through social media, aligning themselves to with brands they support and trust. The best way to reach Millennials is through short and targeted messages. Because, this generation has a feeling to be always connected. Through their social networks, they keep in touch with their friends or they make friends via Internet. Online friendships are based on many of the same things as the traditional friendships, it is shared interests and interaction. But, the online relationships are volatile.

As for the hospitality industry and Gen Ys that work in it, networking is of a great importance to them. Because, they have to be able to quickly adapt to changing external environments by recognizing and utilizing the characteristics of their small world network. With an increased mobility, growth of new destinations, larger hotel corporations that dominate in this world of market and a greater accessibility, Gen Ys have a great opportunities to develop themselves in this hospitality industry. And, not only do Gen Ys adopt to this new way of communications and technology with their friends, family and neighbours, but also use it to forge new relationships outside the more traditional family networks. We think that this way of communication has its good and bad side. Good side of this is that every person can manage their time on the internet, but the bad side is that it does not make us more social beings.

For Gen Y students Internet provides greater power, more opportunity and flexibility. Hospitality industry is not unlike many other industries, because today's subordinate may be someone's boss tomorrow and today's competitor may be tomorrow's employer.

Millennials and social media:⁹⁰

- More than 7 out of 10 Millennials consult, react or post about products, brand and companies on social media
- The vast majority of branded consumer conversations is positive, only about 10% is negative
- 44% of Gen Y says their consulting behavior increased a lot since last year.

⁹⁰ Millennials&Social media: The power of conversations, 2013, www.wysetc.org

Most trusted online source for Millennials are:⁹¹

- A person from their contact list
- A person who belongs to the network of somebody in their contact list
- Brand users, a brand or a company
- A journalist
- A CEO or top manager
- An employee of a company
- Brand fans-people who are always positive about some brand
- A politician.

An important place in mix of interactive communication on the Internet take up social networks. They have become an essential way in which to communicate, make a contact, link with the environment etc. Users of social networks visit Internet to share and evaluate experiences in relation to current events. Internet social networks create a web pages that are known as social sites. They aim to connect as many users in the virtual place.

As we all know, in recent years was established a number of social networks. Organizations are using social networking sites to gather information on job candidates for example. Then, in the hiring process there are several advantages using social media. These include cost saving, verifying information in an applicant's CV. On the other hand, we believe that there are some complexities in using social media in the hiring process. These involve the validity and reliability of data collected via social networking websites. Members of the social media are different people with specific interests and needs. The best known social networking are My Space, Facebook, Twitter and Linked In.

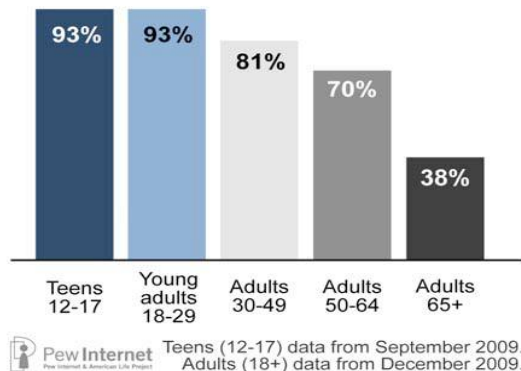
Now, we will show a survey that is representing how much teens and young adults spend time using Internet in America. In September 2009, 93% of American teens between the ages of 12 and 17 went online. This has remained stable since November 2006. In comparison, adults are less likely than teen to be online. Even as the internet population has grown, young adult have remained the age group that is most likely to go online. And, even the age cohort of 65 years old has increased the percentage of their population online. Among adolescents, boys and girls are equally likely to go online, but younger teens remain slightly less likely to go online than older teens.

⁹¹ Millennials&social media: The power of conversations, 2013, www.wysetc.org

Figure 16

Who is online? The Internet by age groups⁹²

Who's online? The internet by age groups

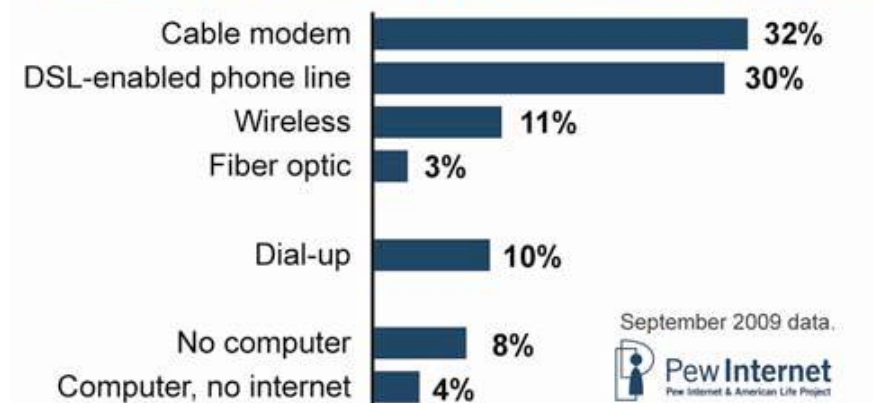


We would like to introduce what is a situation among families with children between 12 and 17. So, we will show a chart about this situation.

Figure 17

Families with teens by type of internet access⁹³

Families with teens by type of internet access



This chart shows that families have broadband internet access at home, even 76%. In 2009 about a third of all internet using families have a cable modem, another third have a DSL enabled phone line. Wireless internet connection has 11% of them and 3% of families has a fiber optic connection. Just 10% of families have a dial-up internet connection, 8% do not have a computer and 4% have a computer but it is not connected to the internet.

⁹² Who is online? The Internet by age groups, A. Lenhart, K. Purcell, A. Smith, K. Zickuhr, Social Media & Mobile Internet use among teens and young adults, 2010, p.5, www.pewresearch.org/millennials

⁹³ Families with teens by type of internet access, A. Lenhart, K. Purcell, A. Smith, K. Zickuhr, Social Media & Mobile Internet use among teens and young adults, 2010, p.6, www.pewinternet.org

Social network has a big impact on the teens who include Generation Millennial. Even 63% of them go online every day. There are a few differences in frequency of use based on demographic categories. For example, white teens are slightly more likely to go online frequently-several times a day compared with Hispanic teens, who are more likely to report going online once a day or 3 to 5 days a week.

Nowadays, among young teens is represented the use of internet connectivity on mobile devices rather than on the desktop. 75% of American teens have a cell phone. Cell phones have become a ubiquitous in the lives of today's teens. Boys and girl have their phones though they do not use it in the same way. There is no difference by ethnicity or race in phone ownership by teens. Besides the use of mobile devices, computers are also represented among teens. Even seven out of ten teen ages 12 to 17 have a computer. Teen's with parents have better salaries have more chance to get their own computer or laptop rather than those who are not so wealthy.

And, as for the adults ages 18 to 29 own a laptop or netbook, even 66% of them. While just 53% own a desktop. The chart below represents the percentage of adults in each demographic group who own each device. Laptops have overtaken desktops for adults under 30.

This chart represents what devices do use adults that have under 30 years. The most used device among them is cell phone or blackberry, then a computer and laptop is at least used.

Although the number of adults who use social networking websites has grown rapidly over the last several years, we all know that the teens are those who use these sites the most. Usage of social networking among the adults is similar to the usage of teens. Men and women are equally likely to use social networking sites. And, social network is more used by educated adults who finished colleges rather than those who have finished their high schools.

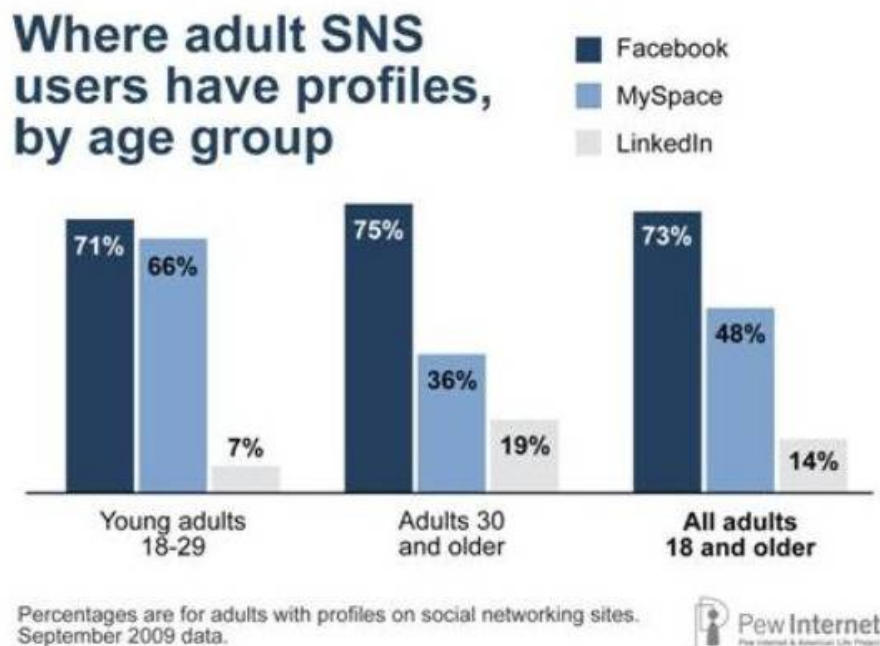
Later in the work we will talk about specific social networks such as Facebook, Twitter, LinkedIn and MySpace. But, now we will present that different age cohorts use different social networks. So, regarding this, young adults are much more likely to use MySpace. For adult profile owners under 30, MySpace and Facebook are equal in popularity with LinkedIn.

The following image presents the percentage of young adults from 18 to 29 years, adults who are 30 and older and all adults 18 and older and their usage of Facebook, Myspace and LinkedIn. We can see that Facebook is more used by adults who are 30 years old, Myspace is more used by young adults 18 to 29 and LinkedIn is also more used by adults 30 and older. However, all adults 18 and older mostly use Facebook.⁹⁴

⁹⁴ A. Lenhart, K. Purcell, A. Smith, K. Zickuhr, Social Media & Mobile Internet use among teens and young adults, 2010, p.18, www.pewresearch.org/millennials

Figure 18

Where adult users have profiles⁹⁵



5.2.1 Facebook

We will introduce one of the social networks, such as Facebook. Since 2009 Facebook is the largest in the world and attracts the most attention when it comes to business promotion. To make an appearance on Facebook effective, it is necessary to decide which type of communication to choose for these social networks. The choice of communication is by opening profiles, fan or group pages. Each of these choices has its advantages and disadvantages, but research shows that companies prefer fan pages, because the posts appear on the home pages of members and there is no limit to the number of fans.

But, the challenge for young people is to use Facebook in a way that benefits them rather than allowing it to consume precious time.

Tourism for youth mostly uses this social networks to promote. Every travel agency for young people on Facebook has its own profile so they can communicate directly with potential visitors or users of their services. Using Facebook, each agency has a large number of its promoters, the people who promote their certain trips. As well, on Facebook can always be found some promotions, discounts and people can get for free even trips. Competition in the market is huge, all agencies use the same instruments of marketing in Facebook and for people it soon gets boring.

⁹⁵ Where adult users have profiles, by age groups, A. Lenhart, K. Purcell, A. Smith, K. Zickuhr, Social Media & Mobile Internet use among teens and young adults, 2010, p.19, www.pewinternet.org

Because of that tourism organizations, young people, use new social networks or with the existing networks they try to isolate its innovation in the promotion.

5.2.2 Twitter

We are all familiar with another social Network, Twitter. It is similar to Facebook, but it seems a little bit easier for use. It is based on microblogging platform and is characterized by short statuses and announcements. It was launched in 2006 and since then continuously increases in number of registered users. Name comes from the English word to tweet.

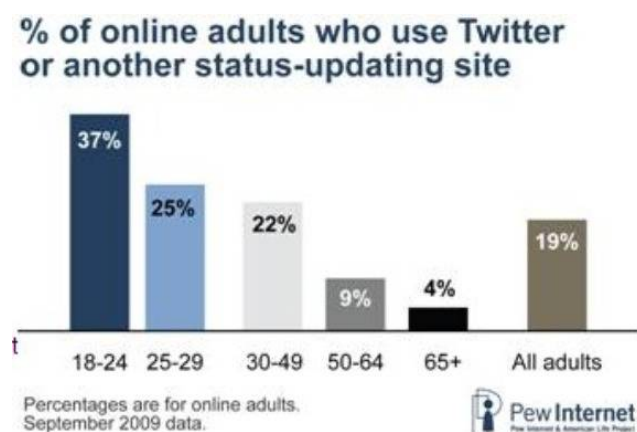
Twitter is a great place for the promotion of one's site, also for establishing, improving and maintaining relationships with customers. This service attend very influential people. And this network is the most popular and developed with a large number of users. But, for tourism, this social network is not so good place for the promotion of tourism. However, some agencies via Twitter inform people about discounts and actions that they offer.

Over the past years there has been much media attention given to Twitter and other microblogging services and the assumption was that as with other types of social network services, teenagers would be leading the adoption charge on social, connective technology. However, data shows from 2009 that teens do not use Twitter in large numbers.

This chart below represents a percentage of online adult users of Twitter. Adults from 18 to 24 years more use Twitter than the others. And, we believe that online women (21% of whom use Twitter or other status update services) are more likely to use these services than men (17% of whom do so).

Figure 19

Percentage of online adults who use Twitter⁹⁶



⁹⁶ Percentage of online adults who use Twitter, A. Lenhart, K. Purcell, A. Smith, K. Zickuhr, Social Media & Mobile Internet use among teens and young adults, 2010, p.21, www.pewinternet.org

6. Conclusion

To conclude with the fact that generation Millennials is one of the fastest growing generations in these recent years. They are highly educated people that like learning and appreciate the whole education system. They are very ambitious in achieving their careers and demonstrating to the employees their skills. Also, they are self-confident, feel special, and sheltered. As well as, team oriented at the university or at work. In that sense they are very optimistic, but flexible and conventional. As we can see, Millennials possess lots of virtues, rather than shortcomings.

Besides, this fast life, technology is the one that creates some new atmosphere, a new way of living. It has its good and bad benefits. Good ones are those that these youngsters can be in every moment connected with their friends and family. As for the previous generations, they cannot totally adapt to this new, modern way of living. Because they are not so technically equipped, they are older people who do not want to adapt and learn new things. Of course, everyone can choose what type of living they want. And, bad benefits from technology can be, that when meeting friends, you do not have so much to catch up with and sometimes using Internet can waste someone's time.

From this work we can realize that this generation, lives in a modern society, in a world where everything is happening fast, they have quickly to adapt to some new environment. At work they have to be fast thinking, adaptable to the new workplace and colleagues. Or, if some of the Millennials study, they have to suit to the new students, professors etc.

The focus of this work is to understand that generation Millennial may be associated with the tourism and hospitality industry. Because of that fact, we can perceive them at first as travelers. When in this situation, Millennials like to spend more money on their holidays, like to meet new people, learn about some new cultures and in that way gain wider knowledge. On the other hand, when observing Millennials as hotel workers, they make a large proportion of the population that works in this sector nowadays. While working in tourism and hospitality industry, they tend to create a positive workplace without stress and tension, like to learn, want to become managers of the sectors in hotels. They fit to this profile of worker because they have a tendency to become leaders, like to organize people and events, like to control everything. But, they are very fair to their colleagues, make a positive atmosphere in a company and can be trusted.

Finally, with this research, we wanted to show how in the future Millennials will behave. We believe that they will stay in a deep and honest relationship with their family, they will help their love ones. As for work, they will constantly face new challenges and opportunities. As they are the generation that is permanently connected with the Internet, they will continue to be in touch with their friends, colleagues, and peers. The most important is that they are going to seek for a balanced life, no matter if it concerns their business or a private life.

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