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**BEHAVIOR OF CONSUMER AND EMPLOYEES IN THE
HOTEL INDUSTRY**

- MASTER THESIS-

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Introduction

1. Methodology

1.1. Subject of studies

Subject of master thesis is: exploring the expected consumer behavior in tourism, understanding behavior, as consumers, despite the similarities are different, they have special wishes, demands, needs and preferred differential products that reflect their desire, personality, lifestyle, etc.; as marketing actions impact on consumers and their response to these actions, management of the service provider and the service, with the aim of customer satisfaction.

1.2. Summary of the research (description, ie. structure by chapters)

Results of research conducted quantitative and qualitative analysis within a defined methodology and overall findings of this project are presented in reports:

Introduction- methodology of research

Part I: Marketing

- Definition and importance of marketing for the customer research

Part II: Consumer and Employees Behavior in the hotels organizations

Consumer Behavior

- Describing customer behavior
- Defining emotion and reason
- Factor that influence on consumer behavior
- Models of consumer behavior

Employees Behavior

- Communication skills- importance for the hotel business
- Cultural Differences in Nonverbal communication
- The source of conflict in business-examples
- How to handle customer complain?-example
- Hotel's Strategies when the customers are not satisfied
- Relationship employees and customers in "Ashworth by the Sea" hotel

Conclusion- conclusions presented in accordance with the data

Reference-listed used literature

1.3. The aim of research

Recognize and understand the expected behavior of consumers and employees in hotels organizations and in this regard:

- Recognize the desires, tastes, interests on the examples from practice
- Recognize an offer that would accommodate the demands and needs of the target groups and their motives for buying, and describe behavior of employees on the examples from practice. Identify the proper research, identify quality offer you need to focus on the requirements of the target users.

1.4. Research Methods

For collection of relevant information were used:

- dialectical method, as the process of research and explanation of appearance based on the notion of dialectical reality at all.
- synthesis method (generalization) as a way of forming a thought whole from individual knowledge.
- verification methods (in terms of confirming certain conclusions and views from the literature and practice).
- descriptive, historical and comparative methods to describe the attitudes of used literature.

1.5. Research hypotheses

- a hypothetical framework of the research consists of the following items:

The General hypotheses:

- behavior of consumers in the hotels organizations, as despite the similarities of the consumers, differ from each other, have special needs and requirements and prefer a differentiated tourism products that reflect their personality, lifestyle, etc.
- expected behavior of employees, communications skills, conflict situations with the customers...

Specific hypotheses:

- the development of world tourism intensified through better utilization of the existing capacity, based on increasing the quality of tourism services and improvement of tourism products as well

as other important elements of market performance.

-adequately consider of new lifestyle in the future that will inevitably cause a different attitude towards work as well as rest.

-appropriate research will enable the formulation of successful strategies and programs in the hotels business.

-in this time, service organizations can't succeed if consumers are on the first and employees on the second place.

-behavior and the importance of employees in the green hotel

-customer satisfaction depends on the satisfaction of employees

-how much customers care about sustainable hotel

1.6. Key words: marketing, customers, employees, behavior, emotions, reasons, communication...

Part I:

2. Marketing - Definition and importance of marketing for the customer research

The starting point of marketing as a business concept are the needs of consumer, the economy and society, which adjusting to the overall activity of the bidder. A way to meet the needs of demand is designing and creating distinctive marketing offers. The basic means of adjusting are instruments of marketing, ie the marketing mix. These instruments the manufacturers strive to adapt in advance selected target markets, where marketing research has a special importance. Such an approach to the business market should result in the realization of an appropriate profit as an important business goal.

Marketing, which developed under the influence of objective factors at a certain stage of development of economy and society, follows the turbulent changes in their environment. This adjustment is flowing in the direction of significant adjustments to social objectives. Therefore, the broader basis for the implementation of marketing and partially develop objectives of the functioning of the entire marketing system in a society. Marketing thought that therefore gradually entering in the stage of social orientation, ie humanization of marketing.¹

The focus of tourism to the man and his needs, demands that the fundamental goal of implementing of marketing in tourism and, in particular, the use of his instruments at all levels, is improving the quality of life of all stakeholders in the process, ie maintaining and improving the welfare of consumers and society on the whole. Only a concerted action of the increasing the quality of experience of tourists and to improve the quality of the natural and socio-cultural

¹Popescu J., (2013), Marketing u turizmu i hotelijerstvu, Univerzitet Singidunum, p.3

environment, can be achieved objectives that tourism will constantly seem useful activity for all participants.²

Too many people equate marketing with selling, as if the two terms were synonymous, but this is far from accurate as a definition, although selling certainly has a role to play as a function of marketing. Rather, marketing should be seen as an all-embracing term to indicate the direction and thrust of a firm's policies and strategies.

Marketing is about anticipating demand, recognizing it, stimulating it and finally satisfying it; in short, understanding consumers' wants and needs, as to what can be sold, to whom, when, where and in what quantities. There are literally dozens of acceptable definitions of marketing, and this is not the story to discuss the semantics of these definitions. Instead, let us look at just two well-considered definitions. First, that of the Chartered Institute of Marketing:³

Marketing is the management function which organizes and directs all those business activities involved in assessing customer needs and converting customer purchasing power into effective demand for a specific product or service, and in moving that product or service to the final consumer or user so as to achieve the profit target or other objective set by the company or other organizations.

This definition has three important implications. First, it is seen as a management function within the company. Second, it underlies, and provides the framework for, all the activities which a business undertakes. Finally, and herein lies the whole philosophy of marketing, it places the emphasis on customer needs as the starting-point for the business's operations. As Theodore Levitt expressed it, while 'selling focused on the needs of the seller, marketing focuses on the needs of the buyer. Marketing is about finding out what the customer wants first, and then producing the product to fit those needs (a marketing-orientated approach) as opposed to producing the product or service and then seeing to whom it can be sold (a product-orientated approach).⁴

Our second definition is taken from a text by leading marketing theorists Philip Kotler et al., who define it as:

A social and managerial process by which individuals and groups obtain what they need and want by creating and exchanging product and value for others.⁵

In this definition, value is defined as the consumer's assessment of a product's overall ability to satisfy their needs. The definition also recognizes the wider application of the term 'marketing' as both of social and managerial process, something which permeates every transaction in our lives.

² Popescu J., (2013), Marketing u turizmu i hotelijerstvu, Univerzitet Singidunum, p.3

³ <http://www.cim.co.uk>

⁴ Holloway J.C., (2004), Marketing for Tourism, Financial Times/Prentice Hall, London, p. 7

⁵ Kotler P., Keller K.L., (2006), Marketing Management, Prentice Hall, New Jersey, p 6

The fundamental idea of marketing is that organizations survive and prosper through meeting the needs of customers. As Adam Smith showed over 200 years ago, this is also the justification for free enterprise capitalism as a social and political system. Smith showed that the drive of competing firms to make a profit, by providing customers with what they want, is ultimately in the interests of consumers because they obtain more and better products at lower prices. Companies that do this well grow and prosper; those that do not go under. Marketing management is the task of facilitating this process by professionally identifying the needs of customers and developing those offers that give customers what they want.⁶

Many people would quickly challenge this rationale for marketing and free enterprise. Nobody “needs” a McDonald’s hamburger or a Porsche sports car, they would argue. There are two types of response to this charge. The first is political and concerns individuals’ freedom to buy and sell what they like (subject to it not directly hurting others). If this freedom is to be restricted, then state officials will determine what companies may produce and what consumers may buy. This type of state socialism has proved to be both economically inefficient and injurious to individual rights. The second response relates to the nature of human psychology and behavior. Social scientists would argue that marketing does not create needs- needs are more basic- but what marketing can do is influence how these needs are directed.⁷

To see this important point, needs, wants and demands can be distinguished. A **need** is a basic requirement that an individual wishes to satisfy. People have basic requirements for food, shelter, affection, esteem and self-development. Freud, Maslow, Herzberg and other social scientists have shown that these are not created by marketing, but are determined by human biology and the fundamental nature of social relationships.⁸

While needs are broad, wants are narrow. A **want** is a desire for a specific product to satisfy the underlying need. An individual’s basic food needs could be physically met for an expenditure of around €10 a week on bread, milk and a few vegetables. This might be all people need, but, not surprisingly, it is not what they want. The teenager might want a Big Mac and strawberry shake; the father wants roast beef washed down with a 1976 Château- Lafite. In the China of Chairman Mao, the needs of its 1 billion people for clothes were met by identical plain, cheap cotton suits. But what the Chinese wanted were Levi jeans, Nike shoes, Lacoste T-shirts and pretty dresses. While needs are simple and few, wants are many and sophisticated. Wants are shaped by social and cultural forces, the media- and the marketing activities of firms.⁹

A **demand** is a want for a specific product supported by an ability and willingness to pay for it. Many people want a Porsche but few are able and willing to buy one. Economists have a very precise definition of demand. For them demand is the relationship between the quantity of a good or service consumers will purchase and the price charged for that good. More precisely and formally the Economics Glossary defines demand as “the want or desire to possess a good or

⁶Holloway J.C., (2004), Marketing for Tourism, Financial Times/Prentice Hall, London, p. 7

⁷Doyle P., Stern P., (2006), Marketing Management and Strategy, Financial Times/ Prentice Hall, London p. 31

⁸Holloway J.C., (2004), Marketing for Tourism, Financial Times/Prentice Hall, London, p. 7

⁹Doyle P., Stern P., (2006), Marketing Management and Strategy, Financial Times/ Prentice Hall, London p. 31

service with the necessary goods, services, or financial instruments necessary to make a legal transaction for those goods or services.¹⁰

Companies therefore have not only to make products that people want, but they also have to make them affordable to a sufficient number. In summary, while companies do not create the need for a food or social status, they do try to influence the demand by designing their products to be attractive, work well, be affordable and be readily available. They also try to convey features through advertising and other communication techniques.

Armstrong and Kotler define **product** as “anything that can be offered to a market for attention, acquisition, use, or consumption and that might satisfy a want or need”¹¹ We can see this like a physical object such as a computer or car, or a soft drink. Also this can also be some intangible service like a haircut, or some holiday, or maybe consultancy advice. The product concept is not limited to physical object. We can call the product anything what is capable to satisfying a need. If we look more broadly defined, product include persons, experience, places, information, organization, and ideas. Disneyland is an experience. Starbuck and Barnes&Noble have turned buying books into an experience. Starbucks provides coffee, tea, and snacks, which allow book customers to relax and browse through books in the bookstore while enjoying a beverage and/or snack. Borders bookstores have incorporated their own restaurant into their stores and provide musical groups as part of the entertainment. Marriott Vacation Club International, Marriott’s time-share resort division, focused on creating costumers experiences. Customers remember vacation experiences. All resort in the same class offer similar products. Marriott differentiates itself by creating guest experiences. An example might be a dolphin safari for its Newport Beach property or a water rafting trip for its Utah property. Marriott uses the resources of the destination to create guest experiences the guest remembers for a lifetime. The main point is that people never buy products for their own sake, but always for the needs and wants these product satisfy. People do not buy PDAs to look at, but rather to improve their organizational capabilities. Cosmetics are bought because people hope they will enhance their looks. In designing and selling physical objects or intangible services, successful firms concentrate not on the product, but on enhancing their offer’s ability to satisfy the needs and wants of customers. The key question is not what product the business makes, but rather which wants it seeks to meet. Then managers ask how they can redesign their products, augment them with other physical objects or service benefits, and communicate their offer more effectively so that they can better meet the needs of target customers.¹²

Today marketing isn’t simply a business function: It’s a philosophy, a way of thinking, and a way of structuring your business and your mind. Marketing is much more than a new ad campaign. The task of marketing is never to fool the customer or endanger the company’s image. Marketing’s task is to provide real value to targeted customers, motivate purchase, and fulfill consumer needs.

¹⁰ www.economics.about.com

¹¹ Armstrong G., Kotler P., (2005), Marketing: An introduction, Upper Saddle River, Pearson Prentice-Hall, New Jersey, p.223

¹² Doyle P., Stern P., (2006), Marketing Management and Strategy, Financial Times/ Prentice Hall, London p. 33

Marketing more than the any other business function, deals with customers. Creating customer value and satisfaction are at the heart of hospitality and travel industry marketing.

Customer value

Customer value presents the difference between the cost of obtaining the products and the benefits that the consumer gains from owning or/and using a product. Cost can be both monetary and nonmonetary. One of the biggest nonmonetary costs for hospitality customers is time. Luxury hotels in Hong Kong such as The Shangri La do not expect “executive guests” to stand in line to registration is completed for them by hostess. Domino’s Pizza saves the customer time and provides convenience by delivering pizza to your home. Quality Inns and Suites gives to the overnight traveler by offering a free continental breakfast. One of the biggest challenges for management is to increase the value of their product for their target market. To do this, managers must know their customers and understand what creates value for them. This is an ongoing process as customers and competition change over time.¹³

Customer satisfaction

Customer satisfaction depends on a product’s perceived performance in delivering value relative to a buyer’s expectations. If the product’s performance falls short of the customer’s expectations, the buyer is dissatisfied.

Customer expectations are based on past buying experiences, the opinions of friends, and market information. Marketer must be careful to set the right level of expectations. Marketers must be careful to set the right level of expectations. If they set expectations too low, they may satisfy those who buy, but fail to attract new customers. If they raise expectations, too high, buyers will be disappointed.¹⁴

Based on the above remarks it appears as the most acceptable definition that have given Tse and Wilton. According to them, consumer satisfaction is response of consumers to assessment of viewing differences between the previous expectations (or a certain performance standards) and the actual performance, as he saw them after consuming.

If you simplify the definition, it could be said that: customer satisfaction is emotional consumer response (feeling of satisfaction), which occurs by comparing consumer expectations formed before buying and perceived performance of the product / service. In order to, occurred feeling of satisfaction it is necessary (at least) to be fulfilled consumer expectations, and possibly also

¹³Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice-Hall, London, p.14-17

¹⁴Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice-Hall, London, p. 14-17

surpassed. Highest level of customer satisfaction means enthusiasm or admiration of consumers.¹⁵

Quality

A direct impact on performance of service or product has for sure quality. Quality is closely linked to customer value and satisfaction. We could define quality as “freedom from defect” in the narrowest sense. A lot of consumers will go beyond with this narrow definition of quality. But, for sure, it is really important to know that the quality is defined in terms of customer satisfaction.¹⁶

Therefore, we can define quality in different ways, and from different viewpoints(both from the entire process, and from the standpoint of products). Determination of the meaning and essence of the quality in the service sector, in comparison with the traditional physical tangible assets, is far more complex issuance. That is not a function of statistical measuring quality, including physical defect or an estimate of manager. That is more like a consumer’s visions of service.¹⁷

Exchange

When people decide to satisfy needs and wants through exchange, occurs marketing. Obtaining a desired object from someone by offering something in return is the act of exchange only one of the several ways people can obtain a desired object is exchange. For example, hungry people can find food by a lot of different ways, by fishing, hunting, or gathering fruit. Also, they can take it from someone else or beg for food, or they can resort to exchange. Possibly they can offer money, another good, or a service in return for food.¹⁸

Exchange has much in its favor, as a means of satisfying needs. People do not have to depend on charity or prey on other. They do not need the skills to produce every necessity for themselves. They should be concentrate on making the things that they are good at making and trade them for needed items made by others. Through a division of labor and specification, people in a society produce much more than with any alternative system.

Whereas exchange is the core concept of marketing, a **transaction** is marketing’s unit of measurement. A transaction consists of a trade of values between two parties. We must be able to say A gives X to B and gets Y in return at a certain time and place and with certain understood conditions. IBM gives \$500 to Hilton and obtains the use of a meeting room. This is a classic monetary transaction. Not all transactions involve money. In a barter transaction, the Anchorage Restaurant might provide free meals to WBC radio station in returns for free advertising on that

¹⁵ Doyle P., Stern P., (2006), Marketing Management and Strategy, Financial Times/ Prentice Hall, London p. 33

¹⁶ Morgan A., Piercy N.F., (1992), Market-led quality, Industrial Marketing Management, p.111-118

¹⁷ Veljković S., (2009), Marketing usluga, Ekonomski fakultet, Cigura, Beograd, str. 101-103

¹⁸ Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice- Hall, London, p.15-17

station. A transaction involves at least two things of value, a time of agreement, and a place of agreements.¹⁹

Transaction marketing is part of the larger idea of **relationship marketing**.²⁰ Smart marketer built strong economic relationships with social ties by promising and consistently delivering high-quality products, good service, and fair prices. They work at building relationships with suppliers, values customers, distributors, dealers... Transaction marketing is increasingly shifting from typing to maximize the profit on each individual transaction to maximizing mutually beneficial relationships with consumers and other parties.

Relationship marketing is most appropriate with customers who can most affect the company's future. For many companies, a small proportion of customers account for a large share of the company's sales. Salespeople working with these key customers must do more than just call when they think a customer might be ready to place an order. They should monitor each key account, know its problems, and be ready to serve in a number of ways. They should call or visit frequently, make useful suggestions about how to improve the customer's business, take the customer out for a meal or entertainment event, and take an interest in the customer as a person. Relationship marketing within the hospitality industry is particularly important in the following areas:²¹

- Between hospitality organizations and their customers
- Between hospitality organizations and their employees
- Between retailers or travel-hospitality services, such as hotels or airlines, and marketing intermediaries, such as tour wholesalers, incentive houses, and travel agency conglomerates
- Between retailers and travel-hospitality services and key customers, such as a large corporations and government agencies
- Between retailers of food service, such as ARAMARK or McDonald's, and organizations such as universities, bus terminals, and large corporations in which this food chain is one of a handful of provides
- Between retailers of one type of travel-hospitality service, such as a motel chain and a restaurant chain. (Both are mutually interdependent. The Iron Skillet Restaurant chain is dependent on selected truck stops.)
- Between retailers of travel-hospitality services and key suppliers
- Between hospitality organizations and their marketing agencies, banks, and law firms.

Markets

¹⁹Doyle P., Stern P., (2006), Marketing Management and Strategy, Financial Times/ Prentice Hall, London p. 33

²⁰Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice- Hall, London, p 21

²¹Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice- Hall, London, p 21

The concept of transactions leads to the concept of a market. A set of actual and potential buyers who might transact with a seller is a market. The size of a market depends of many things, like the number of persons who exhibit a common need, have the money or other resources that interest others, and are willing to offer these resources in exchange for what they want.²²

Originally, the term market stood for a physical location where buyers and sellers gathered to exchange goods, such as a village square. In developing countries, this definition still applies. Sellers constitute the industry and buyers constitute the market. Sellers and buyers are connected. Sellers provide products for the market and also supply the market with information about these products. In return, the market provides sellers with money and information. The fact is that modern economic operate on the principle of the division of labor by which each person specializes in the production of something, receives payment, and buys needed things with money. Thus modern economies abound in markets. The concept of markets finally brings us full circle to the marketing concept. Core marketing concept shows that these are linked, with each concept building on the one before it.²³

Figure 1. Core marketing concept



Course: Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice- Hall, London, p 21

²² Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice- Hall, London, p 21

²³ Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice- Hall, London, p 21

In terms of users or buyers, marketing is concerned with understanding²⁴

- The needs and desires of existing and prospective users and any interaction they may seek with suppliers (including why they buy if a price to the user is involved)
- Which products or services they choose to use or buy(when, how much, at what price and how often)
- How they get information about products and other offers
- Where they obtain or buy product from (direct or through a retail or other intermediary)
- What level of after sales or in use service is needed
- How they feel after their purchase and consumption of products and services

In terms of producer organizations, marketing focused on²⁵

- Which product or services to provide and why; especially new products
- How many products and other offers to produce (volume of supply)
- At what price or cost if price is not involved
- How to communicate their offers and communicate with buyers, by which media
- When, where and how to make them available/deliver to users or buyers
- What level of pre/in use/and after sales or usage services has to be offered.

Part II: Consumer and Employees Behavior in the hotel organizations

3. Hospitality Consumer Behavior

3.1. Introduction to Hospitality Consumer Behavior

Successful marketing managers focus on understanding their consumers' wants and needs as clearly as possible. Thorough marketing research has allowed marketing managers of tangible products such as automobiles, toothpaste, laundry detergent, and most other products to understand their customers. More recently, marketers have begun to better understand the subject of consumer behavior as it relates to the consumption of services. This knowledge enables marketing managers to develop sophisticated marketing programs aimed at very specifically targeted market segments.

²⁴Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Prentice- Hall, London, p 21

²⁵Middleton V.T.C., Fyall A., Morgan M., Ranchlad A., (2009), Marketing in travel and tourism, Elsevier, Oxford, UK, p. 24

One of the most perplexing problems confronting hospitality managers is to understand why hospitality consumers behave as they do. This part explores several important aspects of consumer behavior, including the internal and external factors that influence consumer behavior, the way in which consumers make purchase decisions, satisfaction of hospitality consumers, and how continuous quality improvement can be used as a marketing tool.

Understanding the behavior of hospitality and tourism consumers is among the most important challenges facing management. It is critical that managers remain in constant communication with those who consume the product and service, and play close attention to consumer needs so that they will be ready to change elements of the marketing mix when consumer preference, wants, or needs change. For example, in recent years many costumers have demonstrated an increasing emphasis on healthier diets. This concern has led them to request- even, in some cases, demand- menu choices that are healthier. Restaurants have responded by providing menu choices that are lower in fat and salt and adding more fresh fruits, vegetables, and grains. The product and services made available to consumers must respond to the changing needs of the target market segment.²⁶

The study of consumer behavior focuses on understanding consumers as they purchase product or service. This behavior takes place within the larger context of the environment in which each individual operates. Therefore, consumer behavior examines the roles and influences that others have on the behavior of individual consumers. The study of consumer behavior is based on two fundamental ideas: that consumer behavior is rational and predictable and that, as marketers, we can influence this behavior. Contrary to what some may think, the behavior of consumers is not irrational or random. Consumer behavior that appears to be irrational to the outside observer is very rational to the individual making the purchase decisions. As we've noted, restaurants are increasing the number of healthier menu choices because restaurant guests were demanding them. Yet at the same time, the sale of desserts and other sweets has also increased. It is rational? Does it make sense from a consumer's point of view? How can consumers appear to exhibit this conflicting, and perhaps irrational, behavior? Consider it from the restaurant guest's point of view and it is very rational. Suppose that a particular customer has made healthy menu choices all during the week. This individual has reduced the amount of calories, fat, and salt in his diet throughout the entire week. However, when dining out on Friday evening, he indulges in a high-calorie, high-fat dessert, saying to his friends, "It's been a long, hard week, and I'm going to treat my-self to the mocha swirl cheesecake." This is not irrational behavior in the mind of the consumer. He believes that he has cut back on calorie and fat consumption all week and in fact deserves a special treat at dinner on Friday. The challenge for restaurant marketers is to recognize the trends in consumer behavior and provide the product and services that consumers demand.²⁷

²⁶Zeithaml V.A., Bitner M.J., Gremler D.D., (2005), *Service Marketing*, McGraw-Hill, Irwin, p.98-99

²⁷Reid R.D., Bojanic D.C., (2006), *Hospitality Marketing Management*, Hoboken, New Jersey, p. 85-86

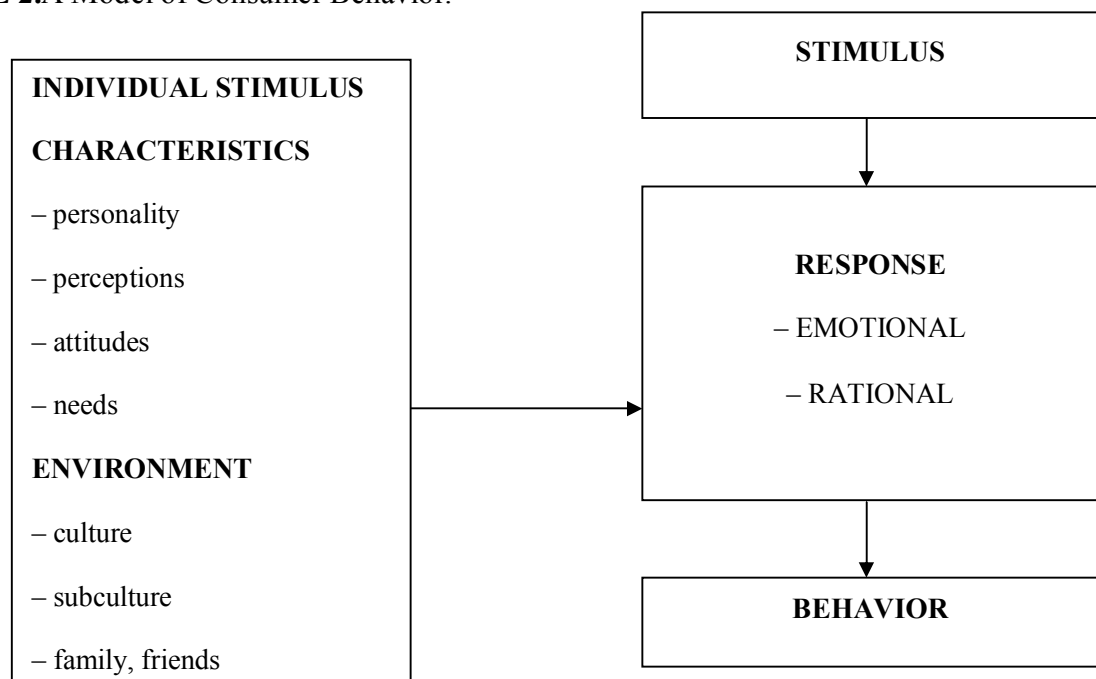
3.2. Describing Consumer Behavior (emotions and reasons)

Consumer behavior is the study of how and why people consume products and services. All behavior can broadly be attributed to three classic influences—the particular characteristics of the individual, the environment that surrounds the individual, and the inherited genetics that constitute the biological makeup of the individual.²⁸

The characteristics of the individual consist of, among others, the personality, perceptions, attitudes, needs, and motivations of the individual. The environment of the individual consists of the culture, subculture, family, friends, and institutions that the individual lives in. The genetics of an individual are the biological codes that are unique to each individual, such as DNA, and which are passed on to the progeny of the individual.

The model in Figure 2. shows that stimuli (marketing, etc.) result in emotional and rational responses in the individual's mind, which, in turn, may lead to a particular behavioral response by the individual. The model also shows that the nature of these emotional and rational responses is also affected by a host of influences under the general categories of the individual's personal characteristics, environment, and genetics. Thus, for instance, an advertisement is interpreted according to the culture of the individual and then produces a happy (or unhappy) response in the individual and prompts the individual to buy (or not to buy) the advertised brand.²⁹

FIGURE 2.A Model of Consumer Behavior.



Course: Reid R.D., Bojanic D.C., (2006), Hospitality Marketing Management, Hoboken, New Jersey, p. 85-86

²⁸Reid R.D., Bojanic D.C., (2006), Hospitality Marketing Management, Hoboken, New Jersey, p. 85

²⁹Reid R.D., Bojanic D.C., (2006), Hospitality Marketing Management, Hoboken, New Jersey, p. 86

Defining emotion and reason

Emotions such as joy and sorrow are basic, primal motivations in the human condition, and they are also crucial determinants in our choices of products and services and in our processing of commercial messages like advertising.

In addition, choices of products and services are also based on ratiocination and reason; consumers analyze and process information in terms of the attributes of products and services in order to arrive at an optimal decision concerning their alternative choices. Thus, consumers assign both emotional and rational values to products and services, and the study of these values is critical to the understanding of marketing and consumer behavior. To cite Belk (1988), “We cannot hope to understand consumer behavior without first gaining some understanding of the meanings that consumers attach to possessions”³⁰

These “meanings” reside in the archetypal constructs of emotion and reason, which may be viewed as two separate yet often complementary means of gaining knowledge about the world. Emotion and reason may be defined as knowledge by acquaintance and knowledge by description, respectively. “Knowledge by acquaintance” (emotion) is immediate and direct subjective experience that is “known” as self-evident. This is the process which William James wrote about: “I know the color blue when I see it, and the flavor of a pear when I taste it . . . but about the inner nature of these facts or what makes them what they are I can say nothing at all” In contrast, “knowledge by description” (reason) results from the interpretation of sensory data and involves judgments about phenomena. As Bertrand Russell observed, “My knowledge of a table as a physical object . . . is not direct knowledge. Such as it is, it is obtained through acquaintance with the sense-data that make up the appearance of the table” Thus, the brain appears to involve two functionally different ways of knowing. Knowledge by acquaintance (emotion) is the holistic and synthetic integration of sensory data from the external and internal bodily environments. In contrast, knowledge by description (reason) is the sequential and analytic processing of information based on an appraisal of the environment.³¹

An example may help here. Think about your response to music. If you are an average music listener you probably do not think of “B flats” and “C minors” when you hear a piece of music. That would be a rational reaction to music or knowledge of music by description (i.e., you could describe the piece to someone else in terms of the musical notations, and if they spoke the same “language,” they would be able to understand your meaning). But, if you are like me, you probably just react spontaneously or emotionally to music and you “know” quite well whether you like the piece or not, but you cannot really describe it to someone else. You know the music by acquaintance, or by your own emotional response to it. I have “known” the music of Nat King Cole all my life and loved it, but I could never really properly describe it to you. I might tell you that it was “great” and “beautiful” and “uplifting,” but those would just be adjectives. To really

³⁰ Belk, Russell W., (1988), Possessions and the extended self. *Journal of Consumer Research*, p. 139

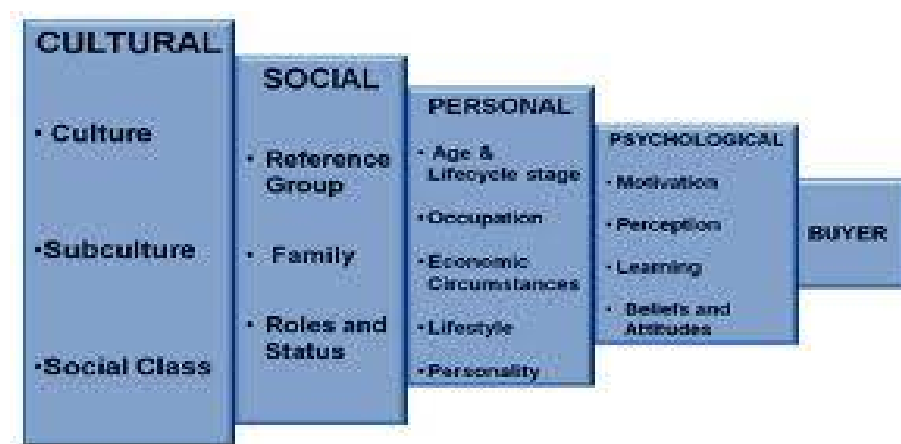
³¹ Chaudhuri A., (2006), *Emotion and Reason in Consumer Behavior*, Butterworth-Heinemann/Elsevier, Oxford, UK, p.19

feel the music, you would have to hear it for yourself. Emotions cannot really be described. They have to be experienced firsthand.³²

Emotions have received increasing attention and importance in organizations because a large, if not the largest, part of the workforce in Western countries work within service industries or service work. The number of employees who are paid to express positive emotions and attitudes such as commitment, sensitivity, care, and hospitality (e.g., through smiling, greetings such as "welcome" and "have a nice day"), while not expressing negative emotions or other feelings and identities, are increasing. Such work is also termed emotional labor and involves emotional management, as one is supposed to control and manage one's feelings so they are appropriate when "on stage" with customers. Hospitality and frontline work in particular are often described as intensive regarding emotions; "the word 'hospitality' conjures up images of warm, smiling welcomes". In this type of work, emotions are argued an "invisible asset," that is, an unrecognized, intangible and/or central resource in the organizations.³³

3.3. Factors That Influence on Consumer Behavior

Figure 3. Influence on individual hospitality consumers



Course: Bowie D., Buttle F., (2004), Hospitality Marketing an introduction, Elsevier, Oxford, p.56

Customers do not make purchase decisions in a vacuum. Rather, they are subject to both external and internal factors that influence them.

³² Chaudhuri A., (2006), Emotion and Reason in Consumer Behavior, Butterworth-Heinemann/Elsevier, Oxford, UK, p.18-20

³³ Hartel C.E.J., Zerbe W.J., Ashkanasy N.M., (2005), Emotions in organizational behavior, Lawrence Erlbaum Associates, Inc., New Jersey, p.16

CULTURAL

Culture-Culture is a lot like humor- it's easy to recognize but difficult to define. In fact, countless definitions of culture exist in various disciplines such as anthropology, sociology, and social psychology. Some behavioral scientists define culture as the patterns of meaning acquired by members of society expressed in their knowledge, beliefs, art, laws, morals, customs, and habits. All of us are born into a culture. Culture is defined as the patterns of behavior and social relations that characterize a society and separate it from others. Culture conveys values, ideals, and attitudes that help individuals communicate with each other and evaluate situations. Some of the factors that make up culture include: human needs, history, language, religion, art, geography, social organization (individual versus collectivism), economics, architecture, climate, family and food, education, customs and habits, attitudes....³⁴

Subcultures-are smaller groups of a larger culture that share some cultural values with society overall and yet demonstrate unique cultural values and patterns of behavior within the individual subgroup. Subcultures provide opportunities for marketers to segment society into more manageable groups that are likely to respond similarly to products and services based on their similar needs and wants. Geography, gender, age, race, nationality, religion, and social class form important subcultures.³⁵

The most important in viewing culture, without resorting to stereotyping, is to draw legitimate generalizations about a given culture or subculture. Culture is a learned set of arbitrary values, because an individual's culture provides a frame of reference concerning acceptable behaviors. In the United States, today, the dominant culture stresses equality, materialism, individualism, use of resources, and youth.

Six fundamental patterns of cultural difference³⁶

1. Different communication styles.
2. Different attitudes towards conflict.
3. Different approaches to completing tasks.
4. Different decision-making styles.
5. Different attitudes towards disclosure.
6. Different approaches to knowing.

The most apparent difference in culture is when tourism and hospitality firm try to expand into international markets. For example, there are significant difference between, the way how Americans make purchase decision and exhibit travel behavior and the way how that Europeans do so. In much of Europe, for example, for a family it is very common to take an vacation on two, three or maybe more weeks. In France, while entire country is on vacation, it is very

³⁴ Kardes F., Cronley M., Cline T., (2008), Consumer Behavior, South-Western Cengage Learning, Meason, USA, p. 261

³⁵ Kardes F., Cronley M., Cline T., (2008), Consumer Behavior, South-Western Cengage Learning, Meason, USA, p. 261

³⁶ Clarke A., Chen W., (2007), International Hospitality Management concept and cases, Elsevier, Oxford, UK, p. 45

common for businesses to shut down for almost all August. The opposite trend is prevalent, in the United States. Families in the United States, prefer to take a series of mini vacations that extend over three-day weekends. They are less likely to take a long vacations, a vacations of more than one week.

One example illustrates the importance of subcultures in marketing. Although families are one of the major markets for fast-food chains, and parents pay the bills for the family, much of the advertising for these chains is directed toward the youth subculture. Research has shown that it is often the children who influence the decision on where to dine, once the adults have decided to dine out.³⁷

An interesting example of international consumer expectations for hotels revealed that the top four choice criteria for selecting a hotel by US and Korean business travelers were the same. Customers, regardless of nationality, want clean, safe, comfortable hotels with friendly staff. However the bottom four choice criteria had nothing in common. Americans were more interested in non-smoking rooms and family restaurants, whilst Koreans preferred a convenient location and in-room mini bars. This type of research suggests that the primary choice criteria are common to all consumers, whilst culture has a considerable influence on secondary choice criteria.³⁸

Social classes- Socioeconomic level has a large influence in consumer decision making. Marketing managers have long attempted to correlate socioeconomic level with dining-out habits and travel patterns. Hospitality managers must identify the relative socioeconomic levels to which the operation appeals and appeal directly to those groups with the marketing mix that they use. For example, an upscale and expensive four- or five-star resort property will target its promotional efforts to those in upper income groups. These resorts are likely to advertise in publications read by professionals and those who are in the top 25 percent of annual household income. That is their target market.³⁹

SOCIAL

Reference groups-A reference group is a group with whom an individual identifies to the point where the group dictates a standard of behavior. Reference groups are groups that people refer to when evaluating their own qualities, circumstances, attitudes, values and behaviors. Reference groups exert tremendous influence on consumers' hospitality and tourism purchase decisions. Every individual is influenced directly and indirectly. Marketing research has identified three types of reference groups:⁴⁰

- comparative
- status
- normative

³⁷ Reid R.D., Bojanic D.C., (2006), Hospitality Marketing Management, Hoboken, New Jersey, p. 88-89

³⁸ Bowie D., Buttle F., (2004), Hospitality Marketing an introduction, Elsevier, Oxford, p. 56

³⁹ Reid R.D., Bojanic D.C., (2006), Hospitality Marketing Management, Hoboken, New Jersey, p. 88-89

⁴⁰ Thomson W.E., Hickey J.V.,(2005), Society in Focus, Pearson, Boston, MA, p. 224

Comparative

To compare their own feelings and thought with those of others, individual consumers use reference group. For example, we can speak about dinner at a restaurant. If individual have gone to dinner at a restaurant and felt that the food and service were excellent or not, before these perception he may check with other members (friends) of a reference group. He will ask them for their perceptions against his own. The perceptions of a reference group can influence purchase and repeat purchase behavior, in many cases.

Status

Reference group serve a status function. If individual seek to become a group member, for example, he will try to emulate the actions of the group members. That is because if someone looks up to a reference group as a source of status, he is likely to model the behavior exhibited by the members of the reference group.

Normative

Norms and values that regulate the behavior of individuals are established by the referent group. For example, we can consider a group of little children dining restaurant. The first group may state that restaurant A (for example MC Donald's) is more desirable than going to restaurant B (local restaurant). Restaurants A is more "cool" than restaurant B. What is a favor within the reference group will change over time. For example, 10 to 15 years ago children seeking the favorite restaurants often went to MC Donald's. In recent years, KFC have become more popular.

Family- Families have a huge influence on consumer behavior. Our adult preferences for food, beverage and leisure activities are largely products of the influences of our childhood. The family remains the most important consumer-buying organization in American society.

Role and status- A role consist of the activities that a person is expected to perform according to the persons around him or her. Each role carries a status reflecting the general esteem given to it by society. People often choose products that show their status in society.⁴¹

PERSONAL:⁴²

Age and life-cycle stage-The types of goods and services people buy change during their lifetimes. As people grow older and mature, the product they desire change. The makeup of the family also affects purchasing behavior. For example, families with young children dine out at fast-food restaurants.

Occupation- A person occupation affects the goods and services bought.

Economic situation- A person's economic situation greatly affects product choice and the decision to purchase a particular product.

⁴¹ Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Education, New Jersey, p. 225-226

⁴² Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Education, New Jersey, p. 215-224

Lifestyle-Lifestyles profile a person's whole pattern of acting and interacting in the world. When used carefully, the lifestyle concept can help the marketer understand changing consumer values and how they affect buying behavior.

Activities, interests and opinions cross cultural, social and demographic divides – for example, there are supporters of Manchester United Football Club of both sexes, from every continent, socio-economic class and age group throughout the world. A person's passion for sport, music or bird watching will influence how that person spends his or her time and money. Lifestyle has become an increasingly important concept in understanding consumer behavior and predicting consumer purchase and consumption activity.⁴³

Personality and self-concept- His or her buying decision or behavior influences by each person's personality. A psychological characteristics that disclose a person's relatively individualized, consistent, and enduring response to use a so called self-image concept (self-concept), a concept related to a personality. Our behavior tends to be consistent with that self-image because each of us has a complex mental self-picture.⁴⁴

Psychological factors:

Motivation- A need becomes a motive when it is aroused to a sufficient level of intensity. Creating a tension state causes a person to act to release the tension.

A need is defined as a lack of something or the difference between someone's desired and actual states. Motive is defined as a person's inner state that directs the individual toward satisfying a felt need. For example, consumers may be hungry and tired (their actual state), yet they desire to be well fed and rested (desired state). This felt need would, therefore, cause them to have the motivation to seek out a restaurant where this need could be satisfied.⁴⁵

Perception- Perception is the process by which a person selects, organizes, and interprets information to create a meaningful picture of the world.⁴⁶

Learning-Consumer behavior research shows that learning plays an important role in preference formation. Learning changes the way consumers think about and use products. The more consumers learn about a product category, the more likely they are to use new words and phrases to describe their consumption experiences, and the more likely they are to focus on product attributes that didn't seem as important when they first tried the product. In other words, learning enriches consumers' experiences with products and services, and of course, influences their potential future behavior related to the product.⁴⁷

⁴³Bowie D., Buttle F., (2004), Hospitality Marketing an introduction, Elsevier, Oxford, p. 59

⁴⁴Bowie D., Buttle F., (2004), Hospitality Marketing an introduction, Elsevier, Oxford, p. 59

⁴⁵Reid R.D., Bojanic D.C., (2006), Hospitality Marketing Management, Hoboken, New Jersey, p.91

⁴⁶Kotler P., Bowen J., Makens J.C., (2006), Marketing for Hospitality and Tourism, Pearson Education, New Jersey, p. 215-224

⁴⁷Kardes F.R., Cronley M.L., (2011), Consumer Behavior, South Western Cengage Learning, Mason, OH, USA, p. 120

Beliefs and attitudes- A belief is a descriptive thought that a person holds about something. An attitude describes a person's relatively consistent evaluation, feelings, and tendencies toward an object or an idea.⁴⁸

Customers form beliefs about what a hospitality experience will be like. Customers' beliefs are formed by a combination of different influences, including culture, reference groups, word-of-mouth, previous experience, marketing communication, and individual personal characteristics. Whilst individual customer beliefs can be idiosyncratic (such customers are often called eccentric because of their unusual behavior), different national cultures have a strong influence on customers' belief systems, which in turn influence customer expectations. For example, international tourists who come from high service cultures (like Japan and Taiwan) have higher expectations when traveling abroad and staying in hotels, while the expectations of travelers from countries with the limited service culture (like some of the East European countries) have lower expectations.⁴⁹

3.4. Models of consumer behavior

Models of behavior displayed stereotypical behavior of consumers / users of services on which employees can categorize customers / users to them establish appropriate relations. Consumers/ users are not ideal, and inappropriate behavior affects not only on the other customers, but also on service staff.

It is created five profiles that represent undesirable consumer behavior. If consumers are categorized into one of the profiles, employees can more easily depersonalize conflict and objectively manage of customer complaints.

In fact, the least desirable consumer is a little of all five types.⁵⁰

Egocentric Edgar- is a guy on whom Carly Simon was thinking when she wrote the song *You Are So Vain*. Edgar does not believe that we should stand in line for any reason. He was going forward and seek the services for the different things that require little immediate attention. If your company's motto is "We are here at your service," Edgar's message is interpreted as: "Your company exists to serve my needs and my needs just, right now!"

Edgar's other unpleasant traits are reflected in the fact that he is inclined to overlook employees serving on the front line to get to him whom he called "main". When he gets to the top, Edgar takes the opportunity to denigrate management and prove how to work.

⁴⁸ Bowie D., Buttle F., (2004), *Hospitality Marketing an introduction*, Elsevier, Oxford, p. 59

⁴⁹ Bowie D., Buttle F., (2004), *Hospitality Marketing an introduction*, Elsevier, Oxford, p. 61

⁵⁰ Bateson E.G., Hoffman K.D., (2012), *Marketing usluga*, Data status, Beograd, p. 247-249

Dealing with Edgar is particularly unpleasant for service providers who are new in business, unsure of their abilities and that can easily be confounded. The key to coping with Edgar is to tell him: "This is not going to destroy you, and in the same amount of time you are pleading to his ego. As Edgar believes you are incapable of performing any function, demonstrate their ability to solve his problem. That will surprise him more over. We never talk about politics with Edgar. Edgar thinks he is special and that the rules that apply to others should not apply to him. Policy should still apply to Edgar, but he doesn't need to know that reiterates its policy. Use a sentence like "Edgar, for you I can do next....," where the "next" is the application of standard policy. In this way, address the Edgar's ego, and you will still be able to work with them in the framework of political organization.

Betty sharp-tongued - Betty sharp tongued lets you know in a direct way what she thinks about you, your organization and your behavior. If she can't be right, she will be loud, vulgar and vulnerable. She is rude not only to employees but also to other service users who have experienced the same unpleasant experience.

Dealing with Betty consists of at least four options. First, as Betty "polluting" utility environment through its ugly dictionary, try to get her behind the "scene" so that she can't continue to "pollute" utility the environment for other customers. When her isolate, one option is to ignore her rude vocabulary, listening to her, how would you determine the root of the problem and take appropriate action. This option is hard to take, especially if its vocabulary by nature extremely offensive and personal. Another option is to partially underwrite her remarks as you tried to show her that you are listening and possibly on its side. Selective agreement does include compliance with Betty in connection with minor issues such as: "You're right, it is long to wait 10 minutes for the Egg McMuffin." However, it is not advisable to agree with her criticism of your boss and the negative talk about him because Betty will probably use this to your advantage. The last option that every good service company should seriously consider is "forcing the issue". In other words, show that Betty will be more than willing to help her solve her problem, but you do not have to listen to her abusive vocabulary. If Betty continues to be rude, hang up or leave, let them know that she is left to herself. In most of the following cases she will be recalled, or come back and apologize and let you get back to your work.

Hysterical Harold is a man who screams. If it's not his way, his face will change color and the veins in his neck would literally pop out. "Harold shows the dark side of the child we all have inside. It is a classic example of hysterical behavior, adult trapped in the body of two-year old, but only much more loudly." Dealing with Harold is quite similar to dealing with Betty. These two take up space, "other users" in Servuction model and negatively effect on the experience of others. Therefore, put Harold from the scene and give other users a chance to enjoy the rest of the service process. When Harold has a problem, he needs to calm down. When you are outside the scene, let it breathe out, and take out what is in his soul. Only then you can finally come to the heart of the matter and to take action.

Finally, take responsibility for the problem. Do not blame colleagues for the problem, senior management or others who may be responsible. Once again, give your apology for what happened and, more importantly, to Harold problem.

Dick dictator- to dictator Dick says that he's evil twin egocentric Edgar. Dick likes to tell everyone exactly how to do their job because he is already all that worked. Make no mistake, Dick will bring a written copy of their rules which he copied to your boss, your boss's boss and his lawyer. Dick will most likely make you sign your copy.

If his brilliant instruction does not produce the desired result, it is the fault of your company or, more likely, yours, because you were too incompetent to fully understand Dick's brilliance. May be planned and Dick's paranoia, which will make him believe that you are deliberately sabotaging his plan to show him in a bad light. You would not do it, right?

Dealing with Dick would be a test of everyone's patience. The key thing is to not let him to shame you. Employees should keep their plans for the game and to provide services in a way that they know that it is adequate for all the same. Since you will probably be present and other users, employees must be treated equally to individual users. Dick should not be treated as a wheel that squeaking and who still needs to be greased. The best strategies for dealing with Dick's to be told in a direct way, exactly what you can do for him. If it is reasonable, meeting his demands would prevent a Dick's game plan and resolve conflict.

Free Freda-Freda wants everything for free. Give her something she will, and the rest want to get free. Freda will cause your policy of returning the goods to its limits. If the shoes of her child amount for a year or two, she will bring them back to be replaced by new ones. If she needs a cocktail dress, she will buy one on Thursday and come back on Monday morning with patches of punch. If you ask a question the credibility of its price, Freda will be strongly complain to anyone who listens, including the media and the Better Business Bureau.

In many cases, when faced with a Freda you have to keep your mouth shut and give her what she wants. Despite racked beliefs, Freda in the world represent only 1 to 2 percent of your customers, if any, and such. Consumers are mostly honest and believe that they should pay for the goods and services they use. Another option is to follow their activities and to propose possible legal activities to convince her to do her job elsewhere. The managers of competing companies often share information related to Freda around the world to avoid their excessive abuse. Finally, keep in mind that Freda is exception, not the everyday consumer. Very often create a new policy with the sole intention of Defense Fred and her accomplice. These new policies contribute to greater bureaucratization of the organization and punish consumers who follow the rules. Filling of long forms for returning goods or activate the service range of a common is an example of punishing the majority of consumers who are treated as suspected criminals, not as valuable to consumers.

Hell's thoughts-When faced with a "hellish consumers," for employees is hard to this kind of confrontation does not receive personally. These profiles of consumer should to help employees prepare for various types of heavy users and to provide strategies to reduce contact with them. If we look at consumers as well as different types of profiles, employees easier depersonalize the situation-"Oh, that again Edgar" - which does not mean that every customer should not be treated as a separate, but to appeals and consumer behavior should not be too personal understood. A warning word, finally. Employees who really rule the skill of facing difficult consumers are rewarded by becoming the favorite provider of services to those customers, who they are called by name after a while.

In summary, this models of behavior, has shown that there are very strong relationships between the customer's emotions and perceived satisfaction, and that these vary with different aspects of services and are, in some part, influenced by other consumers as well as service providers.

4. Hospitality Employees Behavior

*"You can design and create, and build the most wonderful place in the world.
But it takes people to make the dream a reality."*

Walt Disney.

The hotel industry employs approximately 1.4 million hotel property workers. Each employee, directly or indirectly, impacts the service delivered in his or her respective hotel. The hotel industry is addressing the need to attract and retain the best of the best in the labor force. Many hotel companies are striving to become employers of choice through better wage and benefit packages, more career development opportunities, increased recognition, and mentoring. For many hotel companies, a positive workplace is a fundamental aspect of the organizational culture. For example, the Marriott Corporation has, since its inception in the 1920s, had the philosophy of "Give to your employees and they will give back to you." J. Willard Marriott Jr., chairman of the Marriott Corporation, summarized the company's commitment to employees: "Motivate them, train them, care about them, and make winners out of them. If we treat our employees correctly, they'll treat the customers right. And if the customers are treated right, they'll come back."⁵¹

4.1. Communication skills-imperative to the quality of the hotel business

Communication skills have an important role in functioning of business processes in the hotel business. The development of communication skills of employees in the hotel sector includes

⁵¹ Barrows C.W., Powers T.,(2009), Introduction to the Hospitality Industry, John Willey & Sons, Inc., Hoboken, New Jersey, p.296

training which is needed to improve relations in the organization and also improves the quality of communication with service user (guests).

Communication, basically, is the process of transmitting messages or more messages from the sender to the recipient. The meaning of communication process is placed in the exchange of information, and that exchange aims to lead to a certain effect-to warn, to provide advice, to inform about a particular topic, to persuade, express opinions and so on.

Communication skills being developed for success in all fields of communication, and in business environment are listed on the imperative that enabling successful business. Hotel operations, as well as the service industry, characterized specific features of the communication process. Specificity of service activities is reflected in the fact that communication usually occurs face to face, and the impression that the customer at the first residence at the perceived remains largely relevant in the long run. In this sense, in the hotel business, except the internal relations between employees of the organization, an important role is played by ratio of employees to the customers of hotel services.⁵²

The first impression that guests usually registered in hotel is the method of communication employed with the guests and that even during the reception at the front desk. Changing room to a certain period, which causes every tourist movements, causes certain psychological changes that affect for every person and depending on the feedback which they receive from the staff at the hotels well as what impression they leave on the shelter, as one of the elements of the arrangement, their sense of belonging to a place and space will be relevant for repeat visits. A hotel guests should be seen as 'the other house' because this is a precondition to come again. Having that in mind, employees should adapt their tasks, and as soon as possible, find an adequate solution if there is a problem in the provision of hotel services.

People communicate in different ways. It is considered that all communication contains verbal and non-verbal aspects. There are numerous benefits that can make a successful use of these channels of communication, respectively the potential dangers that brings their lack of knowledge and not paying them enough attention. The most common use of communication is communication using words or verbal communication. Successful verbal communication assumes the use of the right words at the right time and in the right way. Otherwise, verbal communication may fail, and even an instrument of destruction. Words can be transmitted by speech and / or in writing. Each of these forms of communication has its own performance, the specifics of both good and bad sides. An established sentence that is most often associated with this type of communication:" It does not matter what you say, but how to say it!", clearly emphasizes the importance of successful verbal communication.⁵³

⁵² Tomić Z.,(2004), *Komunikacija i javnost*, Cigoja, Beograd, p.56

⁵³ Mašić B.,(2009), *Menadžment*, Univerzitet Singidunum, Beograd, p.296-297

A good speech requires the knowledge of specific skills, respecting the rules and possessing knowledge that allows us to organize our speech in the most efficient way possible. One of the key components of verbal communication is listening, which meaning the skill to receipt a message and understanding its real and basic meaning. Listening is a very complex and important activity that demands our special attention and understanding.

There are several basic types of listening:⁵⁴

- Cynically listening. This defensive type of listening occurs when the recipient feels that the message sender in the communication process tends to win some advantage for themselves.
- Offensive listening. In this type of hearing, the recipient of a message sender is trying to find a mistake or contradiction in the message.
- Respectful listening. This mechanical type of listening, recipient listen the message just to be polite and not to communicate. Listening in this type of listening is most often careless.
- Active listening. This form requires the involvement of listening in communication, understanding the message content, trust and empathy with the situation in which the speaker is.

Ten Steps to Active Listening⁵⁵

1. Do not interrupt the interlocutor with own story.
2. Let the interlocutor to feel comfortable
3. Show that you want to listen
4. Eliminate potential interference
5. Be empathetic with the interlocutor
6. Don't answer hastily. Be attentive
7. Be patient
8. Be careful with the arguments and criticism
9. Ask questions
10. Do not interrupt the speaker's own story.

A written communication is a form of verbal communication in which as a means of transmitting messages using a word or symbol. The importance of written communication is to modern business requirements and overcoming communication skills in this way, from modern businessman.⁵⁶

⁵⁴ Boone L.E., Kurtz D.L., (2000), Contemporary Business, The Dryden Press, Harcourt College Publishers, p.340

⁵⁵ Schermerhorn, Jr. J.H., (2004), Core Concepts Of Management, Wiley, str.222

⁵⁶ Mašić B., (2009), Menadžment, Univerzitet Singidunum, Beograd, p.301

Communication by e-mail

Although e - mail is one of the less formal communication, its presence in business communication requires that, in the preparation of such messages, you should take care of the maintenance of professional tone. This is primarily related to the following:⁵⁷

1. Before sending a message, it is necessary to check whether the text is grammatical or spelling errors, because any error of this kind, will produce a negative opinion of the sender .
2. E - mail should never write only in capital letters. This kind of writing is not only hard to read, but points to the ignorance of the basic rules of writing a message sender.
3. E - mail is much faster and more efficient way of writing than other forms of business communication. Time will be spared and the use of acronyms commonly used in on- line conversation, for example: FYI (for your information), ASAP (as soon as possible), BTW (by the way) and IMO (in my opinion).
4. To enter the emotional connotations of e - mail correspondence, it is possible to use the icons that express emotions (emoticons). Of course, this should be moderate and balanced as sarcasm and irony and exaggerated humor is hardly a place in the business e - mail communication. We will give an example of the most famous icons have become an essential part of communication via e - mail:

:-) Be happy
:-(Be depressed or upset about remarks
:-| Be indifferent
;-) wink
:-/ Be skeptical
:-P is loll out
:-@ Scream
8-) Wear sunglasses
::-) Wear sunglasses with prescription
(-: Being left-handed

5. It is very important context in which to send e - mail messages. A positive attitude must exist in the message, which means avoiding statements that have racial or ethnic connotation, as well as negative statements about your supervisor or co-workers. As a result of the above reckless statement, there is a growing number of layoffs, but lengthy and costly court process.

Doubtlessly a major role in the successful communication has empathy. Empathy helps to understand the expressed feelings of the people with whom we communicate. Empathy, by Milivojevic⁵⁸, is the ability to assume that another person is experiencing a certain situation.

⁵⁷Boone L.E., Kurtz D.L.,(2000),Contemporary Business, The Dryden Press, Harcourt College Publishers, p.342-343

⁵⁸Milivojević Z.,(2007), Emocije, Psihopolis, Novi Sad, p.453-456

When we truly understand what someone is feeling or how something experience, we can more easily get to know the personality of the person and form a realistic picture of her. Empathy is an important feature which is characterized by the possibility of active listening of another person, in this case- the hotel guests, to detect his feelings, as well as defining the need and the desire to provide adequate services. According to service in the hotel business, we can conclude that empathy is a desirable trait to possess employees and that is for the purpose of effective communication with customers. For every guest it is important to be understood and accepted in the best possible way. Employees who have a certain level of empathy are able to recognize the expectations and desires of the customer.

In service industries desirable qualities among the employees is the ability of assessing participant. It is necessary to find understanding for the customer while respecting the standards in the provision of services, all with quality which monitors to provide the same. It is not rare that communication between employees and guests has extreme and goes into the unacceptable zone of communication. The arrogance of guests is not possible to 'cancel' and you need to keep a professional staff position and find adequate access to guests who will provide adequate provision of services. The excessive servility can be prevented by proper training, which is enables to employees upon admission to employment or in work progress in the hotel organization.

The purposes of developing business of the hotel company, and in order to achieve successful business results, as well as satisfied guests, each hotel companies should have established an internal code of conduct for employees. This code should define the standards of communication, behavior, dress code and discipline and protection of employees, and special attention should be paid to procedures and standards of employees in communicating with guests.⁵⁹

A major impact on communications and the relationship with the respondent have non-verbal communication. Non-verbal communication includes eye contact, voice tone, facial expression, posture, body contact, body language and personal space. During communication with the guests it is important to take care of non-verbal communication, body language, the voice in the conversation, pace of speech that is used, correct and clear pronunciation (diction), gestures, facial expressions, language barriers, cultural differences and the like. Some of them are associated with temperament and mentality of the people of an area and thus contribute to the specificity of certain destinations and people.⁶⁰

In the communication is always present certain proximity, distance, which affects the behavior and attitude of the participants. The defined four distance of utilization:⁶¹

⁵⁹Čačić K., (2010), Poslovanje hotelskog preduzeća, Univerzitet Singidunum, Beograd, p.251

⁶⁰Miljević M., (2009), Poslovna etika i komuniciranje, Univerzitet Singidunum, Beograd, p.311

⁶¹Pease A., Pease B., (2005), Definitivni vodič kroz govor tela, Mono&Manjana, Beograd, str.207-208

-distance from 0 to 45 inches is called intimate distance, within which is enabled a close relationship; characteristic for relationship with your partner, family, children
-distance from 45 to 80 inches is called personal (personal) distance, which implies space of handling and communication;
-distance from 80 to 400 inches is called social (social) distance and implies within the daily encounters and conversations, which are not of a personal nature; distance characteristic for unknown 'new people'.
-and from 400 inches or more functions as a public distance; nice distance when you contact a larger group of people.

In the hotel business, while communicating with customers, you should pay attention to the distance use of personal space and adhere to the rules of movement on the social and public distance of personal space, because in this way does not affect the sense (intimacy) of customer. In communication with guests employee should be focused on the guest, attentive, friendly, with a smile and always ready to talk, to offer help, advice or a solution to a situation. You should avoid issues such as: religious and national identity, personal information (address, age), personal income, it is also desirable to avoid family topics, as well as intimacy with customers. It is desirable in communication with guests do not use slang, curse words and words that do not fit the cultural norms of business conduct.⁶²

In the hotel companies as a problem can occur apathy, indifference and superficiality of employees in the performance of their business obligations. Appropriate behavior toward guests, kindness and obligingness, can be manifested only if the worker is really satisfied with working conditions, the level of their own fitting in the collective and relationships with other workers. The higher is the number of such members of the work team, this is a more realistic assumption that it will function properly. Otherwise, all the recommendations that on the faces of employees be a smile, and the kind and tolerant they can be in the direct contact with guests realized only partially without spontaneous manifestation of such feeling. In such cases, only increases the psycho-physical demands of workers and the possibility of unsolicited conflict.

Significant role is played by immediate managers, since they are the ones to mention the tension should decrease at the same time, if that happens, providing overcome possible conflicts. Therefore, the correct attitude to old catering is attitude "the customer is always right" should objectively evaluate every situation that if the principle applies: "a satisfied customer-satisfied staff", it also goes the other way around, "personal satisfied-satisfied customer".⁶³

⁶² Miljević M., (2009), Poslovna etika i komuniciranje, Univerzitet Singidunum, Beograd, p. 311-312

⁶³ Elakovic S., (1989), Sociologija slobodnog vremena i turizma, Savremena administracija, Beograd, p.97-98

In the order to preventing inadequate communication with guests, hotel companies usually organize training and education employees, in accordance with the standards defined for the hotel business in the enterprise.

So, without the ability of employees to recognize the needs of the client and to adequately access communication with guests, it is impossible to achieve the expected level of service the good functioning of the hotel, which greatly affects the successful participation in the race to market competition.

Cultural Differences in Nonverbal Communication

Employees must learn not just to have an attitude that is helpful and friendly to the guest but to convey that attitude to the guest by their behavior. Excellent interpersonal behavior is characterized by warmth and friendliness and a manner that imparts to the guest a sense of being in control—or the sense of being in the charge of someone who knows very well what he or she is doing. Professionals who understand the skills that underlie successful interpersonal behavior assume that things such as eye contact, facial expression, hand movements, and body language generally are learned skills and, hence, readily teachable.⁶⁴

Non-verbal communication or body language is an important part of how people communicate and there are differences from culture to culture. Hand and arm gestures, touch, and eye contact (or its lack) are few of the aspects of non-verbal communication that may vary significantly depending upon cultural background. There are some examples:⁶⁵

Facial expressions

- In most of cultures, smiling is an expression of happiness. Smiling can also signify to us a lot of other emotions. For example, some Chinese may smile when they are discussing something sad or uncomfortable.
- Different cultures show us winking has a very different connotations. Winking is a romantic or sexual invitation, In some Latin American cultures. Yorubas may wink at their children in Nigeria, if they want them to leave the room. Many Chinese consider winking to be rude.

⁶⁴Barrows C.W., Powers T.,(2009), Introduction to the Hospitality Industry, John Willey & Sons, Inc., Hoboken, New Jersey, p.510

⁶⁵ www.travel.meetup.com/Gestures:G.Imai,Body Language and Nonverbal Communication in Different Cultures, downloaded 11.03.2014.

- It is important not to blink one's eyes conspicuously, in Hong Kong, because this may be seen as a sign of disrespect and boredom.
- Some Filipinos will point to an object by shifting their eyes toward it or pursing their lips and point with their mouth, rather than using their hands.
- As a way to point at something some Venezuelans may use their lips, because pointing with a finger is impolite.
- A various cultures have a specific expression of pain or discomfort such as crying; some cultures may value a stoic affect while others may encourage a more emotive state. Expressions of pain or discomfort are also learned from one's family illness experiences, expressions, and idioms of distress.

Head Movements

- The signal for "YES" may be a nod of the head in Lebanon. Some Lebanese may point his or her head sharply upward and raise the eyebrows, to signal "NO."
- Swiveling their head from side to side, Saudis may signal "YES". They consider as signal "NO" by tipping their head backward and clicking their tongue.

Hand and Arm Gestures

- In Japan, the "OK" sign is interpreted as the symbol for money, because the circular shape of the index finger and thumb together suggest the shape of a coin. This sign means "zero" or "nothing" in Argentina, France, Portugal, Belgium, Italy, Greece, and Zimbabwe. This sign is highly offensive and gesture indicated a bodily orifice in some Eastern European countries as other countries throughout the world.
- To hold up crossed fingers is to wish good luck in some parts of the U.S, but to hold crossed fingers behind your back negates whatever pledge or statement you're thinking. This is a way of rudely rejecting or denying something in Russia. In Argentina and Spain, this sign is made to ward away bad luck. It signifies the number ten in China.
- In Iran, the "thumbs-up" gesture has a vulgar connotation.
- Tapping the underside of the elbow with the fingers of the other hand suggests that someone is stingy in Colombia.
- In China, people point with their entire hand; using the forefinger to point is viewed as rude. In India, similarly, one may use a full hand to point, but never just a single finger.

- A shrug with the palms facing skyward may be interpreted as a vulgar gesture in Latin America.

Personal Space

- Latin Americans compared to most people in the U.S., are accustomed to standing and sitting close to people who are not well known to them. There are important variations in the size of the personal space comfort zone, even within the majority population in the U.S.
- In the Middle East people may stand quite close when talking with each other.
- A woman may be alarmed if a man, even a male physician, stands or sits too close to her in some Muslim cultures.

Touching

- In some cultures, even among people who have just met, light touching of the arm or a light kiss to the cheek is very common. People from many Asian cultures may prefer less physical contact with acquaintances, whereas people from Latin America and Eastern Europe may be very comfortable with this kind of touching.
- People from Asia and the Middle East consider very offensive touching another person's head. Because of that is very inappropriate to pat a child on the head.
- A physical contact early in a relationship may be uncomfortable for some people in China. Although many Chinese will use a handshake to greet a Westerner, any other contact may be considered inappropriate. This is really important to remember when dealing with older people or those in positions of authority.
- In Egypt men tend to be more touch-oriented; a handshake may be accompanied by a gentle touching of the recipient's elbow with the fingers of the left hand.
- The traditional greeting between men in Latin America is a strong, warm handshake. However, that may embrace, because most Latin Americans, male friends, like female friends show affection easily. Also, women may lightly brush their cheeks together.
- It is the custom to reserve the left hand for bodily hygiene, throughout most of the Middle East. Because of that, one should never offer the left hand to shake hands or accept a gift. This is also true of some African cultures.

- A Western woman should initiate a handshake with a woman in India, but not with a man. In India, that is uncomfortable, because of that, many Indian women will shake hands with a foreign woman, but not a foreign man.
- If you step on someone's foot, in India, you should apologize immediately. That is considered rather offensive, even if that is one accident.

Eye Contact

- In some cultures making direct eye contact is a sign of disrespect. Refusing to make direct eye contact is a sign of disrespect in other cultures. With an authority figure, many Asians may be reluctant to make eye contact. When greeting a Chinese, for example, it is best to avoid prolonged eye contact as a sign of respect and deference.
- Many Middle Easterners have what North Americans and Europeans consider "languid eyes." It may appear that the person's eyes are half closed, but this does not express disinterest or disrespect.
- Young children are taught not to look adults in the eye because to do so would be considered an act of defiance in Ghana.
- Good eye contact is important in both social and business situations in Latin America.

Physical Postures

- Many cultures throughout the world, considered that it is impolite to show the bottom of the shoe, which is often dirty. Because of this, one should not sit with the foot resting on the opposite knee.
- Standing with the hands on the hips suggests anger, or a challenge in Argentina.
- People should not slouch or poor posture in many cultures, because this is considered to be disrespectful. Good posture is important in Taiwan, for example, because Taiwanese men usually sitting with both feet firmly fixed to the floor.

Tips for Providers

- Follow the patient's lead. You may do the same, if the patient moves closer or touches you in a casual manner.
- Use hand and arm gestures with great caution. Gestures sometimes mean very different things in different cultures.
- Be careful in interpreting facial expressions. They may lead you to misinterpret the patient's feelings or to over- or underestimate the patient's level of pain. This is also true of the presence or absence crying and other expressions of pain, which are closely tied to a person's culture.
- Don't force a patient to make eye contact with you. He/she may be treating you with greater respect by not making eye contact.

4.2. The sources of conflict in business

It is important to understand that job of employees in a service company, by nature, is not easy. They are in direct contact with consumers. Have a dual function: interaction with the external environment and internal organization and structure. They represent a company and are expected to collect the necessary information from the user to provide the service. They are part of the production process, but they represent the customers.

Individuals who perform work in direct contact with consumers can be classified along a continuum that goes from employees to lower positions to staff the professional service business. Employees in lower positions are typically subordinate to well as enterprises and service users. That is the lowest positions in the organizational hierarchy. They are treated like they were subordinate to service users and this is often their position emphasizes notifications on the screen in a continuous loop and note that the "customer is always right."

Such roles in a direct contact with the consumers, causes different types of pressure or stress on the individual. Role to play may be in conflict with the self-perception of the individual (person and role conflict). Of these personnel are often required to suppress their personal feelings, and to smile and be helpful even when they feel miserable or aggressive. This is defined as the emotional work and may cause stress in individuals. Much more complex are conflicts between organizations / businesses and consumers / users. That is often struggle between organizational efficiency and consumer satisfaction, in the center of which are employed. Problems may seem easy, but what if a passenger asked the bus driver to deviate from

established routes and to get to your home? Response to this type of conflict is often related to how the role of subordinate employees in the company. Subordinate role at a low level and lack of understanding of sense of the valid rules of the road mean that the employee put aside service users against the company. In contrast, professional service providers that have a higher status and more clearly understand the role and purpose of certain rules can better control what's going on.⁶⁶

The conflicts between users are occurring, because many systems for delivering services have more users that affect their experience. How likely is that different users have different needs, usually have a completely different scenario for themselves, helpful staff and other service users. When service users are in conflict, usually is required from the staff in direct contact to resolve the conflict. For example, from waiters are usually required to ask other guests not to smoke in a nonsmoking area. Striving to meet all Beneficiaries can escalate into a conflict and staff in a direct contact with customers to introduce in the conflict. For example, guest of the restaurant who request and receive fast service may also include other guests to complain that they did not get the same level of service. Effectiveness in resolving conflicts between users are associated with the role of the employee in the organization, employees with subordination roles range from the weakest position because they have a low status in the relationship with customers. The users can simply ignore the answers, which give to them service providers on the given site. Professionals may encounter with the same problem, for example a patient in the waiting room of the hospital which requires a doctor immediately to receive. In such cases, the professionals can't rely on his status and experience, in order to resolve the situation.⁶⁷

How to handle customer complain?

In many cases it is vital that staff have a good understanding of what the customer expects. Some employers consider that the best way of achieving this is to recruit staff who shares similar life experiences with their customers. In some cases employers encourage their employees to use their facilities as customers, maybe in other establishments owned by the employer. Some employers set out to develop in staff the awareness that they must 'own' problems that affect customers. This means that they must seek solutions, not look for ways to avoid solving problems. No one should walk past litter in an establishment, even if it is not in their section. No one should leave a telephone ringing if there is no one else ready to answer it. No one should leave a customer with a problem, saying, 'Sorry, this is not my section.' Some forms of training concentrate on teaching the staff certain 'scripts', such as 'Good day, how may I help you?' or teaching the staff to use a customer's name or to reply in a particular way to a telephone call.

⁶⁶ Bateson E.G., Hoffman, K.D., (2012), Marketing usluga, Data status, Beograd, p. 239

⁶⁷ Bateson E.G., Hoffman, K.D., (2012), Marketing usluga, Data status, Beograd, p. 240

Others may be less prescriptive but may still require certain rituals to be observed. Sheraton for example sets a variety of 'Sheraton Guest Satisfaction Standards'. Figure 4. shows one such standard.⁶⁸

Figure 4. A Sheraton Guest Satisfaction Standard

Sheraton Guest Satisfaction Standards	
1.	Every time you see a guest, smile and offer an appropriate hospitality comment.
2.	Speak to every guest in a friendly, enthusiastic and courteous tone and manner.
3.	Answer guest questions and requests quickly and efficiently, or take personal responsibility to get the answers.
4.	Anticipate guest needs and resolve guest problems.

Source:Boella M., Goss-Turner S., (2005), Human Resource Management in the Hospitality Industry, Elsevier, Oxford, p.303

No matter how perfectly designed and implemented a marketing program is, mistakes will happen. Given the potential downside of having an unhappy customer, it is critical that the negative experience be dealt with properly. As with any marketing crisis large or small, swiftness and sincerity are the key watchwords.

Customers must feel an immediate sense that the company truly cares. Beyond that, the following procedures can help to recover customer goodwill.⁶⁹

1. Set up a 7-day, 24-hour toll-free "hotline" (by phone, fax, or e-mail) to receive and act on customer complains.
2. Contact the complaining customer as quickly as possible. The slower the company is to respond, the more dissatisfaction may grow and lead to negative word of mouth
3. Accept responsibility for the customer's disappointment; don't blame the customer
4. Use customer service people who are empathic
5. Resolve the complaint swiftly and to the customer's satisfaction. Some complaining customers are not looking for compensation so much as a sign that the company cares.

⁶⁸Boella M.,Goss-Turner S., (2005), Human Resource Management in the Hospitality Industry, Elsevier, Oxford, p.303

⁶⁹ Kotler P.,(1999), Kotler on Marketing, The Free Press, New York,pp.21-22

4.3. Relationship between staff and service users

Consequences conflict of roles and stress of employees creates dissatisfaction, frustration and a desire to change jobs, and they can also lead to sabotage services. When faced with a potential conflict and stress at work, the employee shall apply different strategies to protect themselves.

Simplest way to avoid conflict is the avoidance of users. Example of this is the waiter who willfully fails observes guest who wants to order. It allows employees to increase its own sense of control over the process of service delivery. The waiter may be perceived as apathetic, arrogant, cold, or even dill gad. An alternative approach is to go to "people processing" (people processing model), in which, users of the service, rather than as a personality, treated as objects to be processed. It could be described as "robotics" or "respect the rules," which leads to an employee serving on the front line do not communicate and empathize with customers, which is why there is a conflict.

The staff which is in a direct contact with the consumers, apply other strategies to maintain a sense of control over the service. Physical symbols and furniture are often used to display the status of an employee on the basis of his or her sense of control. Hiding behind the counter is one way of managing conflict.

In extreme cases, conflict and role ambiguity can lead to sabotage services. The purpose of these procedures is that the service providers back control or sense of control. In some cases these sabotage remains hidden-"problem customers" get smaller portions or bad beer. In other cases, sabotaging a manifest public with entire teams of providers, who can play and cheat each other directly or through the user's manual. Obviously, this is disrespect the service of culture, but is much more common than you think.

Alternative strategies that employees use to reduce conflict between businesses and customers, is to be placed entirely on the user. When forced to follow the rules with whom they disagree, the staff in a direct contact with customers will continue to suggest a number of other things. In this way, employees are trying to reduce the stress of expecting sympathy from users.

4.4. Hotel's Strategy When Customers Are Not Satisfied

Managing customer's complaints which results in managing 'without failure' (successful customer recovery and retention) becomes the primary goal of their problem. Customers very quickly become loyal to the hotels if they truly take care about their problems and respond quickly to irresponsibility. Due to intangibility of services, customer's comparison of perception and expectation is giggly subjective assessment; not everyone will be satisfied because of their individual expectations and individual perceptions. Due to heterogeneity, the variations in the service delivery process will appear and each utility process will not be identical to the previous one. A unique feature of perishability of services provides another source of potential problems.

When a failure in the system happens, many hotels are not prepared to deal with dissatisfied customers who are asking for a solution of their problems. This is supported by the statements that customer's complaints reinforce negative attitudes towards the entrepreneurs'. Therefore, companies that stand out for customers services, educate their employees with recovery tool to fix the error when it occurs and when users complain. Customer complaints should be seen as opportunities to improve the service delivery system and make sure that the user is satisfied before the service process is completed. Users complain for a variety of reasons: to solve the problem, in order to release the emotional frustration, in order to regain a control by influencing other to assess the cause of the emotional frustration, in order to regain a control by influencing other to assess the cause of the complaint.⁷⁰

For the hotel companies where is the most important customers / guests, pleasure is also a target business and marketing tool. As with satisfaction and consumer dissatisfaction is the difference between the expectations regarding the product / service and service processes and perceptions of consumers how passed in that transaction, where the perceived value is lower than expected.⁷¹

As a result of dissatisfaction the consequences might be: Check-consumer, non-fulfillment of financial obligations, negative publicity and others. The study of consumer dissatisfaction shows that consumers are dissatisfied with the purchase of approximately 25% of cases, and only 5% of them are appealing. The remaining 95% felt that the complaints are ineffective or do not know how and where to send complaints. Than 5% who complain, 50% give suggestions on how the problem could be solved.⁷²

The need to solve problems is the key. The survey also shows that consumers with dissatisfaction resolved, generally become more loyal to the company, but those who were dissatisfied. Dissatisfied consumers are usually pinched the following reasons: to provide compensation, it is a way of expressing anger and rage (to respond on the violation of personality, unfair treatment and the like because it is injured person's self-esteem); desire to help promote products / services, for altruistic reasons (they do not want that other consumers come to an unpleasant situation, and hence drawing attention to the problem).

According to some authors dissatisfaction may lead to or to taking certain actions by the consumer or to the absence of any activity. In case of taking action they may be: complaints, termination of service, or purchasing a product, the negative propaganda, appeal to the competent authorities.⁷³

⁷⁰ Živković R., Gajić J., Aleksić A., (2013), Strategije hotelskih preduzeća u situacijama nezadovoljstva korisnika usluga, Hotelska kuća, Medjunarodni zbornik naučnih i stručnih radova, Hores, Beograd, p. 237

⁷¹ Živković R.,(2013), Ponašanje i zaštita potrošača u turizmu, Univerzitet Singidunum, p.179

⁷² Maričić B.,(2011),Ponašanje potrošača,Ekonomski fakultet, Beograd,p.494-495

⁷³ Hawkins I.D.,Mothersbaugh L.D.,Best J.R.,(2007),Consumer Behavior-Building Marketing Strategy,McGraw-Hill,New York,p.652

Will consumers complain or not if it is dissatisfied with the purchase depend from the following factors: the degree of dissatisfaction, the importance of the purchased products in the consumption, of cost analysis, of personal characteristics and readiness to be found in unpleasant situations when making a claim of products / services.⁷⁴

Many of companies pleasers customers who complain, while others see the appeal as a necessary evil in the business. The truth is that every company needs a hotel encourages their members to complain. Customers who are complaining indicate to the company have some operational or management problems that need to be corrected. Therefore, they offer a free gift, ie. They behave as a conscientious employer and diagnose the problem for free enterprise. In addition, customers who are complaining give the chance to re-achieve customer satisfaction. Most importantly, customers who complain are likely to do business again with the company in relation to those who do not complain. Therefore, successful companies see complaints as an opportunity to satisfy unhappy customers and to prevent losing users and negative verbal propaganda.

Before we move on to a discussion why customers complain or to not complain, it should be understood that there are different types dissatisfied users who are complaining service companies. According to one of recent research on this subject, can be identified the following types of dissatisfied users which I have mentied in a part 3.4. (Edgar, Harold, Bety....)

These types dissatisfied users are the general naturally and they vary according different service sectors. However, some sectors have been noticed types of dissatisfied users which are characteristic for their sector. For example, the hotel industry has identified seven types of guests who are complaining. These are the 'The people with destroyed dreams', 'Customers who save face', 'Hunters on Free Offers', 'Wounded Warriors', 'passive aggressive martyrs', 'loyal guests' and 'Truly hurt'. Also, it should be noted that one should not at any price adaption users. The truth is that some users are more important than others and that the hotel companies need to decide which users should keep, and which should enable to operate with someone else.

Dissatisfied customer has multiple alternatives to solve their problems. It is able to take some form of public action and to complain of the Company, or its authorized staff, then to complain to a third party or to take legal action (ie to sue the company). In addition to the public, the user has the option of taking personal action and two basic ways to do this is to spread negative propaganda about the company and / or to leave the company and look for another alternative for the product / service.

In addition to the public, the user has the option of undertaking personal action and two basic ways to do this is to spread negative propaganda about the company and / or to leave the company and to look for another alternative for the product / service.

⁷⁴ Veljković S.,(2010), Marketing usluga, Ekonomski fakultet,Beograd,p.230

Complaints can be instrumental and non-instrumental. Instrumental complaints are expressed with the aim of changing undesired state of affairs. For example, an appeal to the waiter that the food is not well prepared has been instrumental appeal. In such a case, the person who complains really expect of the waiters to take the initiative in order to correct the situations. Non-instrumental appeal shall be submitted without any expectations that the desired state will be changed. These types of complaints are submitted to a lot more often than instrumental. For example, people post complaints on time 'it's too hot' without any real intention that the situation will be changed. Another kind of non-instrumental appeal was instrumental complaint addressed to someone else, and not the one from whom originates dissatisfaction. For example, if you are complaining yours friend on the bad hotel rooms, that is a Non-instrumental appeal. Friends probably will not go to fix the situation in the room, neither the person who complains that expects from a friend.⁷⁵

The types of complaints vary and based on that, for whom person who complain believed that is source of the problem. Accordingly, the appeal may be divided on the public and personal. Public complaints were addressed to someone who is out of the reality of the person who complained. In other words, person who complained perceives that it is not the source of the problem. For the contrast, personal complaints were directed to the implicit aspect of the complainant. In a personal appeal, persons who are complaining personally curves themselves as the primary source of the problem.

Psychologists believe that the non-instrumental appeal comes from several reasons:

- First, filing complaints serves as a release from the pressure-allows the user to release the emotional frustration (the mechanism for the release of feelings)
- Second, the complaints were related to the control. They serve as a mechanism for the user to returns some of the control. The control is re-established if the user can not influence this estimate as the cause of appeal. Eg, a negative verbal propaganda, spread by the user to get even the company that him caused the harm, to user give a certain control through indirect retribution.
- The third and fourth reasons why users complain about other (non-instrumental appeals) is to incited sympathy, sought consensus for appeal and thus confirm their subjective assessment that led to the complaint. In other words, users want to know and whether the other felt the same way in a similar situation. If they will, feel the same, the user is considered justified that which is complaint.

According to the Bateson and Hoffman the most effective recovery strategies are:⁷⁶

⁷⁵ Veljković S.,(2010), Marketing usluga, Ekonomski fakultet, Beograd, p.235

⁷⁶ Baterson E.G., Hoffman D.K.,(2011), Marketing usluga, Datastatus, Beograd, p.357

Compensations strategy- reimburse board members for beneficiaries (the emotional, financial and time) because of mistakes in the provision of services.

- Free (eg, the user receives free products or services).
- Discount (eg, the user receives a discount on the spot).
- Coupon (eg coupon can be utilized later and is related to future purchases).
- Free promotion (eg, luxurious accommodations to compensate for the error).
- Free related products (eg free dinner to guests compensate for problems).

Strategy to return it offers to users that make up for the actual error identical new product or offer a replacement for the product.

- Complete replacement (eg, changes in the hotel)
- Provision of products (eg change rooms in the hotel).

Strategy of apologies to user show that the company really sorry for mistakes. I apologize to is employee in direct contact with users and / or managers. Apologies employees on the front lines serving have usual fast response to mistakes, however, users are more appreciate apology of the manager. When to them apologize the manager, users feel that their complaints have heard significant staff and that they are reasonable.

- Apology service providers on the front lines serving (service providers give apologizes to the user).
- Apology senior management (senior management apologizes to the user).

The strategy of reimbursement is different from the strategy of compensation for the fact that users usually return the product (if possible) and get their refund in the form of money or credit for the next purchase.

No answer strategy describes situations where companies simply do not respond to customer complaints related to the error. Maybe the company does not have an internal culture of recovery and / or has decided to have a constant flow of new customers to make up for the losses of unsatisfied users.

All the above mentioned reasons indicate hotel companies to the fact that monitor and control the process of interaction with the customer, identify the cause of discontent and timely response.

You decide how much meals are worth, restaurants tell customers

If you have good investigated an established market, get to know the culture of a people in the right way, you can customize your idea of the area where you are working, you can create a new and unexpected product as well as the owner of the following restaurants in London. The seemingly crazy idea with a great deal of risk, made a new product, which was bought by consumers. Nina Goswami in her paper work says:⁷⁷

"It sounds like a recipe for financial ruin: a restaurant that allows customers to pay what they think their meal is worth. Yet the business tactic is proving a success and "pay-what-you-like" restaurants are spreading across Britain.

The idea was spawned by Michael Vasos, the owner of Just Around The Corner, a French bistro in north London, where customers often spend two hours drinking fine wine and gorge themselves on salmon stuffed with crab. Afterwards, they must work out their own bill and most, surprisingly, leave a fair or generous amount.

Mr Vasos's success is such that three other pay-what-you-like restaurants - Mju in Knightsbridge, central London; Lanes in east London; and Sweet Melinda's in Edinburgh - have copied the idea.

"If you give very good service and very good food, people leave a lot in tips," said Mr Vasos. "So I thought why not just leave the whole bill to customers and they can pay what they think it's worth.

"As long as we gave a good show, I knew it would do well and we've been very successful from the beginning."

Mr Vasos has stakes in four other restaurants, all with fixed-price menus. They, do not, however, take as much money as Just Around The Corner. "The other restaurants take about 60 per cent profit a week, this one takes between 65 to 70 per cent each week," he said.

Just Around The Corner's most generous customers were four Americans from the United States government who came in on Christmas Eve. "They had quite a few bottles of wine, champagne and ate three-course meals. They paid £600 and asked the waitress if it was enough. In a fixed-price restaurant they would have probably paid around £250. This is why the restaurant does better as people are more generous," he said.

⁷⁷.telegraph.co.uk/You-decide-how-much-meals-are-worth-restaurants-tell-customers.html downloaded 13.03.2014.

Mr. Vasos also has a foolproof way of ensuring that patrons do not underpay. "When people pay a silly amount, I give them their money back and make them feel very small so they realise that if they want to come back they should really pay more."

He was amazed that pay-what-you-like restaurants were only just catching on as he has been running his business for 18 years. "I'm delighted that other restaurants have now taken the idea on board as it shows customers that others, not just me, can succeed," he said.

Margaret Coutts, with her son, David, and his girlfriend, Danielle Kronenberg, celebrated her 66th birthday with free-flowing champagne and a three-course meal, including lamb Wellington and supreme of chicken with tarragon and juniper berries. The decision on how much to pay was left to David who put down £70.

Mr. Coutts, 36, a carpenter from west London, said: "If you can order a glass of Coke or champagne and still give a reasonable amount at the end of the evening why not go for the champagne."

Mrs. Coutts, a chef visiting her son from Sydney, Australia, said: "Being able to choose your own price does put you under a little added pressure because you really have to think about what you've eaten, in a way you have to become a food critic. However, it's very clever because no one could ever complain."

Kevin O'Connor, who co-owns Sweet Melinda's seafood restaurant was taken aback by the pay-what-you-like policy and "pinched" the idea for Tuesday nights. His business partner, Karen McLean, said: "People are normally bang on with their prices. They can be wary about the lack of prices but it tends to be because they're worried that they haven't paid enough. The Brits being what they are, don't want to offend.

"It's very rare that we get people who take advantage. It does happen, and when it does you just have to smile at them and hope that they come back on another night.

"There were two boys who had a beer each and three courses each and left 50p for all the food - 25p each. We are leaving ourselves open to exposure, so it serves us right when people take advantage but generally people are nice and don't."

Mju, which offers contemporary European cuisine with an Asian twist also realized the potential of the pay-what-you-like policy after one member of staff visited Mr. Vasos's bistro.

Last year the restaurant decided to try the strategy out for the month of February and it proved so successful at bringing in new clientele that it is running it again for the next two weeks.

Jeremy Payne, Mju's sales director, said: "Our policy is slightly different as it is just on the food element of your bill, not for drinks."

5. Consumer and employees in the green hotel

Human activities have influenced the earth's ecosystem for many thousands of years. Nowadays the negative consequences of human actions can be noticed everywhere. Being one of the larger industries in the world, the hospitality industry is an important contributor to these problems.⁷⁸

Sustainable Tourism (also called Responsible Tourism) is simply about making a positive difference to the people and environment of destinations we travel to.

Over 160 years ago Thomas Cook created the first package holiday out of a sense of a social responsibility. In keeping with the values of the Victorian Society of the day he believed that by offering alternative, more virtuous and learning leisure activities, the lives of working people would be greatly improved if they became better educated through travel.

Fast-forward to the 21st century and the Thomas Cook name lives on as one of the world's best known and respected brands in travel. And over the years the business has helped millions of people to relax, unwind and broaden their horizons.

Today we are still inspired by those values. We believe they make a world of difference, not only to our customers but to all the people whose lives we touch.

Sustainable Tourism (also called Responsible Tourism) is simply about making a positive difference to the people and environment of destinations we travel to by:⁷⁹

- Respecting local cultures and the natural environment
- Buying local, giving fair economic returns to local families
- Recognising that water and energy are precious resources that we need to use carefully
- Helping to protect endangered wildlife
- Protecting and enhancing favorite destinations for the future enjoyment of visitors and the people who live there
- Taking responsibility for our actions while enjoying ourselves

According to The World Tourism Organization sustainable tourism should:⁸⁰

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.

⁷⁸ Sloan P., Legrand W., Chen J., (2009), Sustainability in the Hospitality Industry, Elsevier, Oxford, p.1

⁷⁹ www.thomascook.com/sustainable-tourism/

⁸⁰ Wearing S., Neil J., (2009), Ecotourism: Impacts, Potentials and Possibilities, Elsevier, Oxford, p.10

2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socioeconomic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

The trend of growing attention to the effects of environmental issues is now clearly on the political agenda. Countering the environmental impacts, damage and climate change vary regionally subject to the stage of economic development and availability of technology and resources. The decline in biodiversity has become a major concern, climatic change is regularly on the agenda of global summits and our use of earth's natural resources is regularly called into question. These issues create a range of assumptions about our environment that can no longer be taken for granted. Tragically, the Kyoto Protocol, Agenda 21 and attempts for industry and society to govern its own activities have been little more than token gestures. Yet increasingly we have indications of a growing awareness and a concern amongst society that these issues are raised at national and international levels. Following Kyoto, the nations of Europe actively sought to improve manufacturing methods to ensure that environmental impacts were minimised. Nations, such as the United States have not acknowledged the protocol, as it was perceived to impact on the industrial economic stability. At the same time, although countries like India and China have signed up to Kyoto they have not implemented change due to their poorer status, as sustainability is seen as a barrier to poverty evolution.⁸¹

Although biodiversity provides our society with vital products and services, human activities are causing tremendous damage to ecosystems and species around the world. Everything we consume, all we throw away, has an impact on biodiversity. World population has risen dramatically over the past few decades, and is still rising. Part of this population is also becoming more affluent and more mobile, leading to rising consumption and a rapid increase in human impacts on the environment. In July 2008, the Executive Director of the Convention on Biological Diversity noted that current rates of biodiversity loss are up to an estimated 100 times the natural extinction rate, while 60 % of ecosystem services are being degraded as a result of human activity. What remains of the natural world is less healthy and more stressed, and natural systems are out of balance.

Each individual has a different impact on the environment. The level of this impact will depend on personal choices and may well be scattered around the globe: food may be imported from other continents, water piped from rivers and reservoirs some distance away, and waste may be

⁸¹ Yeoman I.,(2008),*Tomorrow's Tourist: Scenario and Trends*, Elsevier, Amsterdam, p.29

disposed miles away from its source. The same is true for a hotel. A hotel impacts biodiversity at each stage of its life cycle, from planning through to closure.⁸²

The concept of green building developed in the 1970s as a response to the energy crisis and increasing concerns among people about the environment. The need to save energy and reduce environmental problems supported the wave of green building innovation that continues today.

Green construction is not easily defined. Often famous as sustainable construction or eco-lodges, eco-hotels, there are several possibilities for the definition of a "green home". It is generally accepted that the construction of green construction that are set, designed, constructed, renovated and constructed so that efficiently use the energy, and that will have a positive environmental, economic and social impact.⁸³

Hotel industry was waiting for the application of the principles of green management until it appeared sufficient demand and while did not fall prices of green building constructions. One of the reasons for the slow adoption of green building standard is that guests did not initially think that is important that the hotel is "green", especially if recycling and other environmental activities did not increase the occupancy rate.⁸⁴



Source: <http://www.seebtm.com/vodic-za-hotele-u-izgradnji-kako-biti-zelen/>

⁸² Biodiversity: My hotel in action-A guide to sustainable use of biological resources,(2008), IUCN,Switzerland,p.13-19

⁸³ www.seebtm.com/vodic-za-hotele-u-izgradnji-kako-biti-zelen

⁸⁴ Butler J.,(2008),The Compelling "Hard Case" for "Green" Hotel Development, Cornell Hospitality Quarterly, t. 49,n. 3,p. 234-244

5.1. What is green hotel?

Traveler nowadays does not only keep the holiday aspect in mind but also focused on the environmental conditions around him. The hotels need a sound environmental edifice, which, in turn, is sure to result in enhanced business for the unit. Hotels located in the countryside, areas of natural beauty and in wilderness areas can damage the very source of attraction for the tourists. To prevent such damages the hotelier are encouraged to minimize the use of non-renewable materials and any negative impact on the surrounding environment.⁸⁵

Green hotel- Hotel that implement ecological campaign or principles of green management are referred to as green hotels and they could be defined as an ecological structures whose managers are introduced programs to save water, energy, waste management, education of employees and quests on environmental protection, in this way saving money while helping the preservation of the environment.⁸⁶

How can hotels become more sustainable? Reducing and eliminating waste can produce the biggest positive environmental impact. This can be accomplished through a number of practices, including sustainable lighting and water conservation.

Lighting can account for 30-40% of commercial electricity consumption. This can be reduced by the following strategies:⁸⁷

- Use lighting only when necessary-employ motion detectors.
- Use energy-efficient fixtures and lamps.
- Use low-wattage lighting for signs and décor.
- Avoid over-lighting wherever possible.

Many green hotels, to save on water, install features in each room that lower the water consumption of guests without having them to do anything special. Per example, low-flow toilets are designed to use less water per flush than regular toilets. With special linen cards, guests have a chance to reuse their towels if they want, or if they are staying more than one night. The major consumer of water are hotel restaurants, so they can change serving water(on request), updating dishwashers, or if they simply tell the staff to take care about water consumption.

There is a lot of different ways to make one hotel more sustainable. Some green hotels use fluorescent light bulbs, motion sensors for public areas, heating units that turn off when a room

⁸⁵ Kumar Dixit S.,(2005), Hotel link-Journal for theory and practice of hotel industry, Present scenario of eco-friendly practices adopted by the Indian Hospitality Industry, The College of Hotel Management, Belgrade, p.143

⁸⁶ Minić N., Minić V. V., (2013), Principi menadžmenta i projektovanje zelenih hotela, *Ecologica* t.20,n.70, p. 291-295

⁸⁷ Walker J. R.,(2013), Introduction to Hospitality Management, Pearsons, Boston, p.83

is unoccupied. The first step, for sure is, to start with recycling programs and show guests where they can find recycling bins in their room alongside garbage cans.

HOW YOU CAN HELP ENCOURAGE HOTELS TO GO GREEN

Over the past ten years, environmental tourism has grown exponentially. Hotel industry respond to this trend with the development of strategies and practices for making a hotel or motel more environmentally friendly, or 'green'.

Whether a guest stays in a small bed and breakfast or a luxury resort, a lodging property is in fact a small community that purchases goods and services, creates and disposes of waste, uses electricity and water, and, just like any individual, leaves a distinct environmental footprint. In addition, the lodging industry is one of the most dynamic in terms of new construction and renovation. From carpets to paints, from heating and cooling units to televisions, the lodging industry is a large consumer. Operating in a more environmentally responsible fashion, hotels and motels can demonstrate leadership in ecological sustainability while enhancing competitiveness through cost-effective procedural and facility improvements.⁸⁸

5.1.1. Example: The hotel that cares about the environment

Hotel Silken Berlaymont, Brussels⁸⁹

Brussels Hotel Silken Berlaymont desire to protect the environment shared with his guests, employees and suppliers, and all to gain eco-certification and reduce wear and energy costs. It is eco-certified IBGE institution that cares about environmental protection in Brussels.

Comfort Hotel has remained the same. The hotel's guests do not notice anything with shower, but the shower head changed to conserve water and reduce excessive heating of water. And comfort is enhanced because only a small noise heard in a discharge of water. This hotel is adapted to the lighting and recycled waste to a much greater extent (there are boxes that collect things that are recycled). The hotel had additional investment, but its managers emphasize that investment is also return. Since they changed the filters on washing machines after eighteen months was worth it invested. Water consumption reduced by 22%.

In addition to these savings, office supplies which are used in the hotel are from recycled materials (pens, paper, etc.) Do not use the plastic rather than glass. Guests do not react

⁸⁸ www.topcanadianhotels.com/what_is_a_green_hotel.html

⁸⁹ Živkovic R., (2012), Ponašanje i zaštita potrošača u turizmu, Univerzitet Singidunum, Beograd, p.125-
www.travel2music.com

negatively, but their attempts to explain how they would be able to apply at home. Hotel Silken Berlaymont great attention is dedicated to the art of the 21st century-a photograph that is integrated into the architecture and the design itself. With the help of the Belgian association of professional photographers, this hotel has organized an exhibition of "green photo" to combine your hotel themes with obtaining eco-certification.

5.1.2. The biggest attraction of "green" hotels- the natural swimming pools

Hotels are now famous as one of the largest consumers by how much energy and water is consumed for their basic content, and for recreational facilities like swimming pools, Jacuzzis or watering of golf courses. The interest example and the biggest attraction of green hotels are the natural swimming pools.

The pools for whose maintenance does not use chemicals, becoming one of the biggest attractions and a favorite place for the enjoyment of guests who are fans of eco-tourism and environmental protection. According to the owner of one of these objects, possession of such a pool is one of the leading reasons why their guests come back year after year. The water in the natural pools is filtered naturally, with plants and pumps whose work does not require any chemicals. Also, they look beautiful throughout the year, and fit perfectly into the natural environment, regardless of the type of vegetation that surrounds the building. Water and plants that grow in it are self-sustaining habitat for various species of insects, fish and other animals with which the rounded one small ecosystem. Soothing effect of such water on people is already well known and the owners of buildings that possess them claim that guests spend most of the time just there and that is why coming back or selected objects similar to other destinations they visit.⁹⁰



Course: www.traveldailynews.com

⁹⁰ www.traveldailynews.com



Course: www.traveldailynews.com

5.2. Employees education and behavior

When a hotel is trying to promote green measures and increase its efficiency, employees' personal behaviors need to be changed. Hotels need to teach, train, and offer rewards to employees who provide useful comments on environmental improvement. Also, hotels must make their employees fully understand why they implement the green policy, and what they can do to reduce energy consumption and reduce environmental pollution through personal behaviors. All challenges hotels might encounter are: training employees, making them get used to it, and then understand, cooperate, carry out, and achieve the goals... Hotels' managers, when conducting training, need to consider the possibility of its proper conduct and the potential of employee cooperation after the training implementation. The goal of employee training is to reduce impacts on environment and energy consumption in the business life cycle. Also training can maintain service quality to meet customers' needs and attract much more customers who have better idea about environmental protection. Training can increase employees' approvals toward the company. That means that green policy not only enhance employees' behaviors to protect the environment, but it can continuously advance the business to the goal of an excellent environment. We believe it can increase the entire management efficiency as well as increase the entire employees' quality, whenever hotels make their employees fully execute the green plan.

Training can make employees fully understand the concept of environmental protection, so that they might carry out the idea in both work and living environment..⁹¹

If the goal is successful environmental program an educated staff is the cornerstone. One of objectives of the environmental program should be communicated to the staff they can be incorporated into the hotel's daily routine. Employees are, for sure, identified as one of the greatest benefits of going green. 'Going green' program provides them to be motivated staff, to work as a team to achieve a common purpose. As a staff incentive, many hotel companies use environmental program.

Some examples that several large hotels use are:⁹²

- Periodic training programs.
- Interactive workshops.
- Training videos.
- Bulletin boards dedicated to green practices.
- Emails highlighting tips and information on green practices.
- Incorporating information on green practices and successes into daily departmental line-ups.
- Celebrating Earth Day and using it as an opportunity to educate the employees and communicate green initiatives and successes in the hotel.
- Promote a rotating green team or recruitment of green team members at the property level.
- The hotel's environmental program, green initiatives, and achievements should also be included in new employee orientation packages training.

Follow up on their work, train them well, and report the training on a frequent and regular basis to help keep a successful environmental action plan in the forefront of their minds.

The benefits of engaging staff in sustainable practices:⁹³

For employers

- Cost savings through improved efficiency
- Attracting and retaining the best and brightest talent
- Improved reputation and credibility among staff, consumers and investors
- Increased market share and revenues from a stronger brand

⁹¹ Ying-Chang Chen, Yu-Ta Chen,(2012),The Advantages of Green Management for Hotels Competitiveness in Taiwan: In the Viewpoint of Senior Hotel Managers, Journal of Management and Sustainability, Vol.2,No.2,p.216

⁹² www.ahla.com/Green

⁹³ www.greenhotelier.org/our-themes/community-communication-engagement/engaging-employees/

For employees

- The chance to meet and work with people from other departments
- The opportunity to use practices learnt at work in the home and save money on personal bills
- The offer of new experiences outside the usual work and social environment
- The development of new skills and improved job satisfaction
- The opportunity to contribute to an issue that they really care about

A lot of things that learn and practice at work, the employee transfers this good habit also at home, and thus behave according to what sustainability are. His good habits transferred to friends, family, children, knowing that in this way encourage good, and as has been proven in practice, saving resources, and their money.

Illustrations:⁹⁴

- ❖ California's "Grand Hotel Marriott," a member of the American Branch of the International Association of "green" hotel (GHA - Green Hotels Association) has received the largest annual water savings, as much as 7.5 million liters. How is it? He fired the chief cook, who had a habit of defrosts foods under running water in the five kitchen sink!
- ❖ Hotel "Hyatt" in Chicago is reduced by a whopping 80 percent wastage of consumables (napkins, towels, bed linen, cutlery ...) so they ordered the employees to carefully review the items marked as "written off": the value of what was saved was 3,000 up to \$ 10,000 per month!
- ❖ Belgrade's "Hyatt Regency" is currently the only hotel in Serbia who formed their own "green team", the new measures reduce energy consumption by one-fifth.
- ❖ The spa resort "Fairmont Sonoma" in Canada is replacing the 4,440-saving bulbs reduce electricity consumption by 203,000 kilowatt-hours "earned" 61,000 dollars a year and, by doing prevent the release into the atmosphere of 144,000 pounds of carbon dioxide.
- ❖ Hotel "Hyatt Regency International" New Zealand has just transition to a system shutdown lights and other electrical appliances when the guest leaves the room, which cost \$ 16,000, achieved annual savings of \$ 14,000 after only 14 months.
- ❖ One of the hotels in Toronto, who joined the city's program for water savings in public, industrial and commercial sector, has installed a commercial water softener which shortens the cycle in the washing machine - machine. This is the daily save 476,000 gallons of water, enough to supply 500 households!

⁹⁴www.politika.rs/rubrike/Magazin/Stedljivo-a-luksuzno/lt.html

5.3. Consumer education and behavior

In general, the travelling public is becoming more environment conscious. Each time a tourist survey is conducted, it appears that more and more respondents are taking a personal interest in green travel. The environment in which each individual is best able to control his/her environmental impact is lodging, much more so than in transportation and food service.

One study of 1155 business travellers, the consulting company (Deloitte)⁹⁵ found some interesting results related to business travellers' ecological actions and expectations in the accommodation sector (Table 1). Some 95% of respondents in the study agreed that hotels and other lodging enterprises should be undertaking green initiatives, and more than a third (38%) make a point of searching for lodging that practice eco-friendly management principles.

Table 1.	Business Travellers' Green Expectations of Lodging Establishments n= 1,155
Environmental Actions Lodging Facilities Should be Undertaking	Percent
Recycling	77
Using energy-efficient lighting	74
Using energy-efficient windows	59
Using cards in bathrooms to remind guests to reuse their towels	52
Using environmentally safe cleaning products	49
Using water saving devices in rooms	46
Using green landscaping practices	45

Source: Adopted from Timothy et.al. 2009.⁹⁶

The same survey found that business travellers themselves are overall environmentally savvy travellers (table 2) with the majority responding that they do in fact practice specific energy-saving actions, such as turning of lights, conserving water, and adjusting heating and air conditioning when they are not in the rooms, and using toiletries sparingly. Interestingly, too, was that even though 97% of responders claimed to be either extremely green or somewhat green during their hotel stays, only one-third regularly request that their bedding or towels not be changed, and 60% suggested they would not be willing to pay more for green lodging if they were paying for the room out of their own pockets. On the other hand, 4% said they would be willing to pay 50% more, 8% declared a willingness to pay 25% more, and 28% claimed to be willing to pay 10% more for green accommodation. A similar study in Australia found that 49%

⁹⁵Timothy D.J., Teye V.B., (2009), Tourism and lodging sector, Elsevier, Oxford, p.93

⁹⁶Timothy D.J., Teye V.B., (2009), Tourism and lodging sector, Elsevier, Oxford, p.94

of holiday makers (including foreign visitors to Australia) would be willing to pay extra for hotels with renewable energy supplies.⁹⁷

Table 2. Business Travellers' Own Green Behavior in Lodging Establishment, n= 1,155	
Traveller's Environmental Behavior	Percent
Always or frequently turn off lights when leaving the room	92
Use toiletries conservatively or use their own	64
Always or frequently adjust the heat or air conditioning when leaving the room	61
Use water conservatively	60
Would be willing to pay more to stay in a green lodging establishment	40
Have taken initiatives to identify green lodging(e.g. internet searches, asked a travel agent)	38

Source: Adopted from Timothy et. al. 2009.⁹⁸

Although business travellers and many other 'special interest' travellers do appear to be more ecologically informed than the general population, the majority of the world's tourists have a long way to go in understanding the implications of tourism and their own behavior on the destinations they visit. In most cases, the responsibility lies with tour operators and travel agents to inform visitors about appropriate behavior and to learn about what is or is not acceptable behavior and how best to protect that frail ecosystem. Several international organizations (e.g. the International Ecotourism Society) have as a mandate to educate and spread the public word about responsible travel.

It is also a common talking point that tourists should understand environmentally-friendly behavior in lodging establishments and do their own part to help the hospitality sector become more sustainable.⁹⁹

Ten Golden Rules for the Sustainable Tourist¹⁰⁰

1. Search for the accommodation that is dedicated to reducing the impact on the environment
2. Select a tour operator who is aware of the impact of tourism
3. Focus on the means of transportation which are less polluting to get to their tourist destination
4. During vacation use collective means of transportation as well as organic, such as bike
5. Make less waste and contribute to its differentiated collection
6. Reduce consumption of water
7. Reduce energy consumption

⁹⁷ Dalton, G.J., Lockington, D.A., Baldock, T.E., (2008), A survey of tourist attitudes to renewable energy supply in Australian hotel accommodation, Renewable energy, p.2174-2185

⁹⁸ Timothy D.J., Teye V.B., (2009), Tourism and lodging sector, Elsevier, Oxford, p.94

⁹⁹ Timothy D.J., Teye V.B., (2009), Tourism and lodging sector, Elsevier, Oxford, p.94

¹⁰⁰ ICLEI – Local Governments for Sustainability www.iclei.org/europe/tourism

8. Give priority to locally produced handicrafts and local gastronomic specialties
9. Make every effort to respect the environment in places you are visit
10. Give advice and suggestions on improving the environment in places for vacation

In the latest publication "Journal of Social Psychology," Gerhard Reese and his colleagues at the University of Luxembourg published a study in terms of how social norms affect reuse towels 132 quests two resorts in the Alps. With the full cooperation of the hotel and staff, guests were left three messages regarding the reuse of towels and each was placed near the sink in the bathroom.

Participants of this study were 132 hotel guests who spent their holiday in one of two hotels in Central European alpine resorts that were selected for this study. Data were collected over a six week span. Guests were not aware that they were participants in the study, and were randomly assigned to one of three conditions. In each of the conditions, a message urged guests' participation in the towel reuse program, printed on signs with a mountain panorama background that were placed on washroom basin racks. Those signs were designed and produced by the authors. In the standard condition, the message focused on the importance of environmental protection without referring to any descriptive, normative information. In the hotel condition, the message focused on the behavior of fellow quests of the room, saying that "75% of guests in the room usually use their towel more than once". The hotels' room attendants collected the data and were blind to the hypotheses. They received a form in which the number of towels used was recorded, and were given careful instructions to ensure they understood the protocol. The experiment was in direct contact both with the management of the hotels as well as with the staff in charge for the respective rooms. Before the study, none of the hotels applied a norm-based towel reuse program. Attendants and administration staff were instructed to create an equal set of conditions across the hotel rooms. This resulted in a relatively equal distribution of hotel guests across the three condition standard (N=41), hotel (49) and room (42). As dependent variable, we calculated the average number of towels used per person per day. Due to the nature of this field experiment, collections of individual data was not possible. First, this would likely have resulted in suspicion about the normative appeals presented in the both rooms, and thus affected the actual towel behavior. And second, anonymity could not be fully guaranteed if guest questionnaires could be assigned to the rooms and thus, the experimental conditions.¹⁰¹

Segmentation of green consumers

Researchers are still trying to understand the behavior of green consumers from three different perspectives: the first examines consumers through demographic and socio-economic variables, the second takes into account the amount of information and knowledge that people have about environmental problems and issues, and the third involves values, lifestyles, personality traits and attitudes.¹⁰²

¹⁰¹ Reese G., Loew K.,(2013), Social Norms Enhance Environmental Behavior in Hotels, Journal of Social Psychology p. 97-100

¹⁰² Finger M.,(1994), From knowledge to action? Exploring the relationships between environmental experiences, learning and behavior, Journal of Social Issues, Vol.50, p. 179-197

Some authors define environmental responsibility as a green consumer lifestyle. People which choose such a lifestyle are characterized by the need for self-fulfillment. They are the ones who always seek to an advance and improve in every respect, and taking steps to challenge them.¹⁰³

While expressing their concern for the environment in different ways, with green consumers can recognize universal set of needs from which it derives behavior. According to J.A. Ottman¹⁰⁴ these needs are:

1. the need for control;
2. the need for change;
3. the need for information;
4. the need to maintain a lifestyle.

Based on the number of research studies have been made various attempts segmentation of consumers according to different criteria. The most famous and the most accepted segmentation is the one offered by the company Roper Starch Worldwide. According to Roper Starch Worldwide consumers according to their interest in the issues environment and activities in connection with this undertaking can be divided into five segments:¹⁰⁵

1. True-Blue Greens
2. Greenback Greens
3. Sprouts
4. Grouzers
5. Basic Browns

A truly green and greenback greens belong to the group of active environmental advocates, and they differ in the fact that they are first willing to devote their time and energy working with environmental issues, while others give their contribution in financial terms, whether it is premium price of green products or financial contributions environmental organizations. Sprouts express their concern for the environment only if one of them does not require much effort or cost. Grumbled think that the environmental concern of government and big companies and complain if they must do things that contribute to the preservation of the environment (eg. separate waste for recycling). In fact, they believe they are too busy or do not have money to take part in something like that and nothing can change significantly. Browns unlike Grouzers are not trying to find an excuse for their inaction in environmental terms. They simply do not care

¹⁰³ Franjić Z., Paliaga M., Flego M., (2009), Rethinking marketing in a global economy, Witkowski, T.H., p. 247-263

¹⁰⁴ Grbac B., Meler M., (2008), Vrijednost za potrošače u dinamičnom okruženju, Ekonomski fakultet, Cromar, Rijeka, p.179

¹⁰⁵ Jain S.K., Kaur G., (2004), Green Marketing: An Attitude and Behavior Analysis of Indian Consumers, Global Business Review, Vol.5, p.187-205

because they believe that environmental problems are not serious and that there are many important things about which should take care.¹⁰⁶ The most important characteristics of these five consumer segments shown are summarily in Table 3

Table 3. Features of five segments of green consumers

	True-Blue Greens (11%)	Greenback Greens (5%)	Sprouts (33%)	Grouzers (18%)	Basic Browns (31%)
FEATURES	-Political active (75% will definitely vote) -Highly educated (40% university diploma) -The accompanying environmental report large companies -Environmentally active -The probability that donate money to environmental associations or contact politicians	-The highest household income -The so-called. "White-collar" and Executive managers -The youngest group (average age 39 years) -62% female	-The oldest group (average age 46 years)	-Maximum probability that have children who live with them household	-The lowest income households · lowest education level · The least politically Active

Source: Holt, E.A., Holt, M.S., (2004), Green Pricing Resource Guide, Prepared for American Wind Energy Association, Ed Holt & Associates, Inc., p. 41.

5.4. Social Responsibility and green hotels

For a while, there are indicators that show that tourism slowly becoming aware of their responsibilities, and that it can be used as an instrument for solving urgent problems. Here is also the thoughts and the increasing number of modern green hotel. Green hotels are specific for its design and in particular, built-in materials, organization of work operations (solar heating and energy consumption, recycling), equipment (ecological linen), and content (healthy food), the maximum in the function of preserving the natural environment in which they are located. The ecological component of their products is now very desirable and in demand.¹⁰⁷

Corporate Social Responsibility (CSR) has a wide range of meanings, translations and definitions. For most companies it is a relatively new concept (appeared in the 90s), which goes beyond the field of employee management, ethics in the workplace, and relations between individual industries.

¹⁰⁶ Kalafatis S.P.,Pollard M.,East R.,Tsogas M.H.,(1999), Green Marketing and Ajzen's theory of planned behavior, a cross market examination, Journal of Consumer Marketing, Vol.16,No.5,p. 441-460

¹⁰⁷ Čačić K.,(2012),Poslovanje hotelskih preduzeca, Univerzitet Singidunum, Beograd, p.126-127

But, to clarify at the outset-Corporate Social Responsibility is not just a regular payment of taxes, regularly reporting employees (payment of contributions, the absence of "black labor", etc.), fostering of good relations with customers, suppliers, intermediaries... In a developed society this is-understood! Simply put, the social responsibility of entrepreneurs all that as an entrepreneur voluntary do and show that we care about our employees, marginal groups of people, young people, the environment, the mid-local communities in which we operate, animal and plant species, all around us...¹⁰⁸

Based on past experience, foreign multinational companies, identifies key benefits of investment in corporate social responsibility:¹⁰⁹

- Increase sales and share in the market consumers more likely to buy brands that support social objectives;
- Strengthening the position of the brand - consumers pay increasing attention to the emotional, psychological and sociological aspects of brand image, transcending questions of functionality and rational benefits having from product. The strategic thought-out social initiatives can be achieved brand differentiation compared to the competition. In addition, if customers and consumers' perceptions company as ethical and socially responsible, more likely to be loyal to his brand;
- Strengthening of corporate image and influence - the company which, apart from observing the law, voluntary align their operations with some of the standards socially responsible behavior in business is not only to meet the prescribed requirements, but time gain confidence and favor state and local authorities, and thus less subject to their control;
- Strengthening opportunities for attracting, motivating and retention of employees - in addition to salary, description job and advancement opportunities, employee more and more companies are estimated on the basis their corporate culture, dominant values and willingness to engage in social useful initiatives;
- Reduction of operating costs – enterprises adopt environmental initiatives, which aim to reduce waste, reusing materials, recycling, saving water and electricity reduce operating costs and increase revenue from non-refundable assistance and benefits they receive as environmentally responsible businesses;
- Increase the attractiveness for investors and financial analysts - a positive social image can to increase the value of shares of the company, because the market more to appreciate companies that are less exposed social, environmental and ethical risks. The public monitored and published responsibility towards the environment and the social environment in investment (Socially Responsible Investment). An increasing number of mutual funds integrate criteria corporate

¹⁰⁸ Krkac K.,(2007),Uvod u poslovnu etiku I korporacijsku društvenu odgovornost, Mate,Zagreb, p.381

¹⁰⁹ Kotler F.,Li N.,(2007),Korporativna društvena odgovornost:uciniti najvažnije za svoju kompaniju I za izabrani društveni cilj:najbolje prakse vodećih kompanija,Hesperija, Ekonomski fakultet, Beograd, p.12-21

social responsibility in its selective process, and denying loans to companies that do not comply with certain standards environmental and social environment. Company it takes a lot of time to gain positive reputation, but it can be quickly compromised incidents such as corruption scandals or damage to the environment. Such events can attract undesired attention of the courts, the government, NGOs and the media, and that the company inflicts a lot of damages, and endangers the value of its action. Building a company culture that is positive refers to the social and ecological environment; can neutralize these types of risk.

Acceptance of the concept of corporate social responsibility and information about the environment, through various forms of communication, the company begins to differs from its competitors, and this may allow better positioning in the market, due to greater customer loyalty their positive performances by the gain of the company, and consequently, higher sales of its products and services. In addition, application of the concept of corporate social responsibility business has the following advantages: increasing reputation with financial institutions and easier credit, increasing share prices in the stock market, attracting and retaining high-quality personnel, reduce operational operating costs and long term, increase profits. In an effort to improve some aspect of environmental community in which it operates, the company can connect with other social actors in the community (such as civil society organizations, governmental and non-governmental organizations, professional associations, academic institutions, etc.).¹¹⁰

5.5. Top Ten Green Hotels

Because of the importance of the hotel industry in the international economy, many have adopted a number of green technologies to assist in making the environment better. Here is what ten hotels are doing around the world to make the world greener:¹¹¹

1. **Daintree Eco Lodge and Spa - Queensland, Australia**, is located in the oldest rainforest in the world. This Eco Lodge and Spa uses a number of sustainable energy practices, including solar power, and low energy LED lights. The hotel even has its own personal organic farm that it uses to grow produce used in the meals at the hotel. This hotel is involved in ecotourism to preserve and protect natural properties, including mangroves, river systems, and the rainforest. They have developed a number of management systems to guarantee a number of best practices are carried out each day, including energy management, environmental management, and waste management. Daintree also works with the Australian Greenhouse Office and complies with international sustainable tourism standards set up by the World Conservation Union, World Tourism Organization, and the International Ecotourism Association.

¹¹⁰ Veljković D., Petrović D., (2009), Korporativna društvena odgovornost I značaj njene promocije, Časopis za marketing teoriju I praksu, Vol.41, N. 1, p.29

¹¹¹ <http://cleantechies.com/2011/06/23/top-ten-greenest-hotels-around-the-world/>



Source: www.travelweekly.com/Hotels/Daintree-Australia/Daintree-Eco-Lodge-Spa

2. **Chumbe Island Coral Park in Zanzibar, Tanzania** was created on the island to showcase environmental protection, including the coral reef ecosystem. This park is known worldwide for its intense eco-tourism by using 100 percent solar power and water heating, composting toilets, rainwater collection and grey water systems. Chumbe Island Coral Park is known for having one of the healthiest reef ecosystems throughout East Africa. The hotel is listed as a Long Run Destination, meaning that it strives for high standards of sustainability through the complete balance of commerce and conservation.



Source: www.hotelclub.com/blog/world-10-best-eco-friendly-hotels-and-resorts

3. **Hotel Alexandra in Copenhagen, Denmark** is more than one hundred years old but has been revamped to be more sustainable as Copenhagen is known for a number of green

initiatives. The entire structure of Hotel Alexandra is completely carbon neutral. The hotel has been awarded the Green Key from the Green Key Eco-Rating Program, which is an international eco-label tourism organization. They won this award due to the large number of eco-friendly features, including an organic breakfast buffet and a floor that is 100 percent free of allergens.



Source: www.hotelalexandradenmark.wordpress.com/copenhagen-hotel

4. **Adrere Amellal in the Siwa Oasis, Egypt** is located along the foot of the White Mountain and provides insight into the rigors and thrills of desert life. What is the most impressive feature of this rustic hotel is the fact that this 39 room hotel does not even have electricity. All lighting is done by beeswax candles and all meals are made strictly using organic ingredients. There is natural ventilation that uses the dry climate in the desert. This has decreased the cost of energy and maintenance plus completely reduces the carbon footprint to almost zero. They use bio-gas technologies and water comes from a natural spring that is on site. All food waste is composted and most items on site are biodegradable.



Source: www.compasstraveleg.com

5. **Devil's Thumb Ranch in Tabernash, Colorado** has received the Environmental Protection Agency Award for Responsible Development and Historic Preservation. Located on 5,000 acres of land, the structure only takes up about 8- acres, and the rest of the land is used as a preservation point for exotic wildlife. All the buildings at the ranch are heated using geothermal energy to reduce total dependence on electricity and natural gas. Dual flush toilets are used to conserve water and florescent light bulbs are utilized. The ranch has a number of recycling initiatives implemented, all cleaning and spa products are biodegradable, natural and organic, all restaurants on site use sustainable, organic, and locally grown produce and meats when they can, and linens are changed every three days (unless otherwise requested) to conserve energy and water.



Source: www.destinationcolorado.com/blog/devils-thumb-ranch/

6. **Hotel Mocking Bird Hill in Port Antonio, Jamaica** has practiced sustainability for over 15 years and has won a number of awards including the Green Globe Certification award and the American Express/CHA prize for most Environmentally Friendly Small Hotel. Some of the things the hotel does includes solar energy, rainwater harvesting, natural air conditioning, anaerobic wastewater treatment, low chlorine pool that runs on renewable energy, no pesticides and insecticides used on the gardens, and utilizing local organic items then they can. The hotel also promotes an active waste avoidance policy – whenever possible, the hotel minimizes, reuses, and recycles waste products.



Source: www.earthtimes.org/ecotourism/hotel-mocking-bird-hill-port-antonio-jamaica/

7. **Strattons Hotel in Swaffham, England** is not only known for the multitude of activities it offers or its breathtaking location along the Norfolk coastline, but is also widely recognized for the number of energy efficient measures it has taken. Food, rooms, and services use natural products that are sourced locally and organically when they can to promote the environment and the earth. The Strattons Hotel continually monitors its energy use, water management, and waste reduction. Furthermore, guests that come to the hotel via public transportation are provided with a ten percent discount on their stay.



Source: www.tripadvisor.co.uk

8. **Gaia Napa Valley Hotel and Spa in American Canyon, California** is the first Gold LEED certified hotel in the world. The Gaia Napa Valley Hotel and Spa utilizes a number of energy efficient techniques, including water usage reduction techniques, natural lighting via solatube tubular skylights, and organic cleaning products. All materials that are wood-based are Forest Stewardship Council approved and the carpeting is made using recycled materials. The hotel has been able to reduce water use by 40 percent through the use of a number of techniques, including DDLow flush toilets and the use of recycled water in the koi pond. Other features include energy efficient HVAC systems, low energy

transmittable windows, a cool reflective roof, recycling bins in all rooms and throughout the property, and bulk soap dispensers to reduce plastic packaging associated with mini soap and shampoo bottles.



Source: www.hotelsharbor.com/gaia_napa_valley_hotel_and_spa_in_vallejo/

9. **Soneva Fushi Resort in Baa Atoll, Republic of Maldives** has won a number of awards for the green initiatives it has made, including winner of The President of the Maldives' Green Resort Award for several years. In 2010, the hotel became 100 percent carbon neutral. Environmental initiatives include increasing energy efficient, reducing resource waste and consumption, preventing the release of harmful toxins throughout the environment, and island preservation. The hotel uses natural ventilation, sources materials locally, installed energy saving light bulbs, pools use filtered seawater, collects rainwater, has a waste management program, and the resort was designed to minimize the overall impact to the island's natural environment.



Source: www.maldivesexclusive.com/maldives-resorts-detail/soneva-fushi

10. **Quarterage Hotel in Kansas City, Kansas** started going green in 2007 with complete renovations and has not gone back. The eco-plan contains a number of points. The hotel only uses Energy Star products, including digital guestroom thermostats and florescent light bulbs, utilizes environmentally friendly cleaning chemicals, gets 100 percent post consumable recycled products for all tissues, toilet paper, paper towels, paper coffee cups and other items, puts recycling bins in every room, and has a number of water conservation techniques.



Source: www.hotel-online.com/Quarterage-hotel/

6. EXAMPLE: THE RELATIONSHIP EMPLOYEES AND CONSUMERS- HOTEL "ASHWORTH BY THE SEA"

In a period from 15.06.2013 to 01.10.2013, I was on a Work and Travel program in the hotel Ashworth by the Sea (295 Ocean Blvd, Hampton, NH, United States), and that experience helped me a lot to understand the topic business of the hotel company. Through practical work I trained for housekeeping, work in the kitchen, at the reception, at the bar, like the waiters assistant (a busser or food-runner).

Based on mine observations, I can conclude that the role of every employee is equally important for consumers of hotel services, whether guests, with them entering into a contact directly or indirectly. The essence is always the same: mutual satisfaction and profits, both for customers as well as for the hotel companies.

After a month spent in the kitchen, I came to the following conclusions: Number one on the importance is cleanliness, whatever the category of the hotel to do. Employees in the kitchen must take care of hygiene, and that their work efficiency assisted other employees in the sector. Patience, dynamism, efficiency are implied. Employees are under a lot of pressure and stress in the season, but through teamwork succeeds in keeping a smile on face and to stick together. The kitchen is the sector, which in my personal opinion functions best in the entire hotel.

Conflicts with the guest must be avoided at all costs. Hotel is a specific institution, because it can enable each man, that at the price been paid hotel rooms during of his stay, to be a lord. It does not matter about who is question, no matter how his purchasing power was large or small, if he is a hotel guest, he is in a position to for his money seekers and requires effort. There were various instances in which the hotel guests were demanding some unusual things, so I'll be free to say that it was about the "whims" but whatever they are, must be observed. Under no circumstances, must not be allowed to go away unhappy or disappointed, because they are guests, the most common number of cases, those who will never come back, and the costs of lost guests are large.

When we talk about the reception, she like the heart of hotel, plays a major role. In direct contact with the guests, welcoming and following guests, solves his problem, suggestions and other supporting services (eg, awakening, calling taxis etc.). Receptionists its guests called by name as often that as possible, in order to feel closeness, and to feel separate by the masses, as someone who is received the deserved attention.

Next to the kitchen and reception, there is the so-called. the housekeeping. According to one study, statistics showed that the scale of discontent in providing hotel services, which are consumed business travelers during their stay in Serbia, most complaints was on the stuffy rooms. We should not repeat as cleanliness and tidiness are important and absolutely necessary.

The maids have responsibilities to cleaning up and keep clean rooms where guests stay, but their presence does not endanger their privacy. They have to be discreet, polite and smiling, and strictly take care of the personal belongings of guests, that can't be damaged or executed. There are three categories of rooms, with regard to their cleanliness ie (un) preparedness for their issuance to new guests. They are dirty, clean and inspected. As soon as a guest leaves the room, she is listed as 'dirty' (this is immediately seduced), when the maid clean room, put the note 'cleen', and then check main housekeeping maid service, and is then marked as 'inspected' when the room is ready for rent. In some hotels, an additional step forward is, when the general manager checked the room after housekeeping. In this hotel it was not the case.

While this job seems too monotonically, is actually very creative. The basic question is: 'How to lure guests in this particular hotel?' I think that the answer to this question lies in the old one: A good voice can be heard far away. Good service is certainly the best advertising. If you spot our guests a nice space, friendly staff, good quality and fast service, and in addition that price is a very affordable, their selection is over. In this way the circle of beneficiaries is slowly spreading.

For the end, I will once again return to the smile, which costs nothing, but means a lot. Nobody like to be in an environment sullen person, and 'one honest smile and we have 'open all the doors'. The environment certainly reacts on that.

CONCLUSION

During the history understanding the consumer is becoming more advanced. Consumers have become increasingly concerned about the spiritual needs and the common good, as opposed to material needs and uses. Therefore material assets are no longer a goal, but also a means to achievement of a better quality of life. It is perfectly clear that tourism can be developed and only be understood if we understand the interrelationships in his system. Based on the fact that tourists are the ones who will over time create more their journeys, in order to predict future tourism trends, it is necessary to discover their motives and attitudes, what they want and what they are ready to pay. However each brand, whether it's a tourist company or destination, needs to know what kind of satisfaction consumer wants to achieve by purchasing its tourism product and about what they want to be informed. As such, expectations are formed as a product of past experience, the quality of the tourism product can be defined as the subjective experience of the consumer. Keeping in mind that the expectations are quickly learn and incredibly difficult to change, consumer behavior is therefore usually a learned behavior. Consequently, tourists are becoming more demanding, more experienced, they are looking for a higher quality of service for the invested funds, and their needs, expectations and preferences are becoming increasingly complex.

Definitely the most dominant influence on consumer decisions has a personality factors. Personality reflects individual differences, is consistent and durable and can be changed. The overall consumer behavior is associated with their attitudes. Attitude is a learned behavior tendency to consistently acceptable or unacceptable manner in relation to the certain object.

Because of the specificity of their products, for the tourist company is particularly important psychological consumer research. Travel companies sell services that be observed after the certain time are used, which carry dose of risk and the consumer simply needs to have trust in a company, how could use his services. Negative attitudes of consumers, can be devastating for their business. Therefore, it is necessary to constantly explore the opinions and attitudes of consumers and to discover the negative attitudes on time and do everything how they can as soon as possible the changes for the better. You need to offer consumers what they expect and why it will change their attitude, if it has been bad, and get the necessary incentives for the purchase of its products. The success of the company, depend on his willingness to invest in psychological research and the ability that the collected information use in the best possible way.

Human resources are the most important resources in any hotel companies that have a key role in realizing goals of the organization and business operations competitive advantages. Therefore, according to them, must express the highest level of attention and interest. Without people and their potentials there is no organization and its success.

Good business results are originating from satisfied and loyal customers, as a result of service quality (for a given price). At the same time, good service is the result of a service process that depends primarily on the satisfaction and productivity of employees "on the first line." Appropriate behavior toward guests, politeness, can be manifested only if the worker is really motivated and satisfied. Satisfied and loyal worker is a good worker. So today, a modern company in the first plan, needs to put their employees. Employees come first, and guests on the second place. For all these reasons, we focus on employees, how the final consumer satisfaction been sure.

The organization which has a bad way of managing human resources can't be successful, because therefore occurs dissatisfaction of employees, reduced employee productivity and customer satisfaction, increase the costs and reduce the revenues. Then, the organization loses its ability of development and competitive advantage, and it leads to the question about the survival of the company.

One of the main components of the energy consumption on the tourist destinations are accommodation facilities. Of all forms of accommodation, the hotels consume the most energy per visitor, because they have energy-intensive facilities and services, such as bars, restaurants, laundries, swimming pools and so on.

Last few years the world are increasingly represented the so-called "green" hotels that are trying to respect the rules of ecological pollution of the environment reduce to the minimum. The aim of the concept of "green" hotel is to significantly reduce energy and water consumption, carbon dioxide emissions and reduce to the minimum environmental pollution.

Green will be determined by constantly changing with the development of new materials and our understanding of what it means to be "sustainable". While details of green are not exactly determined, there is general agreement that, if we want sustainable hotel, we had to use a material that improves energy efficiency, reduce waste and pollution, preserved natural resources...

By introducing of green policies and similar habits in the hotel business is achieved and reinforces the social and team spirit, because in the process of deploying employees practice facing the environment. Finding out that their activities have contributed something positive raises the motivation of employees to behave in an environmentally responsible manner. Considering that motivated staff-productive staff, we can expect an increase in productivity in the collective.

Green hotels are not designed to increase the number of tourists, but after numerous researches are willing to pay even more to look for such hotels, so investment in this project are pretty worth.

Green consumers may be identified as the one that meets their needs and desires is looking for a product that has a minimal negative impact on the environment. These are educated consumers and as a target market is very interesting, although much larger markets makes these others, ie. the passive towards environmental protection.

Green consumers feel personal satisfaction of contributing. Today consumers are increasingly concerned about different problems and environmental issues, and therefore the purpose of sustainable tourism development is necessary to better informed them in which way they can help. The practices used in the hotel, can very easily start using in the private life.

Successful management of human resources has a positive impact to the entire hotel operations. When company have a motivated and satisfied employees, from the service line to the highest position, with the corporate culture oriented on services and consumers, the success is guaranteed.

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