



UNIVERZITET CRNE GORE
FAKULTET ZA TURIZAM I HOTELIJERSTVO

Stari grad 320 - 85330 Kotor - Crna Gora
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Broj: 01- 370
Kotor, 28.02.2020. g.

UNIVERZITET CRNE GORE
Centar za doktorske studije
N/r Direktora
Prof. dr Predraga Miranovića

Poštovani,

Molim Vas da u skladu sa Pravilima Doktorskih studija Univerziteta Crne Gore, imenujete Komisiju za ocjenu doktorske disertacije pod nazivom „Konceptija satisfakcije potrošača u hotelskoj industriji Crne Gore“, kandidata mr Olivere Blagojević.

U prilogu Vam dostavljamo dopunjenu dokumentaciju:

- D2 obrazac
- Potvrdu o predaji doktorske disertacije organizacionoj jedinici
- Odluku Vijeća o imenovanju komisije za pregled i ocjenu doktorske disertacije br. 01-248 od 13.02.2020. godine
- Kopiju radova kandidata publikovanih u časopisu sa odgovarajuće liste
- Saglasnost mentora
- Bio-bibliografija kandidata
- Bio-bibliografije sa odlukama o izboru u zvanje predloženih članova Komisije

Srdačno,

Koordinator rada FTH
Prof. dr Đurđica Perović
Đurđica Perović

ISPUNJENOST USLOVA DOKTORANDA

OPŠTI PODACI O DOKTORANDU			
Titula, ime, ime roditelja, prezime	Msc Olivera (Milivoje) Blagojević		
Fakultet	Fakultet za turizam i hotelijerstvo, Kotor		
Studijski program	Turizam		
Broj indeksa	6/2010-T		
NAZIV DOKTORSKE DISERTACIJE			
Na službenom jeziku	Konceptija satisfakcije potrošača u hotelskoj industriji Crne Gore		
Na engleskom jeziku	Consumer Satisfaction Concept in the Hotel Industry of Montenegro		
Naučna oblast	Marketing u turizmu		
MENTOR/MENTORI			
Prvi mentor	Prof. dr Božo Mihailović	Ekonomski fakultet, Univerzitet Crne Gore	Marketing
KOMISIJA ZA PREGLED I OCJENU DOKTORSKE DISERTACIJE			
Prof. dr Rade Ratković	Univerzitet „Adriatik“ - Bar	Turizmološke discipline i hotelski menadžment	
Prof. dr Božo Mihailović	Univerzitet Crne Gore	Marketing	
Prof. dr Andriela Vitić-Ćetković	Univerzitet Crne Gore	Marketing u turizmu i hotelijerstvu	
Datum značajni za ocjenu doktorske disertacije			
Sjednica Senata na kojoj je data saglasnost na ocjenu teme i kandidata	31.05.2012.		
Dostavljanja doktorske disertacije organizacionoj jedinici i saglasnost mentora	23.12.2019. 30.12.2019.		
Sjednica Vijeća organizacione jedinice na kojoj je dat prijedlog za imenovanje komisija za pregled i ocjenu doktorske disertacije	13.02.2020.		
ISPUNJENOST USLOVA DOKTORANDA			
U skladu sa članom 38 pravila doktorskih studija kandidat je cjelokupna ili dio sopstvenih istraživanja vezanih za doktorsku disertaciju publikovao u časopisu sa SSCI/A&HCI liste kao prvi autor.			
Spisak radova doktoranda iz oblasti doktorskih studija koje je publikovao u časopisima sa (upisati odgovarajuću listu)			
<ul style="list-style-type: none"> Popović- Blagojević. O., Delibasić M., Ognjanović, I. (2018), „The perception of the tourist services quality with model for predicting the likelihood of returning to the 			

destination“,” *International Journal of Scholarly Papers, Transformations in Business & Economics (TIBE)*, Vol.17, No 3 (45), pp. 206-220. (SSCI lista)
<http://www.transformations.knf.vu.lt/45>

- Popović- Blagojević et al. (2018), „Modeling perceived quality, customer satisfaction and probability of guest returning to the destination“, *Montenegrin Journal of Economics*, Vol 14, No 1, 69-78. (SCOPUS) <http://mnje.com/en/vol-14-no-1>

Obrazloženje mentora o korišćenju doktorske disertacije u publikovanim radovima

Za mentora je imenovan prof. dr Božo Mihailović na sjednici Senata održanoj 31.05.2012. godine, a imenovani je saglasan da je kandidatkinja mr Olivera Blagojević ispunila sve uslove za nastavak procedure, tj. u proces imenovanja Komisije za pregled i ocjenu doktorske disertacije, što je i dokumentovano verifikovanom saglasnošću istog 23.12.2019. godine.

Mentor takođe ističe da je kandidatkinja u objavljenim radovima redom na SSCI i SCOPUS listi “The perception of the tourist services quality with model for predicting the likelihood of returning to the destination“, *Transformations in Business & Economics* (ISSN 1648-4460) „Modeling perceived quality, customer satisfaction and probability of guest returning to the destination“, *Montenegrin Journal of Economics* (ISSN 1800 6698), koristila rezultate iz doktorske disertacije na adekvatan način. U navedenim radovima prezentovani su djelovi doktorske disertacije u skladu sa Pravilima doktorskih studija.

Dobijeni model vjerovatnoće povratka turista u destinaciju, na primjeru Crne Gore, prikazan je u objavljenom radu „The perception of the tourist services quality with model for predicting the likelihood of returning to the destination“ („Percepcija kvaliteta turističkih usluga i model predviđanja vjerovatnoće povratka u destinaciju“. Dobijeni rezultati istraživanja ukazuju na statistički značajnu povezanost zadovoljstva s ukupnom hotelskom uslugom, turističkom ponudom mjesta i visokim stepenom vjerovatnoće povratka gostiju u destinaciju.

Datum i ovjera (pečat i potpis odgovorne osobe)

U Kotoru,
 28.02.2020.



Koordinator rada FTH

Durdina Pecovic

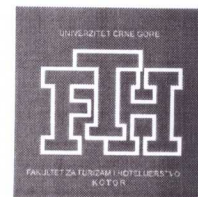
Prilog dokumenta sadrži:

1. Potvrdu o predaji doktorske disertacije organizacionoj jedinici
2. Odluku o imenovanju komisije za pregled i ocjenu doktorske disertacije
3. Kopiju rada publikovanog u časopisu sa odgovarajuće liste
4. Biografiju i bibliografiju kandidata
5. Biografiju i bibliografiju članova komisije za pregled i ocjenu doktorske disertacije sa potvrdom o izboru u odgovarajuće akademsko zvanje i potvrdom da barem jedan član komisije nije u radnom odnosu na Univerzitetu Crne Gore



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Broj: 01- 248
Kotor, 13.02.2020. g.

Na osnovu člana 64 Statuta Univerziteta Crne Gore i člana 33. Pravila doktorskih studija (2004. g.), Vijeće Fakulteta za turizam i hotelijerstvo, na sjednici održanoj 13.02.2020. godine, donijelo je:

ODLUKU

Utvrđuje se da su ispunjeni uslovi iz člana 30 Pravila doktorskih studija (2004. g.), te se predlaže Senatu Univerziteta Crne Gore da da saglasnost na predlog Komisije za ocjenu doktorske disertacije pod nazivom: „Konceptcija satisfakcije potrošača u hotelskoj industriji Crne Gore“, kandidata mr Olivera Blagojević, u sastavu:

1. Prof. dr Rade Ratković, profesor emeritus Univerziteta „Adriatik“ Bar, naučna oblast Turizmološke discipline i hotelski menadžment, predsjednik komisije
2. Prof. dr Božo Mihailović, redovni profesor Ekonomskog fakulteta, u penziji, naučna oblast Marketing, mentor, član
3. Prof. dr Andriela Vitić-Četković, redovni profesor Fakulteta za turizam i hotelijerstvo, naučna oblast Marketing u turizmu i hotelijerstvu, član

Predsjedavajuća Vijeća
Kordinator rada FTH
Prof. dr Đurđica Perović
Đurđica Perović

Dostaviti:

- Senatu UCG
- Odboru centra za doktorske studije UCG
- a/a

UNIVERZITET CRNE GORE
FAKULTET ZA TURIZAM I HOTELIJERSTVO
KOMISIJI ZA DOKTORSKE STUDIJE

CRNA GORA - UNIVERZITET CRNE GORE
FAKULTET ZA TURIZAM I HOTELIJERSTVO

Primljeno:	23.12.2019.	
Org. jed.	Broj	Prilog
	3291	/

Predmet: Zahtjev za ocjenu doktorske disertacije

Molim vas da mi imenujete komisiju za ocjenu doktorske disertacije
„KONCEPCIJA SATISFAKCIJE POTROŠAČA U HOTELSKOJ INDUSTRIJI CRNE
GORE“.

Kotor,

Datum: 23.12.2019.

Kandidat

Olijera Blagojević

Olijera Blagojević
Pocvet

UNIVERZITET CRNE GORE
FAKULTET ZA TURIZAM I HOTELIJERSTVO

CRNA GORA - UNIVERZITET CRNE GORE FAKULTET ZA TURIZAM I HOTELIJERSTVO		
Primljeno:	23.12.2019.	
Org. jed.	Broj	Prilog
	3290	/

PISMENA SAGLASNOST

Saglasan sam da doktorski rad „Konceptija satisfakcije potrošača u hotelskoj industriji Crne Gore“, kandidatkinje Olivera Blagojević, krene u naredni proceduralni korak tj. da se imenuje Komisija za pregled i ocjenu doktorske disertacije, a s obzirom da sadrži sve neophodne elemente propisane za dalju proceduru.

Takođe, istakao bih da je kandidatkinja u objavljenim radovima koji su publikovani u časopisima indeksiranim na SSCI i SCOPUS bazi, koristila rezultate iz doktorske disertacije na adekvatan način, odnosno u navedenom radu su prezentovani djelovi doktorske disertacije prema Pravilima doktorskih studija.

Reference: Popović- Blagojević, O., Delibasić M., Ognjanović, I. (2018), „The perception of the tourist services quality with model for predicting the likelihood of returning to the destination“, *International Journal of Scholarly Papers, Transformations in Business & Economics (TIBE)*, Vol.17, No 3 (45), pp. 206-220.

ISSN 1648-4460

Popović- Blagojević et al. (2018), „Modeling perceived quality, customer satisfaction and probability of guest returning to the destination“, *Montenegrin Journal of Economics*, Vol 14, No 1, 69-78.

ISSN 1800-5845

ISSN 1800-6698

Kotor,

23.12.2019.

S poštovanjem,

Prof. dr Božo Mihailović





Univerzitet Crne Gore

01/2-3974/1
20.12. 19.

University of Montenegro

UNIVERZITET CRNE GORE
PRVIYU

20-12-2019.

3273

UNIVERZITET CRNE GORE

FAKULTET ZA TURIZAM I HOTELIJERSTVO

N/R KOORDINATORU, PROF. DR ĐURĐICI PEROVIĆ

Predmet: Evaluacija doktorske disertacije doktoranda Olivere Blagojević „Konceptija satisfakcije potrošača u hotelskoj industriji Crne Gore“ korišćenjem softvera *Ithenticate*

Poštovani,

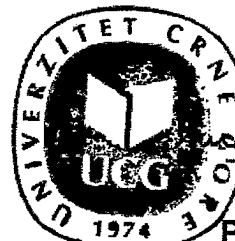
Saglasno članu 9 Odluke o korišćenju softvera za utvrđivanje plagijata na Univerzitetu Crne Gore, Odbor za doktorske studije je na sjednici održanoj 17.12.2019. t.g. izvršio provjeru elektronske verzije doktorske disertacije doktoranda Olivere Blagojević pod nazivom „Konceptija satisfakcije potrošača u hotelskoj industriji Crne Gore“ korišćenjem softvera *Ithenticate* dostavljene od strane Fakulteta. Nakon izvršene provjere, ustanovljeno je da u pomenutoj elektronskoj verziji doktorske disertacije nema elemenata koji bi se mogli tumačiti kao plagijat, saglasno kriterijumima propisanim članom 8 gore navedene Odluke. U skladu sa navedenim, postupak sticanja doktorske disertacije doktoranda Olivere Blagojević može da se nastavi u skladu sa Pravilima doktorskih studija.

U prilogu Vam dostavljamo izvještaj o provjeri predmetne doktorske disertacije generisan od *Ithenticate* softvera.

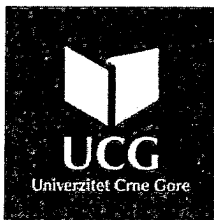
Srdačan pozdrav,

ZA ODBOR ZA DOKTORSKE STUDIJE

PREDSJEDNIK



Predrag Miranović
Prof. dr Predrag Miranović



UNIVERZITET CRNE GORE
FAKULTET ZA TURIZAM I HOTELIJERSTVO

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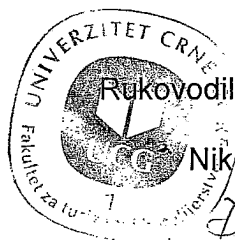


Broj: 05-18/1
Kotor, 13.01.2020. g.

Na osnovu službene evidencije i dokumentacije Fakulteta za turizam i hotelijerstvo, izdaje se:

POTVRDA

Mr Olivera Blagojević, student doktorskih studija, indeks br 6/T-2010, studijskog programa Turizam, na Fakultetu za turizam i hotelijerstvo u Kotoru, dostavila je ovom Fakultetu doktorsku disertaciju pod nazivom: „Konceptija satisfakcije potrošača u hotelskoj industriji Crne Gore“, dana 30.12.2019. godine, na dalji postupak.



Rukovodilac studijske službe

Nikoleta Dončić

BIOGRAFIJA

Olivera Blagojević rođena je 26.07.1975. godine u Nikšiću, gdje je završila osnovnu i srednju školu. Diplomirala je na Ekonomskom fakultetu u Nišu, 2002. godine, na smjeru privredni razvoj. Po završetku studija, 2004. godine, zasniva radni odnos kao pripravnik dipl.ecc. u prestižnoj hotelskoj kompaniji Montenegro Stars Hotel Group u Budvi. Pokazujući dobre rezultate u radu, krajem 2004. godine odlazi na specijalizaciju za F&B menadžment u hotelskom lancu „Aldiana” u Tunisu, a po povratku postaje F&B menadžer u hotelu „Montenegro” kategorije 4.*

Stipendirana od strane kompanije, postdiplomske studije upisuje 2006. godine na Fakultetu za turizam i hotelijerstvo u Baru, smjer Hotelijerstvo. Magistarski rad, pod nazivom „Upravljanje sektorom ugostiteljstva u hotelijerstvu” odbranila je 2008. godine.

Dopunski radni odnos zasniva na Fakultetu za internacionalni turistički menadžment, gdje je od septembra 2009. godine angažovana kao saradnik u nastavi, na grupi predmeta iz Marketinga i Hotelskih operacija na Fakultetu za biznis i turizam u Budvi, od septembra 2011. godine. Inspirisana daljim razvojem i usavršavanjem akademske karijere, školske 2010/2011., upisuje Doktorske studije na Fakultetu za turizam i hotelijerstvu u Kotoru.

Radni angažman u hotelskoj grupi Montenegro Stars završava u Martu 2013., nakon čega obavlja poslove na pozicijama Consulting Manager (VD direktor) butik hotela „Ziya” 5, (mart 2013- maj 2014.), Izvršni direktor incoming turističke agencije (turoperator specijalizovan za tržište Kine) Fly Montenegro Travel (Januar 2016.- Mart 2017.), u kojoj i danas obavlja konsultantske poslove iz domena primjene i implementacije sistema upravljanja kvalitetom i sigurnosti informacija.*

Trenutno obavlja poslove poslovnog savjetnika iz oblasti primjene i implementacije ISO standarda (ISO 9001:2015; ISO 14001:2015; ISO 27001: 2013;) i primjene HACCP principa bezbjednosti hrane.

Pohađala je više specijalističkih kurseva i seminara (27.-31. maj 2019. Kurs za vodećeg provjerivača QMS: ISO 9001:2015; 28.- 02. novembar 2019, Kurs za vododećeg provjerivača EMS: ISO 14001:2015; „Program za žene u biznisu – radionica za razvoj preduzetničkih vještina”- Aktivno rukovođenje, 21-22- Mart 2017, Podgorica, „Going Digital” (27. i 28. Septembar i 5-6. Oktobar 2016.) u organizaciji EBRD, Haccp sertifikat – menadžer za bezbjednost i kvalitet proizvoda, 2007 Sertifikat o položenom kursu za somelijera mart 2007,

Bečići, Crna Gora; F&B training in "Aldiana Tunesian", "Aldiana Djerba Atlantide" -
trening i obuka za rad u F&B menadžmentu, novembar-januar 2004/2005, Tunis).

Bibliografija

Msc Olivera Blagojević- Faculty for Tourism and Hotel Management

Adress: Kotor, Montenegro

Mobile: +38269213467

Email: blagojevica@t-com.me

Nationality: Montenegrin

Date of birth: July 26, 1975.

1. OBJAVLJENI RADOVI U ČASOPISIMA INDEKSIRANIM U MEĐUNARODNIM BAZAMA

1.1. Objavljeni radovi u časopisima indeksiranim u međunarodnim bazama (SSCI)

- Popović- Blagojević. O., Delibasić M., Ognjanović, I. (2018), „The perception of the tourist services quality with model for predicting the likelihood of returning to the destination“, *International Journal of Scholarly Papers Transformations in Business & Economics (TIBE)*, Vol.17, No 3 (45), pp. 206-220.

1.2. Objavljeni radovi u časopisima indeksiranim u međunarodnim bazama (SCOPUS)

- Popović- Blagojević et al. (2018), „Modeling perceived quality, customer satisfaction and probability of guest returning to the destination“, *Montenegrin Journal of Economics*, Vol 14, No 1, 69-78.

2. Objavljeni radovi u časopisima indeksiranim u ostalim međunarodnim bazama

- Popović- Blagojević O. (2015), „The research of consumer satisfaction, case: Montenegro Stars Hotel Group (Montenegro)“, *Proceedings of the Faculty of Economics in East Sarajevo*, Year 2015 Issue 11, pp. 75-81.

3. RADOVI NA NAUČNIM SKUPOVIMA

- Blagojević Popović, O. (2010), „Strateško pozicioniranje hotelskog preduzeća na primjeru Montenegro Stars d.o.o u uslovima globalne ekonomske krize”- Zbornik radova Ekonomskog fakulteta, (303-315)

- Podgorica *Međunarodna konferencija „Globalni razvojni izazovi u 21. vijeku - Rusija i Crna Gora“*, Univerzitet Crne Gore, Podgorica, Crna Gora.
- Popović- Blagojević O. (2016) „The education and science contribution to the tourism of Montenegro“. Ninth International Scientific Conference - Topic: The Teacher of the Future; June 17-19.2016, Durres. *KNOWLEDGE International Journal*, N.13 (ISSN 2545-4439 printed); ISSN 1857-923X e-version)
 - Popović- Blagojević. O. (2017), „ Contemporary management styles within the catering industry in Montenegro“. Thirteenth International Scientific Conference -Topic: THE TEACHER OF THE FUTURE; 25-28.maj 2017., Budva. *KNOWLEDGE International Journal*, N.13 (ISSN 1857-92)

3.1. RADOVI NA NAUČNIM SKUPOVIMA ŠTAMPANI U IZVODU

- Popović- Blagojević. O. (2018), "The concept of customer satisfaction in the function of customer loyalty“. In Book of Abstracts of the II International Conference SER 2018 "New trends and best practices in socioeconomic research", (40), Igalo, Herceg Novi. (ISBN 978-9940-673-18-5)
- Popović- Blagojević. O (2019), „The concept of child friendly tourism in the function of product development: case of Montenegro“. In Book of Abstracts of the II International Conference SER 2019 "New trends and best practices in socioeconomic research", (59-60). Igalo, Herceg Novi. (ISBN 978-9940-673-18-5)

4. MAGISTARSKI RAD

- **Blagojević, O. (2008).** *Upravljanje sektorom ugostiteljstva u hotelskoj industriji*, Fakultet za turizam. Bar. Univerzitet Mediteran.

5. NAUČNI I BILETAREALNI PROJEKTI

- Predavač na kursu za stručno usavršavanje kadrova u turizmu, EU projekat „Mladi, žene i dugoročno nezapošljeni na tržištu rada u Crnoj Gori“. Fakultet za biznis i turizam, Budva, jun i oktobar, 2017. godine.
- Predavač na kursu „Specijalizacija turističkih vodiča za Podgoricu“ u organizaciji fakulteta za biznis i turizam u Budvi i Turističke organizacije Podgorica, 05 - 22. mart 2018. godine.
- Predavač na regionalnoj radionici za razmjenu znanja „Child friendly tourism“, u organizaciji ADP ZID, hotel „Aurel“, Podgorica, 19-21- april 2019.
- Predavač na drugom modularnom treningu „Child friendly tourism“ ADP ZID, Skadar, Albanija, 27-29 mart 2019. godine.

- Predavač na prvom modularnom treningu „Child friendly tourism“ ADP ZID, hotel „Princess“, Bar, 13- 15. mart 2019. godine.



Modeling Perceived Quality, Customer Satisfaction and Probability of Guest Returning to the Destination

OLIVERA BLAGOJEVIC POPOVIC¹, VINKO NIKIC², IVA BULATOVIC³,
and MILICA DELIBASIC⁴

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E-mail: blagojevico@t-com.me

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ARTICLE INFO

Received December 01, 2017
Revised from December 27, 2017
Accepted February 23, 2018
Available online March 15, 2018

JEL classification:

L83.

DOI: 10.14254/1800-5845/2018.14-1.5

Keywords:

consumer satisfaction,
quality,
marketing strategies,
tourism industry

ABSTRACT

In the hotel industry, it is a well-known fact that, despite of quality and variety of services provided, there is a low probability that the guests will return. This research is focused on identifying the basic factors of the hotel offer, which could determine the influence on the correlation between the guests' satisfaction and the probability of their return. The objective of the article is to explore the relationship between the guests' satisfaction with the quality hotel services in total (including the tourist offer of the place) and the probability of his return to the same destination. The questionnaire method was applied in the survey, and the data were analysed based on factor analysis. Thereafter, the model for forecasting the probability of the guests returning to the destination was established, by using the example of Montenegrin tourism. The model represents a defined framework for the guest's decision-making process. It identifies two main characteristics of guest experiences: satisfaction and rated quality (of the destination's overall hotel service and tourist offer). The same model evaluates the impact of the above factors on the probability of the guests' returning to the same destination. The starting hypothesis was the existence of a high degree of correlation between the guests' satisfaction (with the destination's hotel services and tourist offer) and the probability of returning to the selected Montenegrin destinations. The research confirmed the above-mentioned hypothesis. The results have revealed that there are significant differences in perceived quality, i.e. satisfaction between the target groups of Eastern and Western European tourists.

INTRODUCTION

In modern business conditions, marketing philosophy has experienced a shift from mass to individual marketing, from the effort to create a "superior product" towards a very satisfied and loyal customer. The growing tourist demand and increasingly demanding consumers of the tourist product are the biggest stimulus for further development of the tourist offer in all of its forms, consequently, also the growing competition in this branch. The current international market situation is significantly different from the previous years due to the negative effects of the economic crisis, terrorism and other unfavourable trends in the environment. In the new market conditions, the key issue is to op-

timize the quality of the service, in order to maximize profit and, at the same time, consumer satisfaction. The needs of tourists must be synchronized both territorially and temporally in tourism, in order to ensure the unity of the perfect service process. According to economic theory and practical experience, the importance of the perceived value of products and services grows during periods of economic recession. (Korda et al, 2009, p.).

The motive of the research. An important practical experience in the touristic management has motivated the authors of this study to, by using the previously utilized researching methods, complete the study of the perceived quality and the customer satisfaction in the function of predicting the probability of return (Popović, 2018). Therefore, the goal and the task of the conducted research is focused on encouraging management in the hotel and tourism industry to continually question the offered quality of service by using interactive communication with consumers. Taking into consideration the fact that the basic goals of each tourism company are the satisfaction of tourists and the financial result, Vetitnev et al. (2013) points out that tourist satisfaction is an important indicator of the tourist destination performance and its financial results.

Review of literature and previous research. Bearing in mind the aim of this paper the literature review shall provide a cumulative review of the research in the field of tourist satisfaction with the destination offer; a rather detailed review of research in the area of hotel guests' satisfaction and a review of the most significant researches in Montenegro regarding this and related topics. Starting from the analysis of early papers (Pizam et al., 1978; Mayer et al., 1998; Kozak & Rimmington, 2000; Hsu, 2003; Chi & Qu, 2008; Alegre & Garau, 2010) to newer ones (Munir, 2013; Ragavan, 2014; Ramseook-Munhurrun et al., 2015; Suhartanto & Triyuni, 2016; Chand et al., 2016; Agrawal, 2017, Albayrk, 2017; Tanford, 2017, Han, 2017; Androniceanu, 2017; Androniceanu and Popescu, C.R., 2017; Pjerotic, 2017), we can summarize several important conclusions:

- The tourist satisfaction depends on a number of factors directly related to the primary and secondary elements of the destination. These factors include: natural beauty, cultural and historical heritage, climate and weather conditions, beaches, accommodation, food and beverage, staff kindness, destination accessibility, transport, destination safety, offer of specific interests (wellness and spa, shopping, animation, sports and recreational offer, religious tourism, entertainment facilities, tourist guides).
- Tourist satisfaction depends on the marketing policy of a destination, its reputation, price, manner of distribution and promotion.
- Tourist satisfaction depends as well on their demographic features, such as sex, age, travel motives, occupations, income, origin.
- The most frequently tested and verified model is the following: tourist satisfaction depends on the quality of tourist offer, and tourist loyalty depends on their satisfaction with the destination.

Dannaher and Mattsson (1994) examine the impact of individual components of hotel service process on guest satisfaction. They point out 5 essential variables that can significantly affect the overall guest satisfaction, such as: check-in, check out, accommodation sector, breakfast and restaurant offer. M.A. Spinelli and G.C. Canavos (2000) particularly deal with the influence of human factor on the hotel guests' satisfaction. They conclude that the satisfaction among the employees depends on the hotel guests' satisfaction, i.e., the more satisfied the employees are, the more satisfied the hotel guests shall be with the complete hotel service. The hotel guests' satisfaction depends on the service provider (staff), room quality, the basic contents of the hotel, the content for business segment, values, safety, accompanying content (Choi & Chu, 2001). J. Kandampully and D. Suhartanto (2003) came to similar conclusions as well, adding price as a significant factor for hotel guests' satisfaction. J. Barsky in his papers (2003) treats guest satisfaction with the hotel service from the emotional point of view, and concludes that emotions vary from market segment to segment, but it significantly influences guest loyalty and overall satisfaction.

A research conducted in 5-star hotels in Antalia (Emir, Kozak 2011) shows that the service of reception, employees, maintenance sector and restaurant service largely influence the degree of hotel guests' satisfaction and their intention to come back again. Mattila and O'Neill (2013) in their empirical researches concluded that mostly price, directly followed by the room cleanliness, maintenance, and staff politeness influence the overall hotel guests' satisfaction. On the other hand, the authors proved no connection between hotel occupancy rate and the degree of guest satisfaction. C. M. Chen et al (2015) obtain rather interesting findings that hotel guests are satisfied if service prices are lower and vice versa.

According to K. Worsfold et al. (2016) the guest satisfaction with the services and physical attributes of the hotel affect the possibility of guests' return. This research has proven that the possibility of guests' return to the hotel is influenced by the level of satisfaction with the physical features of the hotel, rather than satisfaction with the hotel service. Furthermore, it is proven that the guest satisfaction with hotel services is influenced by their perception of the value of the hotel, while guests' perception of the value of the hotel does not affect their intention to return.

M.A. Fouad et al (2016) particularly examine the effect of housekeeping on the degree of customer satisfaction. The results of their research show that the degree of customer satisfaction with a complete hotel service is caused to a large extent by the quality of the housekeeping sector. A survey conducted in boutique hotels in Paris (Zaman, Botti & Thanh, 2016) shows that the level of customer satisfaction decreases if management increases efforts to improve hotel efficiency and vice versa. Based on an online survey conducted among 644 tourists from the United States, it was found that the level of their satisfaction depends on factors of consumption, value and accommodation (Tussyadiah, 2016).

E. Martin-Fuentes (2016) proves that guests' satisfaction depends on the hotel category, regardless of the standard set varying from country to country for the same hotel category. Additionally, the author proves that the price is in correlation with the hotel category and the level of satisfaction. A survey conducted among budget hotels in China shows that the overall hotel guests' satisfaction depends on tangible and sensory experience, staff, location and visual perception (Ren & Lianping et al, 2016).

The hotel guests' satisfaction additionally depends on the hotel type, whether it is a full or limited-service hotel, suite hotel that includes restaurant services, or hotel with no food and beverage serving (Xu & Li, 2016). Furthermore, the scents in the hotels can significantly influence guests' emotions, as well as their degree of satisfaction, as highlighted by the authors G.B. Denizci et al. (2017). Hotel location, its availability to the main tourist attractions, the distance from the airport, railway and bus stations, the distance from universities, business centers including the distance from green areas, parks, shops etc., can make a significant impact on the level of customer satisfaction, while the airport shuttle and free of charge parking can alleviate the accessibility shortcomings or the hotel location. Recent researches are particularly concerned with the level of satisfaction of the disabled persons with hotel services, and they come to the conclusion that satisfaction depends on the hotel availability. The greater the number of accessible areas for the disabled people, the greater their satisfaction (Tutuncu, 2017).

When it comes to research in Montenegro on the topic of customer satisfaction with hotel services in Montenegro, and generally on the topic of customer satisfaction with the destination offer in Montenegro, we have to emphasize that they are very few. The tourist satisfaction in Montenegro is most studied from the aspect of sustainable tourism, where the tourist satisfaction is treated as one of the indicators of tourist destination sustainability. M. Bigovic (2013) examines the relation: the tourist satisfaction, the quality of service, the benefits for tourists that arise when consuming a tourist product, and are related to its attributes and the intention of tourists to visit the destination again. In other words, it examines the impact of three variables (tourist satisfaction, quality of service and benefits) on the return of tourists. He checks three models and concludes that the most relevant is the model that includes all possible correlations among variables.

1. THE EMPIRICAL RESEARCH OF CONSUMER SATISFACTION

Taking into consideration the influence of Tourism Industry on the overall economy of Montenegro, special analyses was conducted on the perceived quality of the hotel services in the area of Budva Riviera, as the most attractive touristic destination. For the purpose of obtaining data on satisfaction and customer loyalty, a number of surveys were conducted in-house and by the tour operators in the previous work. For the purposes of this research, below is processed the questionnaire conducted in medium and large hotels (a total of five - 4* and 5* hotels), in order to analyse the quality perception of the high-level guests.

1.1 Methodology

The questionnaire, as the main instrument of the conducted research, included the four sets of issues that are related to the basic functions of the hotel: Welcoming, Accommodation, Food and Beverage services and other services. Besides the basic set of questions, there was also a question regarding measuring quality in relation to the money invested and the likelihood of returning to the hotel. A numerical scale for the assessment of attitudes applied, so that the guests gave grades on a scale from 1 to 5 (5 - excellent, 4 - very good, 3 - good, 2 - satisfactory and 1 - unsatisfactory). During the survey, a total of 600 questionnaires were distributed and guests selected randomly were surveyed; out of which 499 were completed, while 80 questionnaires were returned, and 21 questionnaires were rejected as irrelevant. The study had duration of 50 days in total, ending on October the 10th, 2016.

1.2 Data analyses

Data processing and analysis was performed in SPSS 22 methods of descriptive statistics, factor analysis and correlation. Demographic analysis included the following categories: gender, age of the respondents, region, number of visits and booking method (agency or individual). Distribution of respondents by sex, country of origin (region), age, realized number of visits and method of booking. The overall guests structure looked as follows:

- According to *the sales channel*, 20,32% of respondents declared as individual customers, while 79,68% said they are agency guests.
- *Gender structure* - surveyed a total of 52,31% of female and 47,79% of male respondents.
- *Age structure percentage* - surveyed by age in total 10,24% under the age of 25 years, 17,87% between 26 and 35, 18,27% between 36 and 45, 20,28% from 46-55 years and around 33,33% over 56 years.
- *Structure by country of origin* - according to the indicators of national structures, the largest percentage of visitors were from Eastern Europe 42,37 %, 34,74% visitors were from Western Europe, 7,03% Western Balkans 6, 02% Central Europe, 5,82 % Scandinavia, 3,21% South Europe and 0,80% USA. (author's original work)

The χ^2 (Chi-square) test shows that the age distribution of the respondents varies between the χ^2 poles (4, n = 498) = 12,764, p < 0.05; until a statistically significant difference in the number of visits has been identified (χ^2 square test shows that there is no difference in the distribution between the regions χ^2 (6, n = 498) = 6.123, p = 0.410. Chi-square test shows that the decision to return to the hotel does not differ between the χ^2 poles (4, n = 497) = 0.924, p = 0.921; while it differs among respondents who previously stayed at the hotel and those who did not χ^2 (8, n = 497) = 20.477, p < 0.001. In the further analysis, descriptive indicators of the level of satisfaction are determined, and fluctuations and dependencies among responses were identified (Popovic, 2018).

Table 1. Analysing the level of satisfaction with the overall hotel service and the quality of service in relation to the money invested

Overall hotel service ratings	Quality of service in relation to the money invested				Total
	Excellent	Very good	Good	Sufficient	
Excellent	199 (81,89%)	59 (29,80%)	10 (19,23%)	0 (0,00%)	268 (54,14%)
Very good	41 (16,87%)	115 (58,08%)	24 (46,15%)	0 (0,00%)	180 (36,36%)
Good	3 (1,23%)	24 (12,12%)	18 (34,62%)	2 (100,00%)	47 (9,49%)
Total	243 (49,09%)	198 (40,00%)	52 (10,51%)	2 (0,40%)	495 (100,00%)

Source: author's original work

The Spearman's test shows a medium strong correlation between the level of satisfaction with the overall hotel service and the service quality score in relation to the invested money $r = 0.555$; $n = 495$; $p < 0.001$, whereas high ratings of the overall hotel service are followed by high estimate of the ratio of the money invested and the services received.

Figure 1. Overall hotel service ratings



Source: author's original work

Analysis of other services (excursion programs and animation) tourist offer of the city - The Spearman's test shows a medium strong correlation between:

- Ratings of satisfaction with the entertainment/ animation program and ratings of the catering facility with the environment: $r = 0,589$; $n = 498$; $p < 0.001$
- Evaluation of the quality of excursion programs and ratings of the catering facility with the environment: $r = 0,563$; $n = 498$; $p < 0.001$
- Evaluation of the quality of excursion programs, animations and ratings of the total tourist offer of the destination $r = 0.574$; $n = 498$; $p < 0.001$

Analysing the further data, a certain number of guests, despite the exceptionally high level of satisfaction with the offer at the hotel, demonstrate low probability of returning, in order to analyse further, the variable "probability for the second arrival" has been transformed as follows:

- Category 1- Return to the hotel is slightly possible while the level of satisfaction is high
- Category 2- Return to the hotel is slightly possible while the level of satisfaction is average
- Category 3- Return to the hotel is probable
- Category 4- Return to the hotel is highly probable

2. FACTOR ANALYSES

In order to analyse the attitudes and level of customer satisfaction based on defined issues and grouping into significant factors, factor analysis was initiated. The justification of initiating factor analysis has been proven. KMO value was high and scored 0.882, indicating sufficient items for each extracted factor. Bartlett's Test was significant ($\chi^2=5875.905$, $df=351$, $Sig.=0.000$) meaning that there are strong correlations between the items in each factor. Hence, it was justified to conduct exploratory factor analysis. The results are reported in the following Table 2.

Table 2. Factorial weights matrix with correlation coefficients of variables and factors with two factor solution rotation

FACTOR / ITEMS	Factor load- ing	Eigen value	% of Vari- ance	Cronbach alpha
Factor 1- perceived quality: basic hotel functions		7.553	27.974	0.848
Factor 2- perceived quality: additional hotel services		3.257	12.063	0.869
Factor 3- perceived quality: extra services		1.721	6.373	0.472
Factor 4- the number of previous visits		1.406	5.209	-
Number of visits	0.536			
Factor 5- Basic demographic data		1.220	4.518	-0.177
Gender	-0.365			
Age	0.466			
Factor 6- Origin of guests		1.050	3.888	-
Native country	0.702			
Total			60.025	0,813

Source: Adjusted Popovic, 2018.

Factor 1 - perceived quality: basic hotel functions obtained: location, hotel foyer, efficiency of reception and hospitality of reception staff, accommodation, room tidiness, F&B offer, overall cleanliness of the hotel, overall quality of service and "value for money" of stay.

Factor 2 - perceived quality: additional hotel services obtained: entertainment program, the level of development of the building/facility and its surrounding, excursion program, additional facilities, complete tourist experience of the town, environmental standards of the surrounding.

Factor 3 - perceived quality: extra services obtained: room service, service at the Wellness & SPA centre

Factor 4 - the number of previous visits: number of visits

Factor 5 - Basic demographic data: gender, age

Factor 6- Origin of guests: native country

The value of the Cronbach alpha coefficient (as a threshold value taken at 0.60) for the entire scale of the perception is 0.813, indicating its reliability. It can be observed that Factors 1 and 2 have a good internal coefficient of consistency. The average value is defined, which is at the same time the average grade for the items within the factor, and is further categorized on the scale 1-5.

Within the factor, the average value is determined. It represents the average rating for the above-described arguments and it is further categorized on scale from 1 to 5. The summary of the descriptive parameters are shown in the following table. In addition, the probability of returning to the hotel is transformed into a binary variable: YES (if the respondent replied that it is highly probable and probable to come back), or NO in all other cases. The distribution of the obtained binary variable is also shown in Table 3. When the logistic regression model runs across regions, the result is shown in the following table 4.

Table 3. Transformations of the probability of returning (guests) into binary variable

Factor	Average value; standard deviation	DISTRIBUTION ON SCALE 1-				
		Insufficient	Sufficient	Good	Very good	Excellent
Factor 1- Perceived quality of the basic hotel functions (N=484)	4,54; 0,446	0 (0,00%)	0 (0,00%)	13 (2,69%)	180 (37,19%)	291 (60,12%)
Factor 2- perceived additional hotel facilities and environment (N=374)	4,11; 0,641	0 (0,00%)	0 (0,00%)	62 (16,58%)	183 (48,93%)	129 (34,49%)
	Average Value - standard deviation	DISTRIBUTION ON THE SCALE YES - NO				
		YES		NO		
Return to the hotel (YES/NO)	4,21; 0,845	397 (79,88%)			100 (20,12%)	

Source: (Popovic,O., 2018)

Table 4. Results of logistic regression: by region

REGION	Variable	B	Stand. error	Wald	Likelihood ratio	95% Confidence interval for likelihood ratio	p	
WESTERN EUROPE	Factor 1	Good	-	-	5.229	-	0.073	
		Very good	1.667	0.919	3.293	5.296	1,075-32,054	0.050
		Excellent	2.430	1.063	5.226	11.357	1,414-91,200	0.022
	Factor 2	Good	-	-	2.577	-	-	0.276
		Very good	0.845	0.550	2.362	2.328	0,793-6,839	0.124
		Excellent	1.067	1.004	1.128	2.906	0,406-20,801	0.288
	Constant	-1.099	0.816	1.810	0.333	-	0,178	
EASTERN EUROPE	Factor 1	Good	-	-	0.012	-	0.994	
		Very good	21.041	40192.504	.000	.000	0,000	1.000
		Excellent	20.986	40192.504	.000	.000	0,000	1.000
	Factor 2	Good	-	-	10.565	-	-	0.005
		Very good	1.378	0.673	4.196	3.967	1,061-14,829	0.041
		Excellent	2.719	0.839	10.510	15.163	2,930-78,459	0.001
	Constant	21.203	40192.504	.000	-	-	1.000	

Source: author's original work

Due to the small number of respondents, the data obtained for the Central European market are not statistically significant for further analysis and they were not included in the model. When we are analyzing the Eastern Europe, we need to take into consideration the Factor 2 data: *Perceived additional hotel facilities and environment*. It is significantly different from the data provided in the Western European market analysis; therefore, the important data for this market is the Factor 1: *Perceived quality of the basic hotel functions*. As demonstrated by the analysis, the east and west markets require two completely different strategies.

3. RESULTS AND DISCUSSION

The results of the research confirmed the information obtained by many authors who dealt with this ever-present and insufficiently researched topic: satisfaction in the function of consumer loyalty concept.

As noted in the earliest papers on this subject ((Pizam et al, 1978, Lounsbury, Hoopes, 1985, Ross, Iso-Ahol, 1991 and others), the satisfaction of tourists depends on a number of factors directly related with primary and secondary elements of destination. The tourists' satisfaction depends likewise on the marketing policy of a destination, depends on its image, price, distribution manner, promotion, as well as its demographic characteristics, gender, age, motives for travelling, interests, income or origin. Finally, the tourists' satisfaction depends on the quality of the tourist offer, while their loyalty to the destination depends on their satisfaction. As already highlighted in this work, the most recent research confirms a positive correlation between the quality of hotel services, customer satisfaction and loyalty.

The research on the example of Montenegro's vacation tourism according to the defined target groups, confirmed certain attitudes from previous research results and by creating the models in accordance to the different target groups, gave their contribution to both science and marketers. It helped the destination and hotel management decide the direction to take in order to define successful business strategies.

CONCLUSION

The conducted marketing research on customer satisfaction provide the insight into consumer attitudes. According to results, research defined measures taken by the hotel management from various companies in Montenegro, in order to improve customer relationships.

The research emphasize the significance and causality of the application of the marketing surveys results of consumer satisfaction in marketing decision-making process in the hotel industry in Montenegro.

The established model for predicting the probability of return, provides significant inputs to the management in tourism for creating a different marketing strategies as well as destination management systems. In accordance with the presented results, it is necessary to define a two different strategies such as: The defined issues were:

- marketing strategy with a set of measures to improve the tourist product development of the overall hotel offer for the target group of Western European countries
- marketing strategy with a set of measures to improve and develop new content and enrich the tourist offer of the city for the target group of Eastern European countries

The current research also has its limitations regarding the representativeness of the sample, particularly with regard to the insufficient number of respondents for the target group of the Central European market, which is of great importance for Montenegrin tourism. This fact gives a stimulus to analyse this topic also in the future. Finally, it is recommended that in future research, con-

sideration be given to online research, which in the last decade became more and more applicable with the tendency to become the only form of questionnaire. There are several reasons for this, among which it should be particularly emphasized that today's guests in the age of information technology, especially young and mature, are more likely to use the on-line questionnaire filling, and on the other hand, this method of testing is easier to handle by using specialized software

It is expected that this research will initiate further research in this very actual and under-researched area, which "paves a new path" for contribution to science and to further interest in marketing research and tourism in general. This will also be a new motive for future research on the satisfaction and preferences of these "new and old" target groups.

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Blagojevic Popovic, O., Delibasic, I., Ognjanovic, I. (2018), "The Perception of the Tourist Services Quality with Model for Predicting the Likelihood of Returning to The Destination", *Transformations in Business & Economics*, Vol. 17, No 3 (45), pp.206-220.

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THE PERCEPTION OF THE TOURIST SERVICES QUALITY WITH MODEL FOR PREDICTING THE LIKELIHOOD OF RETURNING TO THE DESTINATION

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Received: September, 2017

1st Revision: October, 2017

2nd Revision: November, 2018

Accepted: November, 2018

ABSTRACT. *Given the unpredictability of consumer behaviour, a very small number of studies indicate a relationship of consumer satisfaction and the probability of returning. An extensive experience in the touristic and hotel management has motivated the authors to complete this study about essential marketing categories: the perceived quality and customer satisfaction in the function of predicting the probability of return to the destination. The results of the research indicate the statistically significant correlation between the satisfaction with the total hotel service, the tourist offer of the locality and a high level of likelihood of having guests return to the destination. Originality: A model for predicting the likelihood of returning to the hotel was established based on factor analysis, by using the example of Montenegrin holiday tourism. Proposals and recommendations were made for future research with empirical assessments of this concept and for applications of the model in the hospitality industry.*

KEYWORDS: tourist destination, hotels, perceived quality, consumer satisfaction, destination.

JEL classification: L83.

Introduction

In the modern “hospitality industry”, the basic principle of successful business implicates an adequate marketing response to the sophisticated demands of “new consumers” (Mihailovic, 2010), which enter less and less in the frame of the consumer society. The purpose of marketing research is to have management make the right decisions. Without the adequate research, it is not possible to make strategic, tactical or operational decisions (Popovic, 2015). Being competitive means continuously reviewing the quality of services offered to guests. In other words, competitiveness reflects the ability of a hotel company to endure on the market, despite all the tests imposed by the present time, while increasing business success. Generally speaking, flexibility is the key for the survival of all companies and businesses on the market (Mountinho, 2008).

In a situation where it is difficult to maintain guests loyalty due to strong competition, a need for constant market research is imposed as a condition for sustainable development. The key to success lies in the ability of a hotel company to meet the needs of guests, identify those services that are of interest to the target groups with whom it cooperates. Guest satisfaction research (“guests satisfaction”) is an important factor in long-term business success and a tool for improving quality management in the company (Kotler *et al.*, 2004). The results of our customer relationship management (marketing) deliver to hotel management the information necessary in the decision-making process related to quality service improvement, market segments selection, target groups, etc. Quality is the foundation for creating the competitive advantage. In the triangle of quality - customer satisfaction - loyalty, a touristic company must conduct permanent control in implementing quality standards, and furthermore constantly work on improving them. Only sustainable quality guarantees long-term success. On this path, the most important thing is the interactive communication with the consumer.

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The aim of this paper is to investigate the relationship between customer satisfaction with the overall hotel services, other tourist offers and the likelihood of the guests returning to the same destination.

The main task of this research is to establish the link between the perception of service quality and the probability of return, which is important issue for further understanding of consumer behaviour.

The very subject, purpose and domain of research determine the methodology of this scientific research. In the primary research, the testing method was applied and the survey questionnaire was used as the instrument of research. For data analysis and data processing the following were used: descriptive statistics, factor analysis, regression analysis and correlation analysis.

1. Literature review

There are a many studies on the topic of customer satisfaction research and most of them agree that quality of service is the most important factor of consumer satisfaction. In addition, in the literature, we find different approaches.

SERVQUAL is a complex and reliable 'instrument' for measuring service quality. Its main purpose is to measure the quality of the service in different service activities. Therefore, its main use lies in the hotel industry and tourism. (Parasuraman *et al.*, 1988). According to this model, the quality of service is a function of consumer perception. In other words, it is of main importance the way in which the customer viewed and experienced the service and which expectations he had formed before buying or using the service. Unlike the quality of products which can be measured objectively by using indicators such as: durability and damage, service quality is an abstract and difficultly measurable concept. There are three main unique characteristics of services: intangibility, heterogeneity and inseparability of services from production and consumption.

Table 1. Problems Most Frequently Mentioned by frequent travels in the United States *Top Ten the Most Frequent Errors* (in percentage of times mentioned within group)

Poor employee attitude	22%
Room not ready	14%
Tired facility, poor maintenance	13%
No record of reservation	10%
Check-in, check-out	9%
Wake-up call (none, early, late)	7%
Dirty guest room	7%
Changing room type	6%
Noise	6%
Facility not clean	5%

Source: Reid, 1989, p.177.

In addition to the above mentioned, a very significant method of measuring customer satisfaction appeared in literature – the 'retained consumers index'. This method takes into consideration the number of consumers who remained faithful at the end of the year, in relation to the new consumers and the ones that existed at the beginning of the year. The main goal of this method is to point out the ability of the company to retain consumers, which consequently corresponds to the concept of loyalty. However, it is necessary to bear in mind

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that a loyal consumer is not always also satisfied, but due to the influence of certain factors (lack of alternative, competition, etc.), which this method does not take into consideration. On the other hand, in the literature we can find the identified most common mistakes in the hotel business that lead to customer dissatisfaction (*Table 1*).

“The combination of staff service quality, room qualities, value, general amenities, IDD facilities, business services and security had significant impact on customer satisfaction in Hong Kong hotels” (Choi, Chu 2001).

Since the main goal of every tourism company is the creation of loyal consumers, and satisfaction is the basic condition for loyalty (Farinet, Ploncher, 2002), hence the clear importance of consumer satisfaction research. Only loyal consumers allow stable operations and achieve positive long-term financial result.

The tourist market is increasingly differentiated in accordance to the new needs of consumers and current trends such as:

- Modern way of life causes changes in age structures; longer life expectancy, and consequently, an increasing number of tourists of the age structure over 50.
- Changes in family structures; changes related to marriage as an institution, divorce, a greater number of singles, marriages in later years.
- Changes in cultural and sociological characteristics; changes in the lifestyle.
- Gender equality; stronger role of women in private and social life, which directly influences the change in habits when it comes to nutrition: from organized meals within the family to “eating outside”.
- Education development; care for health and for maintaining good fitness.
- Increased demand for special package travel arrangements.

Andaleeb and Conway (2006) proves that responsiveness, food quality / reliability and price had a significant effect on customer satisfaction in full-service restaurants in the USA. The postmodern consumers may well remove the impetus from the standardization and globalization of tourism products. They will require more individualistic and highly developed products. It is likely that greater choice and variety of tourism products will be demanded. The desire for perceived quality and good value for money will, still force the tourism organization to seek for economics of scale (Swarbrooke, Horner, 2007).

According to Kilibarda and Manojlovic (2008), the implementation of the Kano model for measuring customer satisfaction includes the following key phases:

- The first phase involves a survey where the questionnaire is formed, important questions are verbalized, and testing of selected users is conducted
- The second phase refers to the data processing (of the received replies) and grouping of the service attributes into certain categories, significant for the user satisfaction.

In the first phase, as specified by the authors, the survey questionnaire is created in such a way that the questions are defined according to the given rules. The questions need to be clear and concise; they must not be misleading to the surveyed group; they must relate to one idea; it is necessary to avoid opposing statements with questions; they should not be defined by professional terminology but be comprehensible by an average user. Finally, a conclusion is drawn on each of the stated service attributes in accordance to the obtained answers. The easiest way is to merely add up and group the answers to n questions and search the category which has the most answers (Kilibarda, Manojlović, 2008).

All the mentioned models and methods have found their use in the scientific researches. According to Wang *et al.* (2009) most of these studies explained antecedents and consequences of tourism satisfaction from a single perspective, with no comprehensive model

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of tourist satisfaction yet developed. Bearing in mind the necessity to understand loyalty concepts in the best way, as well as the management's need to reach more precise information on what exactly influences the ultimate choice of their guests, whether he remains loyal and similar, the necessity for further research of the factors that determine the ultimate choice was clearly identified in this article.

So far, only a few empirical analyses related with hotel or corporate image, discussed the important issue of relationship between image and customer satisfaction or loyalty (e.g., Kandampully, Hu, 2007; Kandampully, Suhartanto, 2000). Also, no research in extant tourism research yet deals with the direct relationship between image and perceived value Korda *et al.* (2009).

According to the results presented in the article "Exploring the relationship between service quality and customer satisfaction in Croatian hotel industry" (Markovic *et al.*, 2013), final solution retained four factors: "reliability", "empathy and competence of staff", "accessibility" and "tangibles" that represent main dimensions of perceived service quality in the Croatian hotels.

To this date in the literature, several models for monitoring or measuring consumer satisfaction have been designed and implemented. The Kano model (Bauk, Jusufrić, 2014) was formed in a way to present a different view of the consumers' satisfaction category, in such a way that "it is viewed not only from the standpoint of a one-dimensional relationship (which relates to the traditional approach that consumer satisfaction is greater if greater value is offered)."

All mentioned studies gave a contribution to practice by defining customer perception as a key source of competitive advantage in the context of relationship marketing, management, and business models (Zauner *et al.*, 2015).

All the existing current trends in the tourism industry, such as standard and modern way of tourists' life, together with the changes on a global scale, are not sufficient to fully understand why consumers in tourism behave in a way that they do. Tourism has got a two roles: entertainment and educational to varying degrees (Wells *et al.*, 2016). Worsfold *et al.* (2016) proves that the guest satisfaction with the hotel services, facilities and amenities affect the probability of guests' return. The materiality of a place also determine a person's experience as the smells, sounds and happenings, invoke sensual qualities that cannot be replicated virtually. According to (Terzidou *et al.*, 2017; Sotiriadis, 2017), "material aspects (objects) of places, have use-value and affect, enhance bodily movements and permit people to do things, sense realities) and remember moments".

It is a well-known fact that sometimes, no matter what the hoteliers do for guests, the possibility of return is small or non-existent. Therefore, the attitude of the consumers is still a "black box" for the marketers. (Popovic *et al.*, 2018) Therefore, every step that could lead to establishing the link between the quality of the service and the offer of a place is important for further determination of consumer behavior.

2. Guest Satisfaction Research vs Probability to Return

A high-quality tourism primarily implicates high-quality accommodation capacities. Taking into consideration the influence of Tourism Industry on the overall economy of Montenegro, special analyses were conducted on the perceived quality of the hotel services in the area of Budva Riviera, as the most attractive touristic destination. In order to analyze the

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quality perception of the high-level guests, a survey was conducted in medium and large hotels (a total of five - 4* and 5* hotels).

2.1 Methodology

The survey questionnaire, as the basic instrument of the conducted research, covered 4 groups of questions (Marušić, Prebežac, 2004) that related to the basic functions of the hotel: greeting, accomodation, food and beverage services, and other services.

Besides the basic set of questions, there was also a question regarding measuring the quality in relation to the money invested and the likelihood of returning to the hotel.

During the survey, a total of 600 questionnaires were distributed, out of which 499 were completed, while 80 questionnaires were returned, and 21 questionnaires were rejected as irrelevant. A total of 499 guests were surveyed, selected by using the appropriate sample method. The numerical rating scale was applied, so the guests responded grading on the scale from 1 to 5, (5 - excellent, 4 - very good, 3 - good, 2 - sufficient and 1 - insufficient).

The questionnaire was initially prepared in the Montenegrin language and was subsequently translated into English, French, Russian and German language in order to obtain the results from both local and international hotel guests. The study lasted for 90 days in total, ending on 10 October, season 2016/ 2017.

2.2 Data analyses – Descriptive statistics

Data processing and analysis was performed in SPSS 22 methods of descriptive statistics, factor analysis and correlation.

Demographic analysis obtained the following categories: gender, age of the respondents, region, number of visits and booking method (agency or individual).

The overall structure of guest characteristics looked as follows (Table 2).

The χ^2 (Chi-square) test shows that the age distribution of the respondents varies between the χ^2 poles (4, $n = 498$) = 12,764, $p < 0.05$; while a statistically significant difference in the number of visits has been identified.

Chi-square test shows that the decision to return to the hotel does not differ between the χ^2 poles (4, $n = 497$) = 0.924, $p = 0.921$; while it differs among respondents who previously stayed at the hotel and those who did not χ^2 (8, $n = 497$) = 20.477, $p < 0.001$ (Popovic *et al.*, 2018)

When converted to z-score, the standardized residual (-2,56) was greater than the critical value (1.96), supporting a specific finding that among participants who expressed score 4 for possibility of visiting hotel again, there were less those who reported that they have already visited the hotel 3 times and more, than it would be expected.

On the other side, the standardized residual (2,06) was greater than the critical value (1.96), supporting a specific finding that among participants who expressed score 3 for possibility of visiting the hotel again, there were more of those who reported that they have already visited hotel 3 times and more, than it would be expected.

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Table 2. Distribution of respondents by sex, country of origin (region), age, realized number of visits and method of booking

Age	Gender		TOTAL
	Male (%)	Female (%)	
under 25	14 (5.88%)	37 (14.23%)	51 (10.24%)
from 26 to 35	44 (18.49%)	45 (17.31%)	89 (17.87%)
from 36 to 45	41 (17.23%)	50 (19.23%)	91 (18.27%)
from 46 to 55	47 (19.75%)	54 (20.77%)	101 (20.28%)
over 56	92 (38.66%)	74 (28.46%)	166 (33.33%)
<i>Region</i>			
Western Europe	83 (34.87%)	90 (34.62%)	173 (34.74%)
Eastern Europe	95 (39.92%)	116 (44.62%)	211 (42.37%)
Central Europe	17 (7.14%)	13 (5.00%)	30 (6.02%)
Scandinavia	12 (5.04%)	17 (6.54%)	29 (5.82%)
Western Balkans	22 (9.24%)	13 (5.00%)	35 (7.03%)
USA	1 (0.42%)	3 (1.15%)	4 (0.80%)
South Europe	8 (3.36%)	8 (3.08%)	16 (3.21%)
<i>Number of visits</i>			
One	176 (73.95%)	204 (78.46%)	380 (76.31%)
Two	33 (13.87%)	35 (13.46%)	68 (13.65%)
Three and more	29 (12.18%)	21 (8.08%)	50 (10.04%)
<i>Booking method</i>			
Agency	183 (77.22%)	213 (81.92%)	396 (79.68%)
Individual	54 (22.78%)	47 (18.08%)	101 (20.32%)
TOTAL	238 (47.79%)	260 (52.31%)	498 (100.00%)

Source: Popovic (2018).

In the further analysis, descriptive indicators of the level of satisfaction are determined, and fluctuations and dependencies among responses were identified, as demonstrated in the *Table 3*.

Table 3. Analysing the level of satisfaction with the location of the hotel, the overall hotel service and the quality of service in relation to the money invested

Hotel location ratings	overall hotel service ratings			quality of service in relation to the money invested			
	Excellent	Very good	Good	Excellent	Very good	Good	Sufficient
Excellent	207 (77.82%)	49 (26.92%)	4 (8.51%)	188 (77.37%)	62 (31.47%)	11 (21.15%)	0 (0.00%)
Very good	43 (16.17%)	99 (54.40%)	18 (38.30%)	40 (16.46%)	90 (45.69%)	29 (55.77%)	1 (50.00%)
Good	16 (6.02%)	31 (17.03%)	25 (53.19%)	14 (5.76%)	45 (22.84%)	12 (23.08%)	1 (50.00%)
Sufficient	0 (0.00%)	3 (1.65%)	0 (0.00%)	1 (0.41%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
TOTAL	266 (53.74%)	182 (36.77%)	47 (9.49%)	243 (49.19%)	197 (39.88%)	52 (10.53%)	2 (0.40%)

Source: author's original work.

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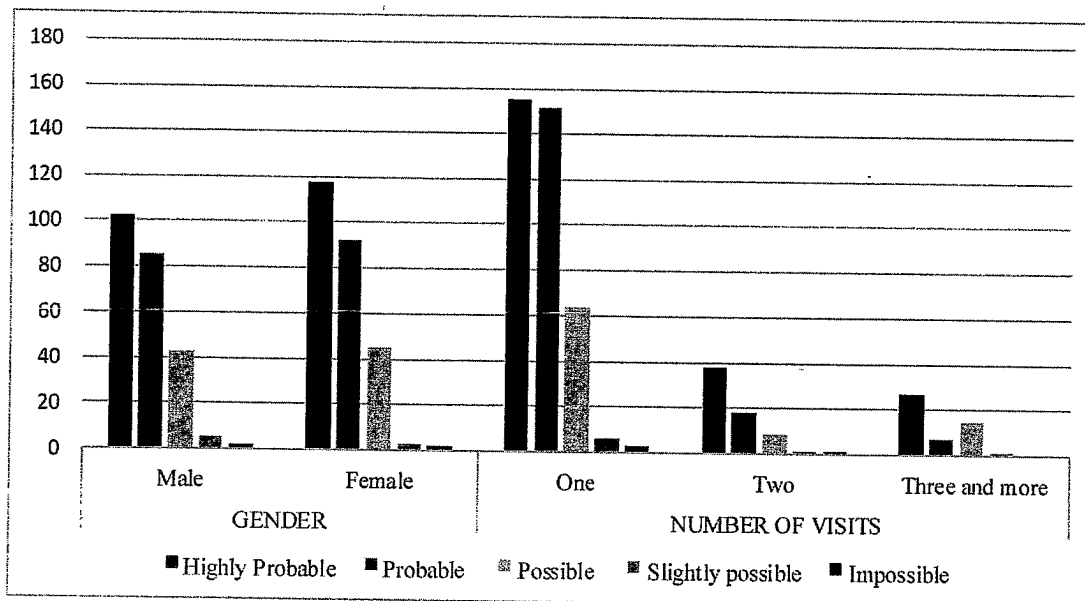
The Spearman test indicates a strong correlation between the ratings of the hotel's location and the overall hotel service $r = 0.537$; $N = 495$; $P < 0.001$, whereas high location ratings of the hotel are followed by high ratings of the overall hotel service. There is a medium strong correlation between the hotel location score and the overall quality score in relation to the money invested $r = 0.419$; $N = 494$; $P < 0.001$; whereas high location ratings of the hotel follow a high estimate of the ratio of the money invested and the services received.

Quality parameter, relative to the money invested is particularly indicative for the guests from England.

Table 4. Analyses of the probability to return, depending on the gender and the realized number of arrivals

RETURNING TO THE HOTEL	GENDER		NUMBER OF VISITS			TOTAL
	Male	Female	One	Two	Three and more	
Highly Probable	102 (43.04%)	118 (45.38%)	155 (40.79%)	38 (56.72%)	27 (54.00%)	220 (44.27%)
Probable	85 (35.86%)	92 (35.38%)	152 (40.00%)	18 (26.87%)	7 (14.00%)	177 (35.61%)
Possible	43 (18.14%)	45 (17.31%)	64 (16.84%)	9 (13.43%)	15 (30.00%)	88 (17.71%)
Slightly possible	5 (2.11%)	3 (1.15%)	6 (1.58%)	1 (1.49%)	1 (2.00%)	8 (1.61%)
Impossible	2 (0.84%)	2 (0.77%)	3 (0.79%)	1 (1.49%)	0 (0.00%)	4 (0.80%)
TOTAL	237 (47.69%)	260 (52.31%)	380 (76.46%)	67 (13.48%)	50 (10.06%)	497 (100.00%)

Source: author's original work.



Source: created by the authors.

Figure 1. Number of Re-Arrivals at the Hotel by Gender and by the Number of Visits

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Analysing the data, as it is shown in *Table 4* and *Figure 1*, it is possible to notice that a certain number of guests, despite the exceptionally high level of satisfaction with the offer at the hotel, demonstrate low probability of returning, in order to analyzing further, the variable “probability for the second arrival” has been transformed as follows:

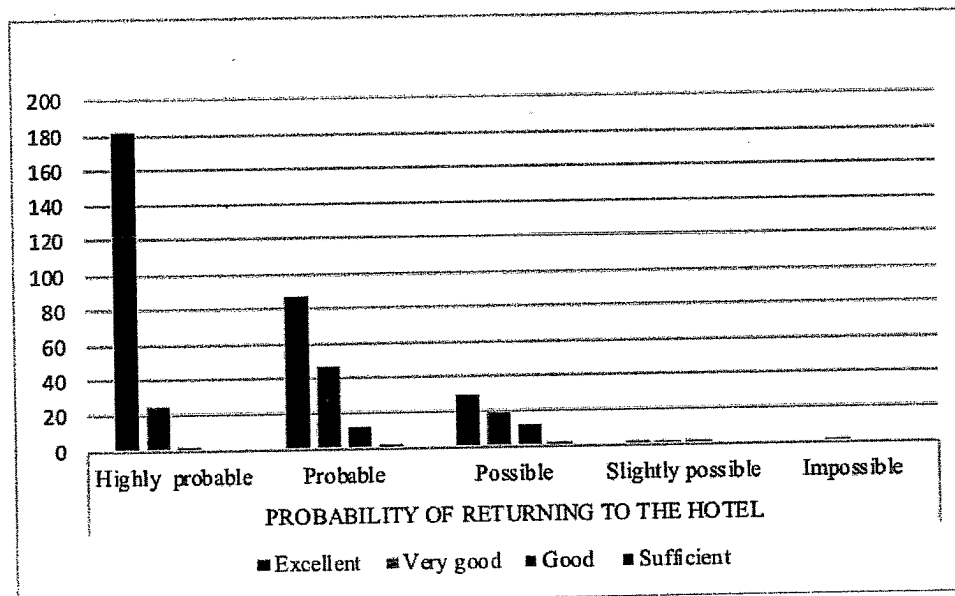
- Category 1 - low probability of returning while the level of satisfaction is high
- Category 2 – low probability of returning while the level of satisfaction is average
- Category 3 – the return to the hotel is probable
- Category 4 – the return to the hotel is highly probable

Table 5. Analysis of the degree of satisfaction with room service and the likelihood of returning to the hotel

Rating the room service	probability of returning to the hotel					TOTAL
	Highly probable	Probable	Possible	Slightly possible	Impossible	
Excellent	182 (87.08%)	87 (58.78%)	29 (47.54%)	1 (20.00%)	0 (0.00%)	299 (70.35%)
Very good	25 (11.96%)	47 (31.76%)	19 (31.15%)	2 (40.00%)	2 (100.00%)	95 (22.35%)
Good	2 (0.96%)	12 (8.11%)	12 (19.67%)	2 (40.00%)	0 (0.00%)	28 (6.59%)
Sufficient	0 (0.00%)	2 (1.35%)	1 (1.64%)	0 (0.00%)	0 (0.00%)	3 (0.71%)
TOTAL	209 (49.18%)	148 (34.82%)	61 (14.35%)	5 (1.18%)	2 (0.47%)	425 (100.00%)

Source: author’s original work.

The Spearman test indicates a medium strong correlation between the degree of satisfaction with room service and the likelihood of returning to the hotel $r = 0.493$; $N = 425$; $P < 0.001$; whereas the high level of satisfaction with room service is accompanied by a high rating of probability of returning to the hotel, as demonstrated in *Table 5*, *Figure 2*.



Source: author’s original work.

Figure 2. Satisfaction Rating of the Room Service and Number of Re-Arrivals at the Hotel

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Room service is a factor of choice for the hotel, even though it is often not profitable. Categorized as an additional service, is an indispensable segment of the hotel's offer.

Table 6. Distribution of the corrected probability of re-arrival variable depending on the average satisfaction rating

Average satisfaction rating of the complete hotel service and the quality ratio in relation to the money invested	probability of returning to the hotel				
	Highly probable	Probable	Possible	Slightly possible	Impossible
Excellent	186 (84.93%)	77 (43.50%)	30 (34.48%)	4 (50.00%)	2 (50.00%)
Very good	33 (15.07%)	97 (54.80%)	41 (47.13%)	3 (37.50%)	2 (50.00%)
Good	0 (0.00%)	3 (1.69%)	16 (18.39%)	1 (12.50%)	0 (0.00%)
TOTAL	219 (44.24%)	177 (35.76%)	87 (17.58%)	8 (1.62%)	4 (0.81%)

Source: author's original work.

The table above indicates the direct link between the corrected variables: the average rating of satisfaction with the total hotel service and the ratio of quality and money invested with the likelihood of returning to the hotel, while the high ratings are followed by a high percentage of the likelihood of returning to the hotel (Table 6).

3. Factor analyses

Factor analysis is used in order to identify the key dimensions of the identified degree of satisfaction. The justification of initiating factor analysis has been proven. KMO value was high and scored 0.882, indicating sufficient items for each extracted factor. Bartlett's Test was significant ($\chi^2=5875.905$, $df=351$, $Sig.=0.000$) meaning that there are strong correlations between the items in each factor. (Popovic *et al.*, 2018) The results are reported in the following Table 7.

Table 7. Factorial weights matrix with correlation coefficients of variables and factors with the solution rotation of two factors

Factor/Items	Factor loading	Eigen value	% of Variance	Cronbach alpha
<i>Factor 1- perceived quality: basic hotel functions</i>		7.553	27.974	0.848
1. How would you rate the hotel location?	0.476			
2. How would you rate the hotel foyer?	0.704			
3. How would you rate the efficiency of reception (check-in/check-out)?	0.669			
4. How would you rate the hospitality of reception staff?	0.676			
5. How would you rate the quality of the accommodation?	0.698			
6. How would you rate the room tidiness?	0.622			
8. How would you rate the restaurant menu?	0.611			
9. How would you rate the restaurant service?	0.659			
10. How would you rate the hospitality of restaurant staff?	0.640			
11. How would you rate the cleanliness of the restaurant?	0.686			
12. How would you rate the food quality?	0.637			
13. How would you rate the bar list?	0.555			

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Table 7 (Continuation). Factorial weights matrix with correlation coefficients of variables and factors with the solution rotation of two factors

<i>Factor/Items</i>	<i>Factor loading</i>	<i>Eigen value</i>	<i>% of Variance</i>	<i>Cronbach alpha</i>
<i>Factor 1- perceived quality: basic hotel functions</i>				
15. How would you rate the overall cleanliness of the hotel?	0.640	7.553	27.974	0.848
17. How would you rate the overall quality of service?	0.679			
19. How would you rate the "value for money" of your stay?	0.704			
<i>Factor 2- perceived quality: additional hotel services</i>				
16. How would you rate the entertainment program?	0.642	3.257	12.063	0.869
18. How would you rate the level of development of the building/facility and its surrounding?	0.689			
20. How would you rate the quality of the excursion program?	0.667			
21. How would you rate the quality of service in additional facilities?	0.426			
22. How would you rate the complete tourist experience of the town?	0.777			
23. How would you rate the environmental standards of the surrounding?	0.741			
<i>Factor 3- perceived quality: extra services</i>				
7. How would you rate room service?	0.595	1.721	6.373	0.472
14. How would you rate the quality of service at the Wellness & SPA centre?	0.498			
<i>Factor 4 – the number of previous visits</i>				
Number of visits	0.536	1.406	5.209	-
<i>Factor 5 – Basic demographic data</i>				
Gender	-0.365	1.220	4.518	-0.177
Age	0.466			
<i>Factor 6 – Origin of guests</i>				
Native country	0.702	1.050	3.888	-
Total			60.025	0,813

Source: adjusted Popovic (2018).

Based on the value of the Cronbach alpha coefficient, for which the value of 0.60 is taken as the threshold value; it can be concluded that factors 1 and 2 have a good internal coefficient of consistency. The value of Cronbach Alpha coefficient for the entire scale of perception is 0.813 and indicates its reliability.

The *average value* is determined and represents the average rating for the above described points within the factor. It is further categorized on scale from 1 to 5. The summary of the descriptive parameters is shown in the following table. Furthermore, the probability of returning to the hotel is transformed into a binary variable: YES (if the respondent replied that it is highly probable and probable to come back), while in all other cases the value is NO. (Popovic *et al.*, 2018) The distribution of the obtained binary variable is also shown in *Table 8*.

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Table 8. Preview of summarized descriptive indicators: Transformations of the probability of returning (guests) into binary variable

Factor	Average value; standard deviation	Distribution on scale 1-				
		Insufficient	Sufficient	Good	Very good	Excellent
<i>Factor 1 – perceived quality of the basic hotel functions (N=484)</i>	4,54; 0,446	0 (0.00%)	0 (0.00%)	13 (2.69%)	180 (37.19%)	291 (60.12%)
<i>Factor 2 – perceived additional hotel facilities and environment (N=374)</i>	4,11; 0,641	0 (0.00%)	0 (0.00%)	62 (16.58%)	183 (48.93%)	129 (34.49%)
	Average Value - standard deviation	<i>Distribution on the scale yes – no</i>				
		YES		NO		
<i>Return to the hotel (YES/NO)</i>	4,21; 0,845	397 (79.88%)		100 (20.12%)		

Source: Popovic, O., 2018

Table 9. Results of logistic regression

Variable	B	Stand. mistake	Wald	Probability factor	95% Interval trust for the likelihood ratio	p
<i>Factor 1 – perceived quality of the basic hotel functions</i>	Good	-	-	2,994	-	0,224
	Very good	1,021	0,694	2,165	2,775	0,713-0,809
	Excellent	1,256	0,728	12,977	3,512	1,043-14,627
<i>Factor 2 – perceived additional hotel facilities and environment (surroundings)</i>	Good			21,678		0,000
	Very good	1,204	0,354	11,566	3,333	1,665-6,672
	Excellent	2,455	0,553	19,676	11,643	3,936-34,444
<i>Constant</i>	- 0,676	0,637	1,125	0,509		0,289

Source: author's original work.

It can be noticed from the results that the whole model is statistically significant, $c^2(4, N = 499) = 46,366, p < 0,001$, which shows that the model differs in the number of the respondents who will return to the hotel and the ones who will not. The model as a whole explains 21.7% (r^2 by Cox- Snell measures) and 29.8% (Nagelkerke's R squared) variance in case of refusal of returning to the hotel and clearly classifies the 84.36% of cases.

As demonstrated in the above logistic regression table, both factors are statistically significant for predicting arrival to the hotel, while the categories *Factor 1* – excellent grade and all the *Factor 2* estimates share a unique statistically significant contribution to the model.

The strongest factor fits the statement that a person will come to the hotel if the rating of the additional hotel content and environment is excellent, with a probability of 11,643. This means that respondents, who are extremely satisfied with additional content, are over 11 times more likely to decide to visit the hotel than those who show average satisfaction with hotel facilities and have the same rating for the other criteria (Factor 1).

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The probability factor for a “very good” evaluation of the hotel facilities is 3.333. This shows that respondents who are very satisfied with the additional contents are more than 3 times more likely to decide to visit the hotel, than those who show average satisfaction with the hotel contents and have the same rating according to the other criteria (Factor 1).

The Probability factor of 3.512 show an excellent evaluation of the basic hotel functions quality.

Therefore, the respondents who are very satisfied with the quality of basic hotel functions are more than 3 times more likely to decide to visit the hotel than those who show an average satisfaction with hotel functions and have the same rating according to other criteria (Factor 2).

Conclusions

The study of consumer satisfaction by the use of surveys represents an important and widespread supplementary method of controlling and improving the quality of tourist services.

The conducted research shows the directions to take in order to implement improvements and make the quality of service even better. In accordance with the new concept of guest loyalty, in literature known as the “two-way street”, it is necessary to define a series of action measures such as:

- to continuously work on implementing quality standards for products and services in all areas of business; apply the environmental standard, especially due to the validation of the image of Montenegro as an ecological state;
- to apply individual access to the guests in the hospitality industry;
- in order to reduce dependency on agencies and increase revenues, to increase the proportion of individuals in the market mix;
- to create a specific offer according to the characteristics of high-quality tourism target groups;
- to use the tourism product development strategy, generate the development of other economic activities;
- to improve the quality of hotel supplementary services (entertainment, animation, excursion programs, out-of-home offers, half board offers, etc.);
- to enrich the offer in the tourist resort;

By putting a strong emphasis on practical solutions and by constructing a model of applying the consumer study results on marketing planning and marketing decision-making in tourism in Montenegro, the process of the entire research of the marketing aspect of the consumer satisfaction concept in the hotels of the Budva Riviera was completed.

Following a more detailed insight into the operationalization of the marketing function, an objective situation of the situation in which the holiday tourism in Montenegro is, has been determined.

The established model for predicting the probability of return provides significant inputs to the management in tourism for creating different marketing strategies as well as destination management systems. The results of the research emphasize the need to establish a close cooperation between the hotel operator with the TO and other relevant institutions in order to create and harmonize marketing strategies on micro and macro levels. A significant correlation between the tourist offer, destination and additional facilities on one hand and the likelihood of return to the hotel, i.e., destination on the other, was indicated.

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The current research also has its limitations regarding the representativeness of the sample. This fact gives a stimulus to continue this topic also in the future. Furthermore, the survey covered the target groups in the main season, while the structure of the guests according to the official statistics in the pre-and post-season period, differs significantly, both in terms of demographics and purchasing power. Finally, it is recommended that in future research, consideration be given to safety questions, since in this regard, Montenegro currently has strategic advantages compared to the competitors from the surrounding area and beyond.

Considering the fact that Montenegro is an increasingly popular destination for tourists searching for active tourism, future research should include this very important target group. In conclusion, given the liberalization of visa regime for "long haul" destinations such as China, India, Iran, a significant growth of rapidly developing emitting markets in the world is expected. This will also be a new motive for conducting research on the satisfaction and preferences of these new target groups.

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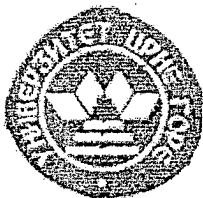
TURIZMO PASLAUGŲ KOKYBĖS SUVOKIMAS TAIKANT TIKIMYBĖS SUGRĮŽTI Į LANKYTĄ VIETĄ MODELĮ

Olivera Blagojevic Popovic, Milica Delibasic, Ivana Ognjanovic

SANTRAUKA

Atsižvelgiant į vartotojų elgsenos nuspėjamumą, tyrimų parodė klientų pasitenkinimo ir grįžimo tikimybę. Remdamiesi turizmo valdymo patirtimi ir pasitelkę anksčiau taikytus tyrimo metodus, autoriai siekė užbaigti įžvelgtos kokybės ir klientų pasitenkinimo tyrimą ir nuspėti grįžimo tikimybę. Tyrimo rezultatai rodo statistiškai stiprų ryšį tarp pasitenkinimo visomis viešbučių paslaugomis, vietovės turizmo pasiūla ir didele tikimybę, kad svečiai grįš į lankytą vietą. Pasitelkus Juodkalnijos atostogų turizmo pavyzdį, remiantis faktorių analize, buvo nustatytas grįžimo į viešbutį tikimybės modelis. Buvo pateikti pasiūlymai ir rekomendacijos būsimiems moksliniams tyrimams, kuriuose buvo apibendrinti praktiniai šios koncepcijos įvertinimai ir pavyzdžių pritaikymas apgyvendinimo pramonėje.

REIKŠMINIAI ŽODŽIAI: turistų lankytinos vietos, viešbučiai, suvokiama kokybė, klientų pasitenkinimas, lankyta vieta.



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Na osnovu člana 97. Zakona o Univerzitetu ("Sl.list RCG", br. 27/92 i 6/94) i člana 94. Statuta Univerziteta Crne Gore, Naučno-nastavno vijeće Univerziteta Crne Gore, na sjednici održanoj, 18.05. 2000.godine donijelo je

O D L U K U O IZBORU U ZVANJE

Dr BOŽO MIHAILOVIĆ bira se u zvanje redovnog profesora Univerziteta Crne Gore za naučnu oblast Marketing, za predmete: Marketing i Istraživanje marketinga na Ekonomskom fakultetu u Podgorici.

PRAVNA POUKA: Protiv ove odluke može se uložiti žalba Naučno-nastavnom vijeću Univerziteta Crne Gore u roku od 15 dana od dana prijema iste.

REKTOR,

Prof.dr Predrag Obradović

**Prof. dr BOŽO MIHAILOVIĆ, redovni profesor
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1. BIOGRAFIJA

Božo Mihailović je rođen 22.08.1951. godine u Piperima (Ubine). Osnovnu školu je učio u Spužu. Završio je Gimnaziju "Stojan Cerović" u Nikšiću, sa odličnim uspjehom.

Ekonomski fakultet u Podgorici je upisao 1970. godine, na kome je diplomirao 1974., sa prosječnom ocjenom 9,70. Diplomski rad "Savremeni metodi izbora proizvodne orijentacije preduzeća" odbranio je sa ocjenom 10.

Kao student generacije, već na drugoj godini je dobio stipendiju Ekonomskog fakulteta i bio angažovan kao demonstrator. Za vrijeme studija nagrađivan je svake godine od matičnog fakulteta i Univerziteta u Beogradu. Po završetku studija dobio je diplomu "Luca". Za najboljeg studenta Crne Gore proglašen je 1973. godine, a 1974. je dobio nagradu grada Titograda "19. decembar".

Odmah nakon diplomiranja angažovan je kao saradnik na Ekonomskom fakultetu u Podgorici. Postdiplomske studije "Ekonomika i organizacija preduzeća – proizvodni smjer" završio je na istom fakultetu sa prosječnom ocjenom 9,90. Magistrirao je na temu "Tržišna orijentacija u razvojnoj i tekućoj politici industrijskih preduzeća Crne Gore", 1979. godine. Poslije magistriranja izabran je za asistenta za oblast Poslovne ekonomije – Marketing. Izvodio je vježbe iz predmeta: Marketing i Istraživanje tržišta. Prvi je počeo da se bavi problematikom Marketinga /1975. godine/ u Crnoj Gori.

Skolske 1983/84 dobio je stipendiju IREX i boravio na univerzitetu SUNY/Albany, SAD. Na School of Business ovog univerziteta pohađao je postdiplomski studij za oblast Marketing Management. Boraveći na navedenom univerzitetu radio je na istraživanjima za doktorsku disertaciju. Na univerzitetu MGU, Moskva bio je nekoliko puta, predvodeći naše studente na stručnom boravku. Imao je više studijskih boravaka na vodećim univerzitetima (SUNY/Albany, Pittsburgh University, Eastern Washington University - SAD, MGU, Moskva i dr.)

Doktorsku disertaciju "Marketing aspekt investicionog odlučivanja u samoupravnoj privredi" odbranio 1989. godine na Univerzitetu „Veljko Vlahović“, koja je bila jedna od prvih iz ekonomskih nauka na ovom univerzitetu, a prva iz oblasti Marketinga u Crnoj Gori.

Za docenta je na predmetu Marketing izabran 1990., vanrednog profesora 1995., a za redovnog profesora naučne oblasti Marketinga 2000. godine.

Predavao je na redovnim, magistarskim i doktorskim studijama Univerziteta Crne Gore: na Ekonomskom fakultetu (uključujući studije menadžmenta), Fakultetu za turizam i hotelijerstvo i (do prije nekoliko godina) Mašinskom fakultetu. Predavao je na Fakultetu za pomorstvo na redovnim (Marketing u pomorstvu) i postdiplomskom (Marketing u pomorstvu i transportu).

Na matičnom fakultetu dodiplomskih studija predavao je (ili predaje) sljedeće kurseve: Osnove marketinga, Marketing, Politički marketing, Istraživanje marketinga, Medjunarodni marketing i Razumijevanje potrošača, a na Fakultetu za turizam i hotelijerstvo Marketing u turizmu, Marketing u hotelijerstvu, Marketing komuniciranje u turizmu, Razumijevanje potrošača u turizmu. Na Mašinskom fakultetu predavao je Marketing u saobraćaju.

Na postiplomskom (magistarskom) studiju Ekonomskog fakulteta predaje (od 1990. godine) više kurseva, a među njima: Marketing, Marketing menadžment i Upravljanje marketingom. Kreator je i rukovodilac smjera Marketing na akademskim i specijalističkim studijama Ekonomskog fakulteta, kao i prestižnih magistarskih studija "Marketing i biznis".

Na doktorskim studijama predaje Metode ekonomskih istraživanja.

Na magistraskom studiju Fakulteta za hotelijerstvo i turizam predavao je Strategijski marketing

Predavao je na magistarskim studijama Univerzita Union u Beogradu

Bio je mentor ili član komisije za ocjenu i odbranu više magistarskih radova i doktorskih disertacija na UCG, Univerzitetu u Beogradu i Univerzitetu Union iz Beograda. Sada je mentor tri doktorske teze i osam magistarskih radova, čija je izrada u toku.

Kreator je Strategije Distance Learning studija, po kome je Ekonomski fakultet postao prepoznatljiv među naučno-obrazovnim institucijama i istovremeno je do skoro bio rukovodilac navedenog programa.

Predsjednik je Komisije za doktorske studije na Ekonomskom fakultetu (do odlaska u penziju) i rukovodilac doktorskih studija od 2012. godine.

Do ukidanja katedri na Univerzitetu Crne Gore, bio je Šef katedre za oblast Marketinga.

Kreirao je (i bio vodeći predavač) više radionica za inovaciju znanja u privredi iz oblasti: marketinga, preduzetništva, prestrukturiranja preduzeća, privatizacije, investicionog odlučivanja, PR-a i dr.

Za prodekana Ekonomskog fakulteta za Naučno-istraživački rad i finansije izabran je 1988. godine. Dužnost Dekana istog fakulteta obavljao je u dva (tada zakonski maksimalno moguća) mandata (1990-1994). U tom periodu, između ostalog, kreirao je dvogodišnju Poslovnu školu (koja je kasnije postala osnov trogodišnjih primjenjenih studija Menadžmenta), prvu samofinansirajući program na našem univerzitetu, kao i medjunarodni postdiplomski studij "Poslovna ekonomija i menadžment", zajedno sa Eastern Washington University, SAD.

Od 1995. do 1999. godine bio prvi direktor Fonda za razvoj Crne Gore, vodeće institucije za privatizaciju, u tom periodu.

Dosadašnji naučno-istraživački rad se odnosio na oblast Poslovne ekonomije (prestrukturiranja preduzeća, privatizacije, menadžmenta, preduzetništva, marketinga, investicionog odlučivanja...).

U ovim oblastima autor je 13. knjiga (uključujući izmijenjena i dopunjena izdanja), i koautor dvije. Napisao je i objavio više od 100. članaka (od kojih su neki "vodeći") u međunarodnim i domaćim časopisima, kao i oko 20. referata na međunarodnim naučnim konferencijama i skupovima (od kojih su većina "po pozivu"). Rukovodio je u oko 50. naučno-istraživačkih projekata (pretežno primijenjenog karaktera) i podnio više referata na vodećim skupovima jugoslovenskih ekonomista.

Bio je član ili predsjednik Upravnih odbora (odbora direktora) nekoliko velikih preduzeća u Crnoj Gori (među kojima EPCG, Rudnika Uglja, Pljevlja, KAP-a, Plantaža „13. jul“, Korala i dr.). U periodu od 2006-2013. godine bio je član Odbora direktora Komercijalne banke Budva. Sada je član Odbora direktora „13 jul- Plantaže“ a.d. –Podgorica i HTP „Velika Plaža“, Ulcinj.

Bio je prvi sekretar Društva za marketing Crne Gore (od osnivanja, 1975. godine), a kasnije i njegov Predsjednik; Predsjednik Društva ekonomskih propagandista Crne Gore i član Predsjedništva jugoslovenskog udruženja; član Predsjedništva JUMA; član Predsjedništva Saveza ekonomista Crne Gore; Visegodišnji član redakcije (međunarodnog) časopisa Marketing; član Predsjedništva Saveza ekonomista Jugoslavije (SEJ); član Naučnog društva Saveza ekonomista Jugoslavije.

Od 2018 godine Predsjednik je Saveza Ekonomista Crne Gore.

Bio je član redakcije raznih stručnih i naučnih ekonomskih časopisa u SFRJ i SRJ. Posebno se izdvaja članstvo u redakciji časopisa Marketing, u skladu sa profesionalnom orijentacijom - oblašću istraživanja.

Od decembra 2014. godine izabran je za člana redakcije (i anonimnog recenzenta za oblast marketinga) svjetski poznatog časopisa Journal of Business and Economics (ISSN 2155-7950), koji izdaje Academic Star Publishing Company, New York.

Član je Odbora za ekonomske nauke CANU od 1994. godine. Bio je kandidat Ekonomskog fakulteta za Rektora Univerziteta Crne Gore 2006 i člana CANU 2013. godine.

Bio je član Senata UCG, (2014- 2017) godine.

Dobitnik je najvećeg državnog priznanja za oblast obrazovanja, nagrade „Oktoih“ ta 2017 godinu.

Prof. dr Božo Mihailović čita, piše i govori engleski i ruski jezik.

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NAPOMENA: Prof. dr. BOŽO MIHAILOVIĆ je pored navedenog učestvovao u izradi ili bio rukovodilac oko 50. stručnih i naučnih projekata, koje je radio Ekonomski fakultet i Centar za privatizaciju i investicije - Podgorica i podnio više referata na skupovima jugoslovenskih ekonomista, od čega je znatan broj bio uvodni ili po pozivu. Autor je većeg broja prikaza u raznim naučno-stručnim časopisima. Medjunarodni je konsultant za TAM I BAS programa.

Držao sam više predavanja za potrebe privrede u PKCG, "Plantažam 13 jul" I drugim preduzećima.

Podgorica, avgusta 2019.



**UNIVERZITET "ADRIATIK"
BAR**

DODJELIJE

POVELJU
O IZBORU U POČASNO ZVANJE

**PROFESSOR
EMERITUS**

Prof. dr Radu Ratkoviću

ZA POSEBNE ZASLUGE
UNAPREĐENJA VISOKOG
OBRAZOVANJA U TURIZMU

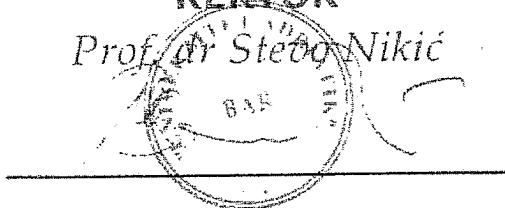
BAR

07.07.2018.

SENAT UNIVERZITETA "ADRIATIK" BAR

REKTOR

Prof. dr Stevo Nikić



Универзитет за туризам и менаџмент

Број 02-94/1

21.04.2011 год.

Скопје

Врз основа на член 92, став 1, точка 14 од Статутот на Универзитетот за туризам и менаџмент во Скопје, согласно член 52 став 1 алинеја 33 од Законот за високото образование (Сл. Весник на РМ бр. 35/2008, 103/2008, 26/2009, 99/2009, 115/2010, 17/2011 и 51/2011) Сенатот на Универзитетот, го разгледа Извештајот од Рецензентската комисија, објавен во Билтенот на Универзитетот број 6 од 04.04.2011 година, и врз основа на објавениот Конкурс во дневниот весник „Време“ од 05-07.03.2011 година, на седницата одржана на 21.04.2011 год., ја донесе следната

О Д Л У К А

за избор на еден наставник во наставно-научно звање
за група предмети од областа на туризмолешките дисциплини и хотелскиот менаџмент
на Универзитетот за туризам и менаџмент во Скопје

1. Д-р Раде Ратковиќ се избира за наставник за група предмети од областа на туризмолешките дисциплини и хотелскиот менаџмент на Универзитетот за туризам и менаџмент во Скопје, во наставно-научно звање редовен професор.

2. Составен дел на оваа одлука е Извештајот на Рецензентската комисија, објавен во Билтенот на Универзитетот за туризам и менаџмент во Скопје, број 6 од 04.04.2011 год.

3. Одлуката стапува во сила со денот на нејзиното донесување.

О Б Р А З Л О Ж Е Н И Е

Врз основа на член 92 став 1 точка 14 од Статутот на Универзитетот за туризам и менаџмент во Скопје, согласно член 52 став 1 алинеја 16 од Законот за високото образование (Сл. весник на РМ бр. 35/2008, 103/2008, 26/2009, 99/2009, 115/2010, 17/2011 и 51/2011), Сенатот на Универзитетот, согласно Извештајот на Рецензентската комисија, објавен во Билтенот на Универзитетот за туризам и менаџмент во Скопје, број 6 од 04.04.2011 год., на седницата одржана на 21.04.2011 година, донесе одлука како во диспозитивот.

ДОСТАВЕНО ДО:

- Архивата;
- Именуваниот наставник;
- Генералниот секретар на Универзитетот.

РЕКТОР

проф. д-р Аце Миленковски

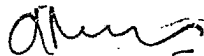
Prof.dr Rade Ratković
85310 Budva
Prvomajska 52
Budva, 24.01.2020 godine

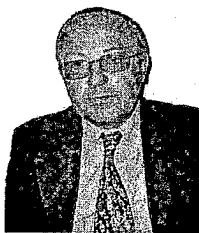
IZJAVA

Izjavljujem pod punom odgovornošću da sam na Univerzitetu Crne Gore, Fakultet za turizam i hotelijerstvo, Kotor bio zapošljen u periodu 1999 do 2004 na mjestu profesora, prodekana i VD Dekana. Od tada nijesam u bilo kakvom radnom odnosu na Univerzitetu Crne Gore.

Od 2005 godine pa nadalje bio sam član dvije doktorske komisije na UCG, a sada sam član i treće.

Podnosilac Izjave
Prof.dr Rade Ratković
JMBD: 0809951232010



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Prezime I ime

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Nacionalnost

Crnogorska

Datum rođenja

08/09/1951

Radno iskustvo

Period

1975-1992

Funkcija

Direktor

Zaduženja I aktivnosti

Finansiranje i razvoj preduzeća

Naziv poslodavca

HTP"Montenegroturist" Budva

Vrsta djelatnosti

Hotelijerstvo i turizam

Radno iskustvo

Period

1992-1999

Funkcija

Direktor

Zaduženja I aktivnosti

Rukovodilac sopstvene konsultantske firme

Naziv poslodavca

FORIK d.o.o. Budva

Vrsta djelatnosti

Konsalting u hotelijerstvu i turizmu

Radno iskustvo

Period

1999-2004

Funkcija

Prodekan

Zaduženja I aktivnosti

Pomoćnik dekana i profesor u zvanju docenta

Naziv poslodavca

Fakultet za turizam i hotelijerstvo Kotor u sastavu Univerziteta Crne Gore

Vrsta djelatnosti

Visoko obrazovanje

Radno iskustvo

Period

2004 pa na dalje

Funkcija

Prodekan

Zaduženja I aktivnosti

Pomoćnik dekana i profesor u zvanju vanrednog profesora

Naziv poslodavca

Fakultet za turizam, hotelijerstvo i trgovinu Bar u sastavu Univerziteta "Mediteran"

Vrsta djelatnosti

Visoko obrazovanje

Obrazovanje

Period

1995 - 1997

Vrsta obrazovanja

Izrada i procedura doktorata

Institucija

Univerzitet Crne Gore, Ekonomski fakultet Podgorica

Nivo obrazovanja

Doktor ekonomskih nauka

Vještine I znanja

Maternji jezik

Crnogorski

Znanje stranih jezika

European level (*)

Engleski

ruski

Razumijevanje		Komunikacija		Pisanje
Razumijevanje	Čitanje	Govorna interakcija	Prezentiranje	
B ₂	B ₂	B ₂	B ₂	B ₂
B ₂	B ₂	B ₂	B ₂	B ₂

A₁,A₂ - Osnovni nivo, B₁, B₂ Srednji nivo C₁, C₂ Napredni nivo

TEHNIČKE SPOSOBNOSTI I ZNAJANJE

Rad s računalom, posebnim uređajima,
strojevima, itd..

[OPIISATI TAKVE SPOSOBNOSTI I NAVESTI GDJE SU STEČENE.]
rad na računaru (Microsoft Word, Excel, Power Point,Internet)

OSTALE SPOSOBNOSTI I ZNAJANJE

Sposobnosti koje nisu prethodno
nabrojene.

[OPIISATI TAKVE SPOSOBNOSTI I NAVESTI GDJE SU STEČENE.]

Izrada biznis planova, Programa restrukturiranja preduzeća, Procjene vrijednosti preduzeća, Sudsko vještačenje po ekonomsko-finansijskim problemima, Projektovanje organizacije i menadžmenta u turizmu, Izrada ekonomsko-finansijskih i turističkih ekspertiza i sl. Sposobnosti su stečene dugogodišnjim timskim i individualnim radom na mnogobrojnim projektima. U posljednje dvije godine je uradio desetak projekata u svojstvu internacionalnog konsultanta, kao domaći ekspert, u sistemu BAS konsaltinga. Posebno se potencira organizovanje i vođenje kurseva edukacije u hotelijerstvu i turizmu u posljednje dvije godine

RELEVANTNE PUBLIKACIJE

- Naziv
- Sadržaj
- Godina objave
- Izdavač

Razvoj turizma u Crnoj Gori-geneza, stanje, perspektive
Monografija o turističkom razvoju i turističkoj politici u Crnoj Gori
2006 u pripremi
Fakultet za turizam, hotelijerstvo i trgovinu, Bar

RELEVANTNE PUBLIKACIJE

- Naziv
- Sadržaj
- Godina objave
- Izdavač

Hotelsko menadžment
Hrestomatija sa autorskim dijelom iz oblasti hotelskog menadžmenta
2006
Fakultet za turizam, hotelijerstvo i trgovinu Bar

DALJNJE INFORMACIJE

[Upisati sve ostale relevantne informacije, npr. osobe koje mogu potvrditi informacije ,
reference itd.]

Posljednih godina je uradio desetak projekata u svojstvu internacionalnog konsultanta, kao domaći ekspert, u sistemu BAS konsaltinga. Posebno potencira organizovanje i vođenje kurseva edukacije u hotelijerstvu i turizmu, od kojih je naročit uspjeh ostvario u realizaciji obuke za turističke vodiče u okviru koje je preko 180 kandidata steklo ovo zvanje

Informacije se mogu provjeriti kod Fakulteta za biznis i turizam Budva i nadležnih institucija u Crnoj Gori

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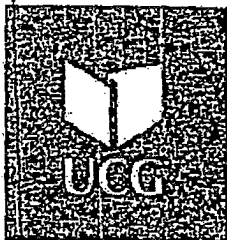
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2923

Na osnovu člana 72 stav 2 Zakona o visokom obrazovanju („Službeni list Crne Gore“ br 44/14, 47/15, 40/16, 42/17, 71/17, 55/18, 3/19, 17/19, 47/19) i člana 32 stav 1 tačka 9 Statuta Univerziteta Crne Gore, Senat Univerziteta Crne Gore na sjednici održanoj 28.10.2019. godine, donio je

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- **Vitić-Četković, A., Willis, D.:** *“Challenges of Tourism Development in Montenegro – Facing with the Global Economic Recession”*, The Influence of Global Economic Recession on Tourism, June 04-05, 2009, Ohrid, Macedonia
- Pjerotić, Lj., **Vitić, A.:** *“FDI - Chance of Challenge for Economic Development of Montenegro and SEE countries”*, Conference: Economic Faculty as contributor to Economic Development of Communities, October 31st 2008, Faculty of Economics, Shkodra, Albania
- **Vitić, A., Cvetkov - Čikošev T.:** *Specifičnosti razvoja strategijskih alijansi u hotelijerstvu*, konferencija: Trendovi u razvoju turizma i hotelijerstva, 09. i 10. oktobar 2008., Novi Sad, Srbija
- **Vitić, A., Jović, M.:** *PPP koncept i priključivanje EU – podsticanje razvoja usluga partnerskim uključivanjem javnog i privatnog sektora*, konferencija: Tehnologija, kultura i razvoj, 27 – 30.08. 2007, Igalo, Crna Gora
- **Vitić, A.:** *Regional Strategic Respond on Tourism Trends – Case Study Bjelasica and Komovi*, Strategic Development of Tourism Industry in the 21st century, Ohrid, Macedonia, 2007.
- Jovanović, I, **Vitić, A.:** *Changes in Tourism Education – best practices in tourist guide program*, conference: Strategic Development of Tourism Industry in the 21st century Ohrid, Macedonia, 2007.
- **Vitić, A.:** *International Marketing Competitiveness: Specific Factors of Success in Tourism*, Annual Conference (ICETE): TOURISM: Science & Education, April, 20th, 2007, Moscow, Russia
- **Vitić, A.:** *Global directions: Challenges and Opportunities for Enterprises in Montenegro*, The 3rd International Conference: “Economy and Transformation Management” May 5-6th, Timisoara, Romania, 2006.
- **Vitić, A.:** *Relevance of State and Destination branding – Case Montenegro*, Conference: “Contemporary Trends in Tourism Industry”, May 25-26th, Ohrid, Macedonia, 2005.
- Ivanović, N., **Vitić, A.:** *Razvoj turizma u Baru u drugoj polovini XX i početkom XXI vijeka, Zbornik radova sa naučnog skupa: “Turizam u Crnoj Gori u drugoj polovini 20. vijeka, , Fakultet za turizam i hotelijerstvo, Cetinje, Crna Gora, 2004.*

Priručnici:

- **Vitić-Četković, A., Ivanović, N.:** *“Priručnik za preduzetništvo u turizmu”*, Turistička organizacija, Bar, 2014.
- Plavša, J., **Vitić-Četković, A., Ivanović, N.:** *“Priručnik za tematski turizam sa primjerima dobre prakse”*, Turistička organizacija Bar, Bar, 2014.
- **Vitić-Četković, A., Ivanović, N.:** *“Priručnik za seoski turizam i seoska domaćinstva”*, Turistička organizacija Bar, Bar, 2012.

- Vitić-Četković, A., Moric, I.: Mini-priručnik: Razvoj turističkog itinerera u prekograničnoj oblasti između Bosne i Hercegovine i Crne Gore, MAB, Podgorica, 2012.
- Vitić, A., Moric, I.: "Studije slučaja u međunarodnom turizmu", Fakultet za turizam i hotelijerstvo, Kotor, 2008.

UČEŠĆE U NAUČNO – ISTRAŽIVAČKIM PROJEKTIMA I KONSALTING

03/2014 – 2016.

Ekspert iz oblasti turizma pri izradi studije: „Stateška procjena uticaja na životnu sredinu za program istraživanja i proizvodnje ugljovodonika u podmorju Crne Gore“

Klijent: Centar za arhitekturu i urbanizam, d.o.o., Podgorica i Ministarstvo ekonomije RCG

04/2014.

Konsultant/trener iz oblasti nautičkog turizma i kulturnog turizma u IPA projektu:

“Održivi razvoj turizma posebnih interesa - SUD SIT“

Klijent: Opština Tivat

11/2013 – 01/2014.

Konsultant iz oblasti preduzetništva u turizmu i iz oblasti tematskog turizma u okviru

IPA projekta

Klijent: Turistička organizacija Bar

05/2014.

Učesnik u projektu/predavač modula “Preduzetništvo” u projektu TRAIN Univerziteta

Crne Gore i partnera iz EU

09/2013 – 03/2013

Konsultant za prostorno – urbanistički plan Bijelo Polje i Plav

Klijent: „Montenegroprojects“, Podgorica

01/08/2012 – 10/09/2012

Konsultant iz oblasti agroturizma, IPA projekat

Klijent: Regionalna turistička organizacija Bjelasica and Komovi

03/2012 – 04/2012

Konsultant/trener u IPA projektu: “Razvoj turističkog itinerera u prekograničnoj oblasti između Bosne i Hercegovine i Crne Gore“

Klijent: Montenegro Biznis Alijansa

11/2011 – 01/2012

Konsultant iz oblasti eco-labelling-a u hotelijerstvu i seoskog turizma u okviru IPA

projekta

Klijent: Turistička organizacija Bar

05/2011 – 01/2012

Konsultant iz oblasti strategijskog participativnog planiranja održivog razvoja u opštinama na sjeveru Crne Gore

Klijent: Maximaconsulting

08/2009 – 12/2009

Konsultant iz oblasti preduzetništva u turizmu

Klijent: STARS

08/2009 – 09-2009

Lokalni ekspert za strateško planiranje obrazovanja za održivi razvoj

Klijent: Regional Environmental Center (REC), Mađarska

12/2008 – 01/2009:

Istraživač na projektu analize poslovanja putničkih agencija u Crnoj Gori

Klijent: GTZ, Njemačka – predstavništvo Podgorica

11/2008 – 03/2009:

Istraživač na projektu analize kamping turizma i destinacionog menadžmenta u regionu Plava i Cetinja

Klijent: GTZ, Njemačka – predstavništvo Budva

12/2009

Ko-organizator i učesnik u projektu: "Tourism Partnership for Tomorrow" pored Dr Lee Jolliffe sa Univerziteta New Brunswick, Saint John

Projekat podržan od strane Asocijacije Univerziteta i koledža Kanade

05/2008 – 12/2008:

Koordinator projekta: "Obuka u razvoju ekoturizma i održivog turizma",

Projekat podržan od strane Ambasade SAD u Podgorici

08/2008 – 09/2008:

Istraživač na projektu razvoja ruralnog turizma u Crnoj Gori

Klijent: SNV, Holandija – kancelarija u Podgorici

01/2008 – 10/2008.

Koordinator projekta: "Biciklističke rute od Jadranske obale do Skadra/ Skadarskog jezera", Univerzitet Ebersvalde, Njemačka i Univerzitet u Skadru, Albanija

07/2007-09/2007.

Koordinator projekta: "Zamak «Rozafa» u Skadru – turistički marketing koncept", Univerzitet Ebersvalde, Njemačka i Univerzitet u Skadru, Albanija

02/2007 – 07-2008.

Lokalni koordinator projekta „Prekojadranska laboratorija destinacionog menadžmenta (PADMALAB)“, Politehnički Univerzitet Marke i partneri, Ankona, Italija

06/2006.

Istraživač na projektu: "Oslobađanje preduzetništva u održivom turizmu u oblasti Nacionalnog parka Durmitor", Džordž Vašington Univerzitet, Ministarstvo turizma Crne Gore, UNDP

05/2006. - 12/2006.

Koordinator projekta promocije biciklističkog turizma u regionu Prokletija, Univerzitet Ebersvalde, Njemačka i Univerzitet u Skadru, Albanija

02/2006. - 05/2006.

Istraživač na studiji menadžmenta destinacija Skadarsko jezero, Cetinje i Plav; GTZ, Podgorica

05/2005. - 11/2005.

Koordinator projekta promocije biciklistikog turizma oko Skadarskog jezera, Univerzitet Ebersvalde, Njemačka, Univerzitet u Skadru, Albanija

03/2005. – 05/2005.

Istraživač na projektu: "Regionalna turistička strategija za Bjelasicu i Komove", Austrijsko – crnogorsko partnerstvo, Kolašin

05/2001. – 05/2004.

Istraživač na projektu: Tranzicija kao socio-ekonomski proces i njen uticaj na rodne odnose u porodici, Univerzitet u Oslu, Norveška i Univerzitet Crne Gore.

10/1998. – 03/2004.

Konsalting iz oblasti ekonomskih reformi u Crnoj Gori, HEMA GmbH, Hamburg, Njemačka

06/2002. – 07/2003.

Lokalni konsultant na projektu restrukturiranja crnogorskog hotelijerstva, CDG – Inwent

09/2000. – 09/2001.

Istraživač na projektu: Globalizacija svjetskog tržišta, internacionalizacija preduzeća i marketing konkurentnost, Ministarstvo prosvjete i obrazovanja Crne Gore

SERTIFIKATI

- Sertifikat – Management of Visitor Attractions in Practice; LA FONDATION POUR LA FORMATION HOTELIERE, Kotor, April 2017.
- Sertifikat - Service Quality; LA FONDATION POUR LA FORMATION HOTELIERE, Kotor, septembar 2013.

- Trening program – Upravljanje naučno-istraživačkim projektima, ASO, Ljubljana, 2005.
- Trener za razvoj malih i srednjih preduzeća, INWENT i Centar za preduzetništvo, Podgorica, 2002.
- Trener za žene u politici, NVO Forum žena Crne Gore, 2001.
- Sertifikat o poznavanju rada na racunaru – Windows, Word, Excell, Internet (Fakultet za pomorstvo - Kotor, 1998.)
- Trening iz Marketing menadžmenta, Solihal Univerzitet, 1997.

STIPENDIJE

20/05/2019 – 24/05/2019

Erasmus + stipendija za nastavu – Zapadni Univerzitet u Temišvaru, Rumunija

27/08/2018 – 31/08/2018.

Erasmus + trening stipendija – Saima Univerzitet primijenjenih nauka, Fakultet za turizam, Finska

15/01/2018 – 19/01/2018

Erasmus + trening stipendija – Zapadni Univerzitet u Temišvaru, Rumunija

21/07/2017 – 27/07/2017.

Erasmus + stipendija za nastavu, Univerzitet u Mariboru, Fakultet za turizam

10/2016. i 03/2017.

JoinEU-SEE stipendija za akademsko osoblje - jednosmjesečni boravak na Univerzitetu u Bolonji – kampusu u Riminiju

04/2009 – 10/2009

Učesnik (korisnik granta) u projektu „Labour Market Oriented Curriculum Programme“ – WUS Austria

01/2007.

Ministarstvo inostranih poslova Slovenije
Univerzitet u Ljubljani

- Usavršavanje/istraživanje iz oblasti menadžmenta i konkurentnosti turističke destinacije

09/2006. – 10/2006.

TEMPUS IMG: Univerzitet Sari, Gilfid, Velika Britanija

- Usavršavanje vezano za razvoj univerzitetskih kurikuluma i praktične obuke u turizmu i hotelijerstvu

08/2003. – 07/2004.

JFDP stipendija Sjedinjenih Američkih Država, Džordž Vašington Univerzitet, Vašington.

- Usavršavanje iz oblasti nastavne metodologije, sa fokusom na ekonomiju, menadžment i turizam

03/2003. – 07/2003.

Stipendija Italijanskog ministarstva spoljnih poslova, Univerzitet u Bolonji
- Trening program za eksperte iz oblasti kulturnog turizma

08/2002. – 10/2002.

Stipendija Norveškog istraživačkog savjeta, Agder Univerzitet, Norveška
- Istraživanje vezano za razvoj međunarodnih marketing strategija malih i srednjih preduzeća

11/2001. – 02/2002.

OAD stipendija, Institut za turizam, Insbruk, Austrija

- Istraživanje vezano za strategije razvoja planinskog turizma

GOSTUJUĆA PREDAVANJA ODRŽANA U INOSTRANSTVU:

- Prezentacija na skupu partnerskih Univerziteta: *Cultural Dimensions od Hospitality, Tourism and Events*, 06. jul 2014, Manchester Metropolitan University, Mančester, Velika Britanija
- Gostujući predavač na Akademiji za javnu administraciju, Minsk, Bjelorusija, 13 - 14. oktobar 2011.
- Gostujući predavač na Univerzitetu u Nišu, oktobar 2011.
- Gostujući predavač na Državnom pomorskom Univerzitetu u Odesi, Ukrajina, 20 - 27. januar 2010.
- Gostujući predavač na predmetu: Održivi turizam, Univerzitet u Oregonu, SAD, 24.07. - 17.08. 2007.
- Niz predavanja u vezi sa stratejskim aspektima razvoja turizma u Crnoj Gori, održanih na Ekonomskom fakultetu u Skadru, Albanija, 2005/2006. godine
- Pregled Master plana razvoja turizma u Crnoj Gori do 2020., Džordž Vašington Univerzitet, Fakultet za biznis, Vašington, 2003.
- Ekonomske reforme u Crnoj Gori, Agder Univerzitetski koledž u Kristiansandu, Norveška 2002.
- Perspektive razvoja turizma u Crnoj Gori, Norveški fakultet za hotelski menadžment, Univerzitetski koledž u Stavangeru, Norveška, 2002.

INTERNŠIPI (PRAKSA):

- Istraživač u Centru za ekoturizam i održivi razvoj, Stanford Univerzitet, SAD, 2008.

- Istraživač turističkog događaja: “Brunch on the Beach”, za opštinu Honolulu, Havaji, 2004.
- Istraživač na ekonomskom odsjeku Ambasade Srbije i Crne Gore u Vašingtonu, SAD, 2004.

OSTALE PROFESIONALNE AKTIVNOSTI:

- Ekspert za akreditaciju studijskih programa i reakreditaciju ustanova visokog obrazovanja, *Agencija za kontrolu i obezbjeđenje kvaliteta visokog obrazovanja*, Crna Gora (12/2018 – tekući period)
- Recenzent monografije – Jasna Potočnik Topler: “*Spoznavanje sevniške kulture in kulinarike s kolesom*”, Univerzitet u Mariboru, Fakultet za turizam, Brežice, Slovenija, 2018.
- Član naučnog odbora za sekciju: “Tourism, consumption, free time” izdavačke kuće “Franco Angeli”, Italija
- Član Ekspertskog tima za povećanje broja kvalifikovanog kadra u sektoru turizma, Ministarstvo turizma i održivog razvoja, (12/2014 – tekući period)
- 07/2015 – tekući period: Predsjednik Izvršnog odbora Lokalne turističke organizacije Bar
- Član redakcijskog kolegijuma časopisa “Ekonomika” – Niš (03/2014 - tekući period)
- Urednik i recenzent naučnog časopisa “Turizam”, Novi Sad, Srbija (2009 - tekući period)
- Urednik naučnog časopisa “Turističko poslovanje”, Beograd, Srbija (2011 - tekući period)
- Urednik i recenzent naučnog časopisa “Menadžment u hotelijerstvu i turizmu”, Vrnjačka Banja, Srbija (2013 - tekući period)
- Recenzent *Tematskog zbornika međunarodnog značaja: Socially Responsible Business*, Editors: Dariusz Fatula, Bojan Krstić; recenzenti: Kazimierz Górka, Leonid Nakov, Jasmina Starc, Andriela Vitić-Ćetković, Kiril Postolov, Łukasz Popławski; 2014, ISBN 978-83-7571-356-5
- Recenzent monografije međunarodnog značaja - Sonja Jovanović: “Konkurentnost u turizmu i hotelijerstvu”, Univerzitet u Nišu, Ekonomski fakultet, Niš, Srbija, 2018.
- Član međunarodne redakcije časopisa “BizInfo”, Blace, Srbija (2016 -)
- Savjetnik za utvrđivanje kvaliteta Centra za stručno obrazovanje za turističku grupu predmeta u Ekonomsko-ugostiteljskoj školi (2014. -)
- Predavač predmeta: „Tržišno komuniciranje u turizmu” (2007- 2011.), a nakon reforme programa predmeta: “Komunikacijske tehnike i metode”(2012.) na kursu za turističke vodiče u organizaciji Fakulteta za turizam i hotelijerstvo i Ministarstva turizma RCG
- Recenzent naučnog časopisa “International Journal of Tourism Policy”, United Kingdom

- Član Izvršnog odbora postdiplomskih studija pod nazivom: Master program među-jadranske saradnje i lokalnog razvoja Univerzitet u Teramu, Italija 2007-2008.
- Član panela eksperata za Nacional Geographic, 2007.
- Član panela eksperata za Nacional Geographic, 2006.
- Član Organizacionog odbora Foruma o ekonomskom razvoju Srbije i Crne Gore, Džord Vašington Univerzitet, 04.02.2004, Vašington, SAD

ČLANSTVO U ASOCIJACIJAMA

- Član Mediteranske asocijacije za sociologiju turizma sa sjedištem na Univerzitetu u Bolonji (2004. -)
- Član State Department Alumni Association (2004. -)
- Član i jedan od osnivača Mreže američkih akademskih alumni Crne Gore, 2012.
- Član Zajednice Italijana Crne Gore (2008. – tekući period)
- Član Upravnog odbora Mediteranske asocijacije za sociologiju turizma sa sjedištem na Univerzitetu u Bolonji (2005. - 2011)
- Član Udruženja Fulbrajtovih stipendista Srbije i Crne Gore (2004. -)

POZNAVANJE STRANIH JEZIKA:

- Tečno znanje engleskog jezika (IELTS sertifikat, akademski nivo 7.0)
- Srednji nivo poznavanja italijanskog jezika (sertifikat Fakulteta za pomorstvo – Kotor, 2000.g.)
- Bazično poznavanje njemačkog jezika (sertifikat Leopold-Franzens Univerziteta u Insbruku, ocjena A, Austrija, 2001).