

Upravljanje kvalitetom u hotelijerstvu

Dušan Borovčanin

dborovcanin@singidunum.ac.rs



***Uloga zaposlenih u
obezbeđenju kvaliteta u
hotelijerstvu***

Royal Mail Case Study

- Kraljevska pošta, najveća kompanija za dostavu i slanje pošte u Velikoj Britaniji zapošljava oko 142.000 zaposlenih i vodi mrežu od 38 poštanskih centara, 1400 dostavnih kancelarija, i 11.800 pošti (RMAR, 2017) preko kojih se približno 80.000.000 artikala isporučuje na 29.000.000 adrese preko Velike Britanije (RMAR, 2017, 2014, 2012; NERA, 2013) svaki dan.

Royal Mail Case Study

Prema Hooper et Al (2008), postoji pet glavnih kategorija pisama.
Su:

1. transakcijski mail: Generisano od strane preduzeća korišćenih u finansijskoj transakciji, kao što su bankovni računi i računi kreditnih kartica.
2. isporuka: roba naručena poštom, Internetom ili telefonom koja se mora isporučiti stambenim potrošačima i firmama.
3. reklamna pošta: reklamne proizvode ili usluge, šalju se na imenovani član preduzeća ili domaćinstva.
4. publikacije: periodične štampe i magazini koji su dostavljeni potrošačima.
5. društvena pošta: pošta poslata između stambenih potrošača (npr., rođendanske kartice).

Royal Mail Case Study

- Prema Hooper et Al., (2008) samo 11 odsto pisama se šalje između domaćinstava i najveći deo pošte generiše preduzeća. Uprkos 4-5 odsto godišnjeg pada u obimu, oni čine oko 60% operativnog prihoda (RMAR, 2017).

Royal Mail Case Study

- Pad u transakcijskoj pošti je naterao RM da se okrene i usmeri pažnju ka drugim segmentima kao što je isporuka koja značajno raste, ali zahteva veliku upotrebu ljudskog rada i čini je prilično skupom

Royal Mail Case Study - Customers, Regulators, and Union

- Da bi se osiguralo da poštanske usluge budu dostupne svim korisnicima, Kraljevska pošta je obavezna da posluje u skladu sa uputstvima regulatora. Regulacija prikupljanja je ograničena na dostupnost i pristupačnost osnovnih usluga.

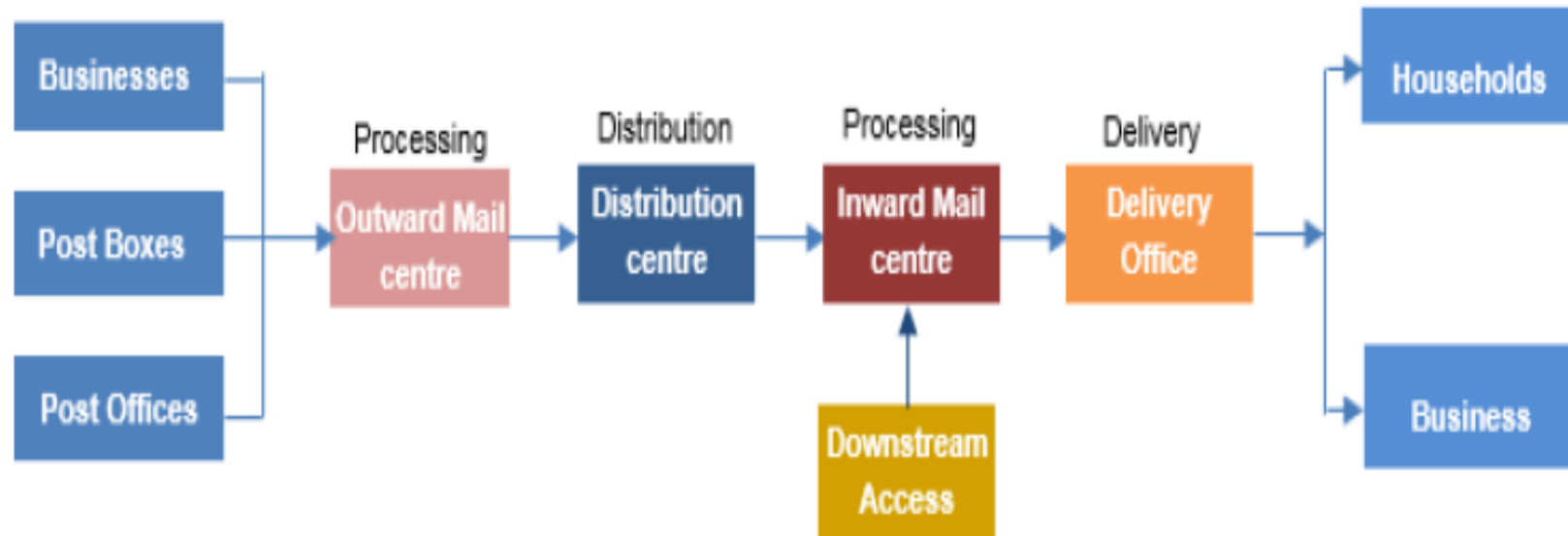
Royal Mail Case Study - Customers, Regulators, and Union

- Various regulatory bodies such as Office of Communication (Ofcom) and Health and Safety Executive (HSE) regulate the activities of Royal Mail. Regulatory measures are to ensure universal service and protects the postal customers being charged excessive prices for the service they render.
- The first role of regulators is to approve changes in the accessibility of collection and delivery, subject to a set of clearly defined criteria. The second role is to control whether there are products offered by the incumbent that lead to compliance with the rather generic basic requirements, as described above (Jag, 2014).
- Regulator also plays a key role in the modernisation of Royal Mail as it monitors the operational efficiency (BIS, 2015). Royal Mail has to provide a “Strategic Business Plan” to Ofcom for each financial year which include details of performance and vision for the activities undertaken such as forecast of revenue, operating expenditure, capital expenditure, expectations of change in the postal market, details of future planned initiatives (e.g. projects to improve efficiency) and Royal Mail’s view on appropriate quality of service targets (Ofcom, 2014).
- To ensure commercial flexibility of the business and protect the interests of the vulnerable customers, Ofcom limited the ‘safeguard cap’ only for Second Class mail which was set up between 45p and 55p in 2012-13 which could vary according the to the changes in the retail price index (RPI) over time.

Royal Mail Case Study – Union

- Dva sindikata, CMA i sindikat komunikacionih radnika (CWU), važni su akteri koji predstavljaju važnu kariku u odnosu sa menadžerima i operativnim rukovodiocima kraljevske pošte (RMCR, 2011). Iako odnos između menadžmenta i sindikata nije uvek idealan, podrška i angažovanje sindikata potvrđen je kao značajano za modernizaciju operacija kraljevske pošte.

Collection
(Through the day)



Royal Mail Case Study – operational process

- Aktivnosti u poštanskom sektoru su uključene u sakupljanje, sortiranje, transport i dostavu adresirane pošte, neadresirane pošte, pakete i ekspresne usluge

Royal Mail Case Study

- Royal Mail is under pressure from two directions: first, market competition and universal service obligations; second, declining letter volume because of digitally engineered communication channels. The mail volume, especially the transactional mail (e.g., bank statements) and social mail started its downward trend
- The letter volume is expected to decline further in the future because of the digital media 5 revolution (Hooper et al., 2008; Maegli and Jaag, 2009; Price Waterhouse, 2013; NERA, 2013). On the positive side, digital revolution opened new avenues of business such as parcels, resulting from the surge in online retail business (Hooper et al., 2008).
- To improve operations efficiency in the early 2012, completed the letter automation which involved the installation, refurbishment and upgrading of 900 highly efficiency machine such as intelligent letter sorting machine (iLSM) (RMAR, 2012). similarly, the delivery operation was expedited by walk sequencing by Compact Sequence Sorter machines which reduced 2.2% delivery hours (RMAR, 2012).

Royal Mail Case Study

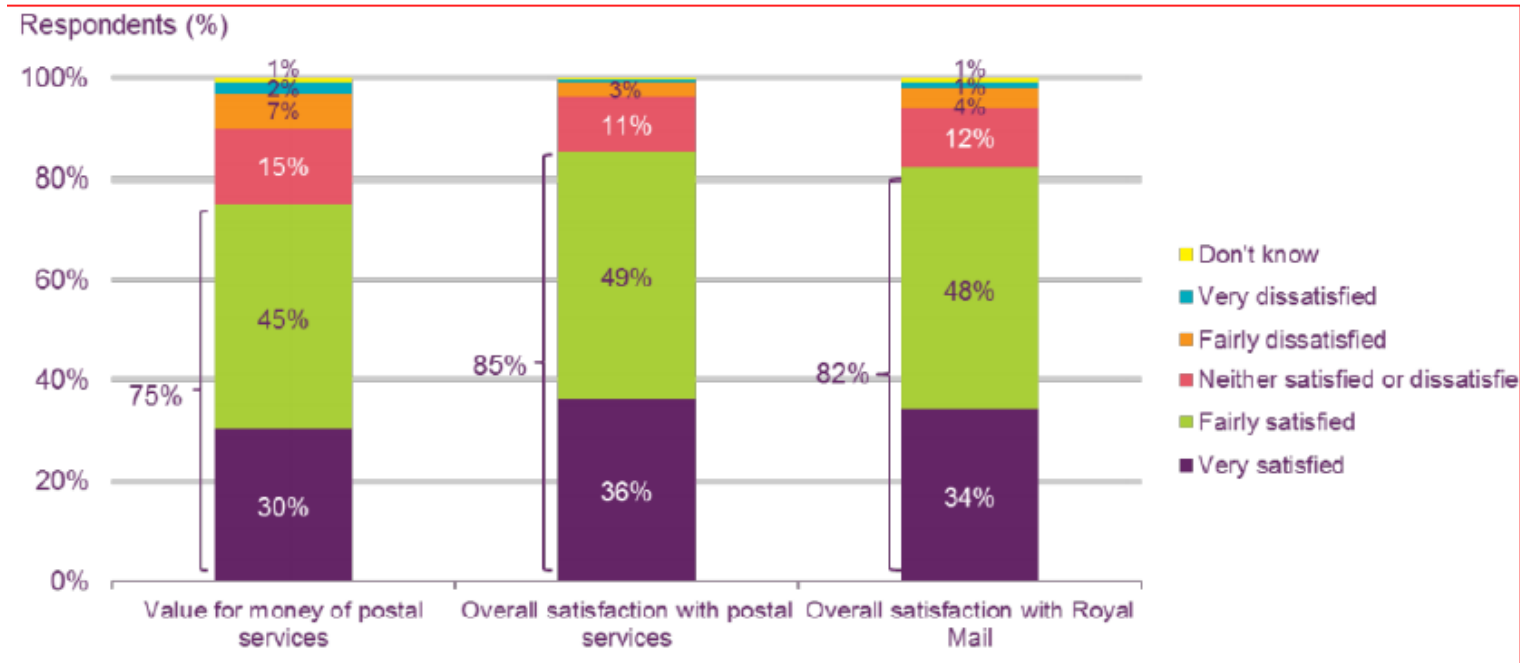
- Iako se ljudski kapital smatra potencijalnim izvorom konkurentske prednosti (Nyberg et Al., 2014) za kraljevsku poštu to je uzrok zabrinutosti jer ljudi čine 68% od ukupnih troškova (RMAR, 2017).

| Postal Operator | Number of Employees | | | | | | | |
|-------------------------|---------------------|---------|---------|---------|---------|---------|--------|-------|
| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | Change | % |
| AP (Austria) | 17,482 | 17,192 | 17,955 | 1,733 | 16,877 | 16,877 | -605 | 3.40 |
| BPost (Belgium) | 32,110 | 29,922 | 28,747 | 27,479 | 26,831 | 26,831 | -5,279 | 16.44 |
| Bulgaria Post | 11,364 | 11,364 | 11,126 | 10,794 | 10,572 | 10,508 | -856 | 7.53 |
| Correos (Spain) | 60,784 | 57,275 | 54,556 | 52,514 | 51,383 | 51,383 | -9,401 | 15.46 |
| Deutsche Post (Germany) | 471,654 | 473,626 | 479,690 | 488,824 | 497,745 | 497,745 | 26091 | 5.53 |
| Posti (Finland) | 17,883 | 17,844 | 16,706 | 17,473 | 17,473 | 17,473 | -820 | 4.58 |
| PostNL (Netherlands) | 55,622 | 54,474 | 46,676 | 43,412 | 40,185 | 40,185 | -15437 | 27.75 |
| Royal Mail (UK) | 151,156 | 149,940 | 148,441 | 142,910 | 139,408 | 139,408 | -11748 | 7.77 |

Royal Mail Case Study – Customer satisfaction

- Rezultati ankete korisnika o kvalitetu usluge matičnog servisa Ofcom (2017), koji pokazuju da je 82% (kombinovani rezultati veoma zadovoljnog i prilično zadovoljnog) korisnika zadovoljno uslugama kraljevske pošte, a samo 1% je izrazilo da su veoma nezadovoljni.

○





London Zoo

Case Study

Iz intervjua generalnog direktora

- *I have quite a good view of Regents Park and the zoo from here. I can also see the visitors arriving and walking to the main entrance from the car park or the tube station on the other side of the park. You get quite a good feel for the attendance numbers just from watching the stream of people walking along the pavement. By late morning on really busy days we have quite a queue building up at the ticket kiosks. Of course, that doesn't happen as often as it did some years ago, but we would like to see if we could bring the crowds back. We have a huge fluctuation in daily numbers. Our busiest times are obviously weekends and the summer holidays when we regularly get attendance levels of between 4000 and 6000. On the Easter and August Bank Holidays we can easily reach 10 000. The busiest day we have had in the last few years was on a special "Save Our Zoo" day when visitor numbers topped 18 000; the zoo was packed, you could hardly move, the whole operation was bursting at the seams, there were queues everywhere, we were running out of food, it was chaos! Yet our lowest budgeted attendance figure is for Christmas Eve with just 48 people. The place is like a ghost town, it lacks any atmosphere and there are hardly any staff around as they are all getting on with their work behind the scenes.*

- *'We certainly need to increase our visitor numbers, but it is vital that we still provide a high quality of service; and there lies our problem. We have had all the usual market research done for us: we know the age range, group size, average length of visit, where the visitors come from, and even which newspapers they read. We also know which animals they like best: the monkeys, big cats, elephants and penguins are always popular, but we do not really know what the public thinks of the quality of the service we provide throughout their visit. Apart from providing the animals, what are we doing right and when? If we do not know that, how can we improve and build on our successes? Marketing is all very well at getting people here, but once they are here we have to keep them and organise our operations to give them a good day out. 'The second problem is largely concerned with society's attitude to animals, and this is really one of the reasons for the zoo being in the difficulty it is today. The public's views have changed a great deal over the past few years: they have become far more aware of issues such as animal rights and welfare, and conservation, they are far more sceptical of the need to keep animals in captivity, and they are questioning the role of zoos in today's society. London Zoo (and the Zoological Society as a whole including the Institute of Zoology) has long been primarily dedicated to animal welfare and conservation, but in the past there has been no real need to emphasise this because people did not really seem to care.*

All they wanted to do was to come to the zoo to see some exotic large animals and did not think about the welfare of the animals in the zoo or the wild. Now things have changed completely! Many people now still want to see the animals, but are worried about their happiness, their well-being and their conservation in their natural habitats. Some people think that zoos are one of the problems rather than part of the solution. 'I suppose this encapsulates our problem; having got the visitors to come, are we treating them well by giving them a good quality service, and indeed are we giving them what they want?'

Case study – London Zoo

- Od kada je otvoren 1828, Londonski zoološki vrt igrao je značajnu ulogu u interesu stanovništva za prirodnu istoriju, kao i za naučne i rekreativne aktivnosti i često je bio u samom vrhu novinskih naslovima. Značajne kapitalne investicije su nedostajale u zoološkom infrastrukturi sve do šezdesetih i sedamdesetih godina. Međutim, niz zgrada je izgrađen sedamdesetih godina, sa otvaranjem posebnih majmunskih paviljona u 1972, a usledili su i paviljon za velike mačake kao i snežnih paviljona. Krajem osamdesetih i devedesetih godina, u moonlight centru je bila i rekonstrukcija male kuće i obnova zoo-a za decu i laticu (koja postoji u nekom obliku od 1924). Zoološki vrt je nedavno dobio £2.000.000 od nacionalnog Milenijumskog fonda za lutriju, koji će ići ka izgradnji obrazovnog centra.

Case study – London Zoo

- Nivo posećenosti uvek je fluktuirao u skladu sa modom i javnim interesovanjem a povećao se i sa uvođenjem novih eksponata i događaja, i opao nakon višegodišnjeg ne ulaganja. Na godišnjem nivou poseta tokom 1830-ih godina premašila je 250 000, ali je značajno fluktuirala znatno više u drugoj polovini veka. Popularnost zoološkog vrta povećana je s početka 21. veka sa održivim nivoom ekspanzije, a cifre su dostigle 2.000.000 posetilaca pre drugog svetskog rata. Posle rata, broj poseta se penje se na 3.000.000, zbog želje da se podigne nivo rekreacije i zabave, ali su se do sredine pedesetih godina brojke vratile ka svom predratnom nivou od 2.000.000 i ostale stabilni neko vreme. Krajem šezdesetih i početkom sedamdesetih godina prošlog veka došlo je do novog pada u broju posetilaca, a 1975. je pad u posećenosti dodatno ubrzan. Nivo posećenosti tokom ranih osamdesetih godina bio je nešto više od 1.000.000, dok je poseta tokom 1995/96 bila na nivou koji je iznosio samo 900 000.

London Zoo - competition

- Ovaj pad nivoa posećenosti bio je rezultat brojnih društveno-ekonomskih promena, uključujući promenu društvenih navika, rast vlasništva automobila, promena u načinu korišćenja u slobodnog vremena i inflacije. Pedesetih godina takođe, bila je veoma mala konkurencija od drugih zooloških vrtova ili atrakcija sa živim svetom
- Konkurencija je takođe rapidno porasla u odnosu na druge organizacije koje su se bavile životinjama; Izgrađeno je devet zooloških vrtova u Velikoj Britaniji tokom pedesetih godina, ali sada ima preko 250 atrakcija koje uključuju životinje. U najbržim rastućim segmentima za posetioce bili su zabavni, zabavni i kantri parkovi. Istorijske zgrade, a muzeji i galerije ostali su konstantni na istom nivou posete, a atrakcije divljine svetom doživele su najniži rast.
- Proporcionalni pad posećenosti životinjskih atrakcija bio je u kombinaciji sa promenom percepcije o pravima životinja, brige o zatvorenim životinjama i uticaju takvog boravka na njihovo zdravlje, ponašanje i psihologiju. Moral, funkcija i potreba zooloških vrtova takođe je dovedena u pitanje sa naglaskom na uslov koji je stavljen na potrebu za očuvanje divljine.

Case study – London Zoo – Management and organisation

- Londonski zoološki vrt sastoji se od osam sektora, od kojih svi šefovi odgovaraju rukovodiocu Dr Jo Gipps, direktoru londonskog zoo vrta. Sektori se sastoje iz odeljenja za upravljanje životinjama, marketingom, razvojem, opštim uslugama, projektima, maloprodajnim operacijama i operacijama vezanih za posetioce.
- Ukupno zoološki vrt direktno zapošljava 161 zaposlenih. Pored toga, postoje i ugostiteljski i drugi objekti koji su outsourcovani i u kojima se nalaze indirektno zaposleni. Stalni broj zaposlenih dopunjen je privremenim osobljem u špicu sezone, kao što su praznici i raspusti u školama. Oni najčešće asistiraju u ugostiteljskim i prodajnim objektima.

LONDON ZOO - PERFORMANCE

| Question number | Aspect of visit | Adjusted mean performance score (1-5 scale) | | | |
|-----------------|---|---|-----------------|--------------------|--------------------|
| | | Overall | 0-2999 visitors | 3000-6000 visitors | over 6000 visitors |
| 1 | Parking | 3.36 | 4.31 | 3.53 | 1.82 |
| 2 | Find way around zoo | 2.41 | 2.38 | 2.66 | 1.99 |
| 3 | Access, free movement | 3.49 | 4.46 | 3.57 | 2.45 |
| 4 | Visibility of animals | 2.08 | 2.18 | 2.17 | 1.96 |
| 5 | Happiness of animals | 1.96 | 2.23 | 2.13 | 1.78 |
| 6 | Appearance of zoo | 2.08 | 2.28 | 2.65 | 1.32 |
| 7(a) | Attentiveness & helpfulness: staff | 2.45 | 2.70 | 3.03 | 1.76 |
| 7(b) | Attentiveness & helpfulness: volunteers | 3.69 | 3.58 | 4.27 | 3.80 |
| 8 | Contact with staff | 1.10 | 0.60 | 1.62 | 1.07 |
| 9(a) | Number of animals to see | 2.88 | 2.79 | 3.08 | 2.64 |
| 9(b) | Number of events and presentations | 2.01 | 1.77 | 2.53 | 2.19 |
| 10 | Care of animals | 3.77 | 4.07 | 3.88 | 3.46 |
| 11 | Conservation organisation | 4.01 | 4.90 | 3.91 | 3.44 |
| 12 | Care of visitors | 2.31 | 2.08 | 2.69 | 1.86 |
| 13 | Educational experience | 3.58 | 4.12 | 3.57 | 3.01 |
| 14 | Cleanliness and tidiness | 2.76 | 4.46 | 2.99 | 1.73 |
| 15 | Smartness and tidiness of staff | 2.54 | 3.13 | 2.79 | 2.03 |
| 16 | Comfort of animals | 1.73 | 2.43 | 1.87 | 1.51 |
| 17 | Quality and provision of toilets | 2.46 | 2.79 | 2.56 | 1.49 |
| 18 | Quality and provision of catering | 1.72 | 1.67 | 2.29 | 1.18 |
| 19(a) | Commitment to animals | 4.37 | 4.47 | 4.47 | 3.99 |
| 19(b) | Commitment to visitors | 2.86 | 2.11 | 3.24 | 1.97 |
| 19(c) | Commitment to conservation/educn. | 3.37 | 3.93 | 3.56 | 3.13 |
| 20 | Availability of information | 2.66 | 2.38 | 2.89 | 2.31 |
| 21(a) | Professionalism: care for animals | 4.37 | 3.77 | 4.58 | 4.01 |
| 21(b) | Professionalism: customer care | 2.29 | 1.87 | 2.64 | 1.72 |
| 22 | Friendliness | 3.36 | 2.29 | 4.02 | 2.33 |
| 23 | Overall as day out | 4.39 | 3.10 | 4.35 | 3.32 |
| 24 | Honesty of aims of London Zoo | 3.09 | 3.34 | 3.22 | 2.66 |
| 25 | Quality of events and presentations | 3.42 | 3.02 | 3.99 | 2.67 |
| 26 | Time queueing | 3.22 | 4.36 | 3.46 | 2.64 |
| 27 | Safety of you/group | 3.40 | 3.33 | 3.43 | 3.43 |
| 28 | Value for money | 2.68 | 2.27 | 2.99 | 2.45 |

London Zoo - prioriteti

| Question number | Aspect of visit | Adjusted mean performance score (1–5 scale) | | | |
|-----------------|---|---|-----------------|--------------------|--------------------|
| | | Overall | 0–2999 visitors | 3000–6000 visitors | over 6000 visitors |
| 1 | Parking | 2.48 | 1.29 | 2.66 | 3.28 |
| 2 | Find way around zoo | 3.29 | 3.17 | 3.39 | 3.47 |
| 3 | Access, free movement | 3.27 | 3.21 | 3.05 | 3.40 |
| 4 | Visibility of animals | 4.78 | 4.72 | 4.94 | 4.69 |
| 5 | Happiness of animals | 4.79 | 4.89 | 4.52 | 5.00 |
| 6 | Appearance of zoo | 2.60 | 2.86 | 3.04 | 2.03 |
| 7(a) | Attentiveness & helpfulness: staff | 3.01 | 2.63 | 2.89 | 3.46 |
| 7(b) | Attentiveness & helpfulness: volunteers | 2.83 | 1.92 | 2.86 | 3.50 |
| 8 | Contact with staff | 3.07 | 2.88 | 3.09 | 3.36 |
| 9(a) | Number of animals to see | 3.78 | 3.57 | 3.83 | 4.01 |
| 9(b) | Number of events and presentations | 3.30 | 3.08 | 3.17 | 3.74 |
| 10 | Care of animals | 4.65 | 4.78 | 4.31 | 4.76 |
| 11 | Conservation organisation | 3.07 | 3.30 | 3.22 | 2.88 |
| 12 | Care of visitors | 2.38 | 2.37 | 2.12 | 2.87 |
| 13 | Educational experience | 3.67 | 3.51 | 3.29 | 3.75 |
| 14 | Cleanliness and tidiness | 3.54 | 3.44 | 3.19 | 3.79 |
| 15 | Smartness and tidiness of staff | 2.19 | 1.88 | 2.43 | 2.05 |
| 16 | Comfort of animals | 3.53 | 3.47 | 3.70 | 3.44 |
| 17 | Quality and provision of toilets | 2.73 | 2.87 | 2.60 | 2.73 |
| 18 | Quality and provision of catering | 2.37 | 2.52 | 2.14 | 2.54 |
| 19(a) | Commitment to animals | 3.82 | 3.84 | 3.58 | 3.87 |
| 19(b) | Commitment to visitors | 3.39 | 3.52 | 3.22 | 3.77 |
| 19(c) | Commitment to conservation/educn. | 3.51 | 3.62 | 3.41 | 3.48 |
| 20 | Availability of information | 2.99 | 2.99 | 2.68 | 3.27 |
| 21(a) | Professionalism: care for animals | 3.08 | 3.52 | 2.86 | 2.87 |
| 21(b) | Professionalism: customer care | 2.68 | 2.54 | 2.32 | 3.08 |
| 22 | Friendliness | 3.00 | 2.73 | 2.92 | 3.10 |
| 23 | Overall, as day out | 4.10 | 3.96 | 4.16 | 4.42 |
| 24 | Honesty of aims of London Zoo | 2.89 | 2.85 | 2.51 | 3.17 |
| 25 | Quality of events and presentations | 2.31 | 2.88 | 1.87 | 2.73 |
| 26 | Time queuing | 3.23 | 3.17 | 2.88 | 3.06 |
| 27 | Safety of you/group | 2.81 | 3.08 | 2.33 | 3.16 |
| 28 | Value for money | 3.18 | 3.26 | 2.66 | 3.66 |



***Različita važnost
dimenzija kvaliteta***

***Dimenzije
kvaliteta u
različitim
organizacijam
a***

What does Quality mean in ...

... a bus company?



- The buses are clean and tidy
- The buses are quiet and fume-free
- The timetable is accurate and user-friendly
- Staff are courteous, friendly and helpful

What does Speed mean in ...

... a hospital?



- The time between requiring treatment and receiving treatment is kept to a minimum
- The time for test results, X-rays, etc. to be returned is kept to a minimum

... an automobile plant?



- The time between dealers requesting a vehicle of a particular specification and receiving it is minimized
- The time to deliver spares to service centres is minimized

What does Dependability mean in ...

... a hospital?



- The proportion of appointments that are cancelled is kept to a minimum
- Keeping appointment times
- Test results, X-rays, etc. are returned as promised

What does Cost mean in ...

... a hospital?



... an automobile plant?



<https://www.flickr.com/photos/andovermena/7948063604/>



4 V – kvalitet operacija

Cost

The cost of producing products and services is obviously influenced by many factors such as input costs, but two important sets are ...

The 4 V's: volume
variety
variation
visibility

A Typology of Operations - 4Vs

Implications

Low repetition
Each staff member performs more of job
Less systemization
High unit costs

Flexible
Complex
Match customer needs
High unit costs

Changing capacity
Anticipation
Flexibility
In touch with demand
High unit costs

Short waiting tolerance
Satisfaction governed by customer perception
Customer contact skills needed
Received variety is high
High unit costs

← *Low* **Volume** *High* →

← *High* **Variety** *Low* →

← *High* **Variation in demand** *Low* →

← *High* **Visibility** *Low* →

Implications

High repeatability
Specialization
Capital intensive
Low unit costs

Well defined
Routine
Standardized
Regular
Low unit costs

Stable
Routine
Predictable
High utilization
Low unit costs

Time lag between production and consumption
Standardization
Low contact skills
High staff utilization
Centralization
Low unit costs



Domaći zadatak

Domaći zadatak

- Esej od 1400 reči
- Uporedna analiza jednog od 2 prezentovana case-a i jednog hotela ili hotelskog lanca
- Prezentujte njihovu trenutnu poziciju, potencijalne izazove i dajte predloge za njihovo prevazilaženje
- Uporedite njihove dimenzije kvaliteta i značaj dimenzija za potrošače
- Sprovedite i analizu 4v (volume, variety, variation in demand i visibility)
- Potkrepite Vaše mišljenje dokazima (knjige, radovi, stručne analize itd.)

Struktura eseja (okvirno)

- Uvod 100 reči
- Prezentacija kompanija i njihovih izazova 400 reči
- Uporedna analiza 600 reči
- Zaključak 200 reči
- Izvršni rezime 100 reči

***ULOGA TURISTA U PROCESU KREIRANJA I
ISPORUKE HOTELSKIH USLUGA***

Faze uključivanja turista

- Potencijalna faza
- Procesna faza
- Faza rezultata

Učešće turista u potencijalnoj fazi

- **Oglašavanje**






- **Paritet cena**

- *„Parity control is a core requirement for increasing direct sales and can never be ignored. It is a primary-school level subject in the world of direct sales and is absolutely necessary to prepare us for future challenges“*

- **Diferenciranje ponude pored pariteta cena**

- Sometimes we are not aware that booking on your hotel website is often an effort and even a risk for a customer. Why should I book on your website if it costs me the same as Booking or Expedia, especially when I have made dozens of reservations with the OTAs in the past and never had a problem? Without a clear and differential unique value proposition that leaves no doubt about why booking on the hotel website is better for customers, then our ability to compete with OTAs is severely limited. And don't make the mistake of thinking that it always has to be about having a better price. There are many ways to favour direct channels: exclusive occupancy, meal plan or room type options, more flexible cancellation policies or payment methods, reserved room allotments for dates with high demand, added values and special services for direct bookers. Power to your imagination!

**ILI ĆE VAM
SE DESITI
NEŠTO
SLIČNO**

| | | | | |
|---|-------------------------------|-----------------|-------|----------------------------|
|  | Official Site | | \$220 | Get price |
| Get up to 5% off plus free Wi-Fi with free enrollment | | | | |
| Deluxe double room - Advance saver rate | | | \$220 | Visit site |
| 2 guests | | | | |
|  | Trip.com | | | |
| 2 guests | | Cheaper? | \$189 | Visit site |
|  | Expedia.com | | | |
| 2 guests | | | \$221 | Visit site |
|  | Cancelon.com | | | |
| Easy booking on Google | | Cheaper? | \$194 | Book now |
| 2 guests | | | | |
|  | Booking.com | | | |
| 2 guests | | | \$220 | Visit site |

Učešće turista u procesnoj fazi

- Kvalitet realizacije usluge

Faza rezultata

- **Mogućnost upravljanja žalbama i reklamacijama gostiju**
- Alati za pomoć - Email marketing alati, brand reputation alati