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GIS-BASED SPATIAL ANALYSIS OF CULTURAL TOURIST MOTIVES: CASE STUDY OF FOČA, BOSNIA AND HERZEGOVINA

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Abstract: The research presents some of the possibilities of applying GIS tools and methods in quantitative spatial analysis, on the example of identification and tourist valorization of tourist motives. The object of the analysis are the cultural tourism motives, specifically the national cultural-historical monuments of Bosnia and Herzegovina within the municipality of Foča. The identification of tourist motives is based on an analysis of available literature, field research, and GIS methods, utilizing thematic and topographic maps and remote sensing images. The tourist assessment of cultural tourist motives was carried out using a specifically created methodological approach, which included the creation of a set of indicators that determine the tourist value of motives, such as accessibility, amenities, ancillary services, and attractions. In the process of tourism valorization, categories of quantitative indicators were created that primarily relate to the distance of tourist motives from the analyzed indicators. The final step of the analysis implied the ranking of motives based on their potential for tourist valorization. The results of the analysis are divided into three groups: low, medium, and high potential for tourist valorization. These groups are determined based on a weight coefficient, with thresholds defined using the natural breaks method. The analysis showed that most cultural tourist motives within the municipality of Foča exhibit a high potential for tourist valorization, while nearly a third of the analyzed motives fall to the lowest end of this scale. In the process of identifying, categorizing, and valorizing tourist motives, GIS has proven to be a highly efficient tool with significant potential for optimizing the tourist planning process. The achieved results can serve as a foundation for further complex analyses of tourist motives for the purposes of tourist valorization. These studies should involve the application of qualitative methods in the analysis of additional indicators.

Key words: GIS, tourism planning, spatial analyses, tourist valorization, Bosnia and Herzegovina, Foča

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INTRODUCTION

Culture and tourism have always been inextricably linked (Richards, 2018). Cultural motives are integral to the success and sustainability of tourist destinations. They enhance the overall tourism product, contribute to economic development, and play a vital role in creating memorable and authentic travel experiences. When it comes to tourist destinations which are predominantly rich in natural tourist motives, cultural motives play a pivotal role in complementing natural attractions, making a destination more appealing, sustainable, and culturally rich. By recognizing and leveraging the cultural heritage of a region, tourist destinations can create a well-rounded and memorable experience for visitors while contributing to the preservation of local identity and heritage. Moreover, it is conceivable that individuals lacking explicit motivation for cultural tourism, yet engaging in specific cultural activities, may undergo an unexpectedly profound experiential engagement, as posited by McKercher and Du Cros (2003).

The spatial analysis of cultural tourist motives involves examining the geographical patterns and distributions of factors that drive individuals to seek cultural experiences within a destination. This approach considers the spatial dimension of cultural attractions and their influence on tourist behavior. Spatial analysis has a wide application range across various branches and disciplines due to its ability to examine and interpret geographic patterns and relationships. In addition, the development of spatial analysis as a field of study has been given much impetus by the growing demands for spatial data accuracy and quality given the increased amount of spatially referenced data held by the public and private sectors as well as the use of GIS as an interactive decision-making and planning tool (Hall, 2012). Furthermore, this type of analysis of cultural tourist motives involves a nuanced exploration of the geographical patterns that shape visitors' pursuit of cultural experiences within a destination.

By meticulously mapping cultural assets such as museums, historic sites, and events, this approach unveils the geographic distribution of attractions. Accessibility and proximity to transportation hubs are scrutinized, as are the cultural corridors that guide tourists through a sequence of significant locations. The spatial patterns of visitor flow and clustering of cultural activities are dissected, shedding light on popular routes and concentrated areas of cultural interest. Beyond that, the analysis delves into the integration of cultural and natural assets, examining how land use planning, zoning, and marketing strategies contribute to the preservation and promotion of cultural richness. By employing spatial analysis, destinations can strategically plan, ensuring that cultural tourism is seamlessly woven into the spatial fabric of the locale, creating a more enriching and accessible experience for all. By

integrating spatial analysis into the study of cultural tourist motives, destinations can gain valuable insights into the geographic dynamics of cultural tourism, enabling more informed decision-making and effective destination management.

The application of Geographic Information Systems (GIS) analysis in tourism planning is integral for informed decision-making and sustainable development. A geographical information system 'is at its simplest level a technology that enables decision-makers to explore the geographical dimension of data (Grimshaw, 1993). GIS facilitates the management of spatial data, aiding in site selection, assessing tourist flow, and optimizing infrastructure planning. It plays a crucial role in crisis management, cultural and environmental conservation, and community engagement, ensuring a balance between economic growth and preservation. Impact assessment and simulation are increasingly important in tourism development, and GIS can play a role in auditing environmental conditions, examining the suitability of locations for proposed developments, identifying conflicting interests and modelling relationships (Bahaire and Elliott-White, 1999).

GIS also contributes to market analysis, enabling targeted strategies, and enhances the overall visitor experience through the development of interactive tools. By integrating spatial data and technology, GIS promotes a comprehensive approach to tourism planning that considers economic, environmental, and social factors, aligning with broader regional and national development objectives.

LITERATURE REVIEW

A. GIS based spatial analysis

GIS is a powerful tool that allows for the integration, visualization, and analysis of geographic information. Therefore, GIS-based spatial analysis has become an essential tool across various industries, providing valuable insights into geographic patterns and relationships. Its versatility makes it applicable in fields ranging from regional and spatial planning and environmental science to public health (Cromley and McLafferty, 2011; Wang, 2020; Rushton, 2003) and business planning (Longley and Clarke, 1996; Birkin *et al.*, 1999; Clarke, 1999; Yeh, 1999). GIS is capable of accurately determining the ultimate classification of regional preparedness by meticulously mapping spatial data according to its significance and rating. Accordingly, GIS utilization can serve as a valuable tool for advising and formulating plans in the development of tourism destinations across various regions (Rifki, *et al.*, 2019; Savitsky *et al.*, 1999; Shyti and Kushi; 2012). Future GISs are anticipated to possess enhanced analytical skills, surpassing their current role as efficient display and database management tools. (Ding and Fortheringham 1992; Maguire and

Dangermond, 1994; Drummond and French, 2008) The impact of GIS, the abundance of large-scale, highly detailed data, and the accessibility of powerful computing resources have significantly transformed spatial data analysis. This trend is expected to persist as new methodologies are developed to accommodate the current data and computing landscape (Unwin, 1996; Goodchild and Longley, 1999).

B. Cultural tourist motives valorization

Tourism valorization is still insufficiently used in the current research activities for the creation of development plans, programs, and strategies (Risteski, 2020). Simultaneously, the synergistic effects of the integration of the cultural and tourism sectors contribute to cultural tourism being a true catalyst for overall tourism growth and development (Sančanin *et al.*, 2022). The tourist valorization of cultural motives holds significant importance for both destinations and travelers, contributing to a more enriching and sustainable tourism experience. Evaluating tourist motivations involves assessing the capabilities, quality, and spatial characteristics of tourists, typically using spatial analysis (Drešković, *et al.*, 2022; Kastrati, Q, 2022) The importance of tourist valorization of cultural motives extends beyond economic benefits, enriching the cultural fabric of both the destination and the visitor's experience. It promotes sustainable practices, community empowerment, and a deeper appreciation for the diverse cultural heritage present in tourist destinations. Ranking cultural tourist motives in a destination is vital for efficient resource allocation, strategic planning, and enhancing the overall visitor experience. This process allows destinations to prioritize and promote their most appealing cultural assets, gaining a competitive advantage in the tourism market. In essence, ranking cultural attractions contributes to the sustainable development and successful promotion of cultural tourism. In their analysis, Göksu and Kaya (2014) examined six tourist centers in Bosnia and Herzegovina, gathering data on tourist destination preferences through focus group interviews with four travel agents, and subsequently evaluated the interview results using the Fuzzy Analytic Hierarchy Process (FAHP) and Technique for Order Preference by Similarity to Ideal Solution (TOPSIS) for option assessment and ranking. Their study underscores the importance of aligning tourist demands with destination alternatives, emphasizes the strategic significance of internal and external factors for future tourism planning in Bosnia and Herzegovina, recommends the use of scientific methods for analysis, and identifies natural beauty and historical-cultural criteria as the most influential factors for attracting tourists. Nahar *et al.* (2015) utilized the Analytic Hierarchy Process (AHP), a Multi-Criteria Decision Making (MCDM) technique, to identify and rank appealing tourist destinations in Bangladesh based on criteria like cost, distance, accommodation, transit, safety, and architectural/natural beauty, recognizing the

importance of additional factors such as weather, comfort, and recreation in attracting tourists. Frequently, the 4A's model is employed in the process of ranking tourist motives. The 4 A's of tourism – Attraction, Accessibility, Accommodation, and Amenities – provide a vital framework for understanding tourism development. Attraction is the cornerstone, drawing tourists with natural or cultural features. Accessibility emphasizes ease of reaching a destination, while Accommodation involves the availability and quality of lodging. Amenities, including services like restaurants, enhance the overall tourist experience. These components, interconnected and supported by references such as Crompton (1979), Wöber (2002), Page (2014), and Fredline & Faulkner (2000), are crucial for attracting tourists, ensuring satisfaction, and fostering industry growth. Continuous improvement in these aspects is essential for destinations to remain competitive globally. Rifki *et al.* (2019) employed GIS to assess the tourism readiness of a region, utilizing 4A's where they employed a mixed-method approach, predominantly qualitative, and geographic information systems mapping with MapInfo. The sample focused on three high tourism development sub-districts in Purwakarta Regency, Indonesia. Fundamentally, different approaches and methods are utilized in the ranking process of cultural motives within tourist destinations, wherein geographical considerations often play a crucial role in determining the most optimal criteria.

STUDY AREA

Foča is a town located in the eastern part of Bosnia and Herzegovina, situated on the banks of the Drina River. It serves as the center of the Foča Municipality. The geographical coordinates of Foča are approximately 43.5047° N latitude and 18.7781° E longitude. It covers an area of 1.115,00 km² with a population of 18.288, according to the latest Census (2013).

The town is surrounded by picturesque landscapes, including mountains and the Drina Canyon. Notably, it is close to the National Park Sutjeska, known for Bosnia and Herzegovina's highest peak, Mount Maglić (2,386 meters), the well-preserved rainforest of Perućica, seven glacial lakes on Mount Zelengora, Europe's deepest canyon formed by the river Tara (1.333 meters), and the unique natural Sand Pyramids. These features are making Foča an attractive destination for nature enthusiasts. However, the foundation of our research rests upon cultural and historical monuments derived from the national registry of cultural and historical heritage in Bosnia and Herzegovina. The diverse cultural and historical heritage, both movable and immovable, within Bosnia and Herzegovina and its distinct regions exhibits significant variability. This richness is indicative of the dynamic historical and geographical transformations that occurred during specific epochs in the development of the region (Drešković *et al.*, 2015).



Fig. 1. Geographic position of Foča in Bosnia and Herzegovina

(Source: Geo-database of GIS Center of Department of Geography, University of Sarajevo – Faculty of Science, adapted by the authors using ArcGIS [GIS software] Version 10.6.1.)

The study aimed to explore the potential of utilizing GIS tools and techniques for quantitative spatial analyses. Our objective was to assess the spatial location of monuments in relation to tourist infrastructure and superstructure, with the aim of prioritizing them for improved valorization. Therefore, the goal of this study was to devise and suggest a novel methodology with the potential for application to various types of resources, encompassing both natural and social domains. The Foča municipality is home to a total of 16 national cultural-historical monuments. This list encompasses significant landmarks such as the Čaršija historical area, Mehmed Pasha Kukavica's Han, Mehmed Pasha Kukavica's caravanserai, Mehmed Pasha Kukavica

mosque and madrasa, Mehmed Pasha Kukavica's clock tower, Emperor's Mosque, Aladza mosque, Sheikh's Mosque (Kadi Osman-Efendi's Mosque), Church of Saint Nicholas, Bridge of Prince Karl, Atik Ali Pasha's Mosque, Rataje archaeological area, Necropolis Mramor in Vrbica, Stone bridge on the river Bistrica in Ocrkavlje, Necropolis of Borjanice - Marevska kosa, and the Memorial complex Sutjeska – which is part of the tentative list. Among these, the monument of the Battle on Sutjeska holds a particular significance.

RESEARCH PROCESS AND METHODOLOGY

The research unfolded through a meticulous four-phase approach. The initial phase encompassed an exhaustive examination of relevant literature pertaining to the subject matter, as well as comprehensive listings of national monuments in Bosnia and Herzegovina. Concurrently, field research was conducted to ascertain the precise geographical locations and spatial position of each monument. Geographic Information System (GIS) methodologies were employed, incorporating a variety of tools, and encompassing the analysis of thematic and topographic maps, as well as the utilization of remote sensing imagery. The tourist assessment of cultural tourist motives was carried out using a specifically created methodological approach, which included the creation of a set of indicators that determine the tourist value of motives. Subsequently, following the research findings, the 4A's model emerged as the most suitable framework for ranking tourist motives in the studied area, encompassing indicators such as availability, amenities, ancillary services, and attractions.

The subsequent phase involved the formulation of quantitative criteria categories to serve as the foundation for spatial analysis, predominantly focusing on the proximity of each motive to the analyzed indicators. Finally, in the concluding phase, national monuments as tourist motifs underwent ranking based on a weight coefficient determined through an arbitrary procedure. The ranking process employed the natural breaks method (Jenks, 1963), a statistical classification technique characterized by the creation of classes that optimally group similar values and accentuate differences between classes. Class boundaries are established where substantial differences in data values exist. This method is particularly useful for visualizing spatial patterns in non-normally distributed data.

RESULTS

The initial parameter under consideration is accessibility, encompassing two defined criteria: the road type of the highest rank within a 300-meter radius of the motive and the nearest distance from any road type, each assigned a weight coefficient of 0.15. It is imperative to underscore that the zones of influence for these criteria were

established through an arbitrary procedure, leaving room for further evaluation and refinement. This suggests the need for a more extensive tourist survey to acquire a representative sample, thereby enhancing our understanding of the significance of each parameter in the decision-making process regarding the visitation of tourist resources. The findings indicate that arterial roads dominate in the proximity of seven motifs, while one tourist motif within a 300-meter radius lacks any road category. Moreover, over 80% of motifs within a 100-meter radius exhibit traffic accessibility, yet two motifs remain unconnected to the traffic system within a radius of 500 meters or more.

Fig. 2: Accessibility criteria

Criteria	Weight_coef	Categories	Points	Weight	Number of motives	% of total motives
Road type of the highest rank within radius of 300m from the motive	0,15	Arterial	5	0,15	7	43,75%
		Regional	4	0,12	0	0,00%
		Collector	3	0,09	5	31,25%
		Residential	2	0,06	3	18,75%
		Macadam	1	0,03	0	0,00%
		No road access	0	0	1	6,25%
Nearest distance from any road type	0,15	100	5	0,15	13	81,25%
		200	4	0,12	1	6,25%
		300	3	0,09	1	6,25%
		400	2	0,06	1	6,25%
		500	1	0,03	0	0,00%
		>500	0	0	0	0,00%

Amenities constituted the second indicator, encompassing the following criteria: the nearest distance from any category of accommodation, the nearest distance from any category of restaurant, distance from the visitor information center, and distance from the municipality (administration) center, each assigned a weighting coefficient of 0.09.

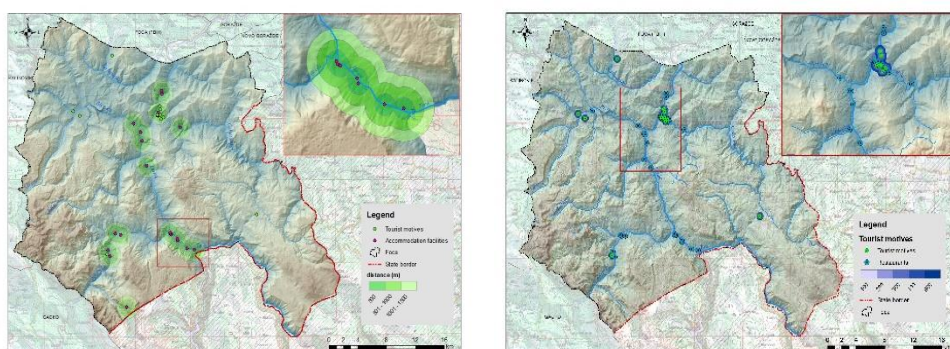
The analysis revealed that over half of the motifs are situated within a 500-meter zone from accommodation facilities, totaling 20 in the analyzed area, mostly camps, whereas a quarter of the motifs are located more than 1.5 km away from any type of accommodation, with their nearest facility positioned more than 8 km distant.

Fig. 3: Amenities criteria

Criteria	Weight_coef	Categories	Points	Weight co	Number of motives	% of total motives
Nearest distance from any category of accommodation	0,09	500	5	0,09	9	56,25%
		1000	3	0,06	3	18,75%
		1500	1	0,03	0	0,00%
		>1500	0	0	4	25,00%
		Nearest distance from any category of restaurant	0,09	100	5	0,09
		200	4	0,072	1	6,25%
		300	3	0,054	0	0,00%
		400	2	0,036	1	6,25%
		500	1	0,018	2	12,50%
		>500	0	0	5	31,25%
Distance from visitor information centre	0,09	500	5	0,09	7	43,75%
		1000	3	0,06	4	25,00%
		1500	1	0,03	0	0,00%
		>1500	0	0	5	31,25%
		Distance from the municipality centre (administration centre)	0,09	750	5	0,09
1500	3			0,06	3	18,75%
3000	1			0,03	0	0,00%
>3000	0			0	5	31,25%

Regarding proximity to restaurants, of which a total of 48 were identified, 44% of subjects are within a 100-meter radius, while 30% have no restaurant within a 500-meter radius, and the closest one is more than 10 km away. Furthermore, the presence of three visitor information centers in the municipality of Foča is noteworthy. Over 40% of the motifs are situated within a 500-meter zone from these centers, whereas more than 30% of the motifs are positioned at a distance exceeding 1500 meters. Regarding the proximity to the administrative center, housing facilities like the post office or bus station, precisely 50% of the motifs are situated in the immediate vicinity of the municipality's center, while approximately 30% are positioned at a distance exceeding 1500 meters.

Fig 4. The spatial distribution of accommodation and hospitality facilities in Foča



(Source: Geo-database of GIS Center of Department of Geography, University of Sarajevo – Faculty of Science - Topographic maps of SFRY 1: 200.000, sheets Zvornik and Nikšić, adapted by the authors using ArcGIS [GIS software] Version 10.6.1.)

In our examination of Ancillary Services and Attractions, the first criterion considered the distance from banks and ATMs, as well as the distance from hospitals and clinics, both assigned a weight coefficient of 0.09. For the attractiveness category, only the mutual distance of the motifs was considered, with the qualitative assessment of their attractiveness and ambiance left for analysis through qualitative methods; this criterion held a slightly higher weight coefficient of 0.15. The analysis revealed that the Foča area has 5 banks with ATMs. Approximately half of the motifs are situated within a 750-meter radius from these facilities, while around one-third of the motifs are positioned at a greater distance of 3500 meters. In terms of hospitals, Foča houses a notable university clinical center, with over 60% of the motifs located within 3 km of it, while three motifs are positioned at a greater distance, specifically 5 km away in this instance.

Fig 5: Ancillary Services and Attractions criteria

Criteria	Weight_coef	Categories	Points	Weight co	Number of motives	% of total motives	
Distance from banks & ATMs	0,09		750	5	0,09	8	50,00%
			1500	3	0,06	3	18,75%
			3000	1	0,03	0	0,00%
			3500	0	0	5	31,25%
Distance from hospitals and clinics	0,09		1500	5	0,09	1	6,25%
			3000	3	0,06	10	62,50%
			5000	1	0,03	0	0,00%
			>5000	0	0	5	31,25%
Criteria	Weight_coef	Categories	Points	Weight co	Number of motives	% of total motives	
Distance between tourist motives (Cultural-historical heritage)	0,15		300	5	0,15	7	43,75%
			700	3	0,1	4	25,00%
			1000	1	0,05	0	0,00%
			>1000	0	0	5	31,25%

In the final category of Attractions, as previously mentioned, we examined the mutual distance between attractions. The analysis revealed that slightly more than 40% of the motifs are situated in the immediate vicinity of another motif of the same category, specifically the national cultural and historical collection. Conversely, 5 motifs do not have any national cultural and historical monuments within a radius of 1 km.

The results of the analysis are divided into three groups: low, medium, and high potential for tourist valorization. These groups are determined based on a weight coefficient, with thresholds defined using the natural breaks method (Jenks, 1963). The analysis showed that most cultural tourist motives within the municipality of Foča exhibit a high potential for tourist valorization, while nearly a third of the analyzed motives fall to the lowest end of this scale. Ultimately, based on the conducted analyses, a ranking of the weight coefficient for all motives was carried out, yielding the following indicators:

1. **0,060 – 0,348: LOW:** 5 motives: Rataje, archaeological area; Necropolis Mramor in Vrbica; Stone bridge on the river Bistrica in Ocrkavlje and Necropolis of Borjanice - Marevska kosa; Memorial complex Sutjeska.
2. **0,349 – 0,743: MEDIUM:** 4 motives: Sheikh's Mosque; Church of Saint Nicholas; Bridge of Prince Karl and Atik Ali Pasha Mosque.
3. **0,744 – 0,935: HIGH:** 7 motives: Čaršija, historical area; heritage buildings of Mehmed Paša Kukavica (han, caravanserai, mosque, madrasa, and clock tower); as well as Emperors Mosque and Aladža Mosque.

DISCUSSION

Following the analyses, the ranking of cultural and historical monuments as tourist motives commenced, categorized based on weight coefficients with thresholds defined through the natural breaks method. The findings suggested that a significant proportion of cultural tourism motivations within the Foča municipality demonstrate substantial potential for tourist valorization, whereas approximately one-third register

at the lowest spectrum of this evaluative scale. Notably, the inner-city core of Foča, comprising Čaršija, historical areas, and heritage buildings of Mehmed Paša Kukavica, Emperors and Aladža mosques, emerged with the highest potential for tourist valorization. The fulfillment of tourism components in this area, particularly the availability of these components, plays a decisive role in motivating tourists. The presence of public facilities significantly influences the level of tourist potential, even if not directly linked to tourist facilities. While the lack of ATMs, restaurants, and money changers outside the city core impacts potential valorization, the substandard quality of available hotels and souvenir shops further diminishes tourism potential.

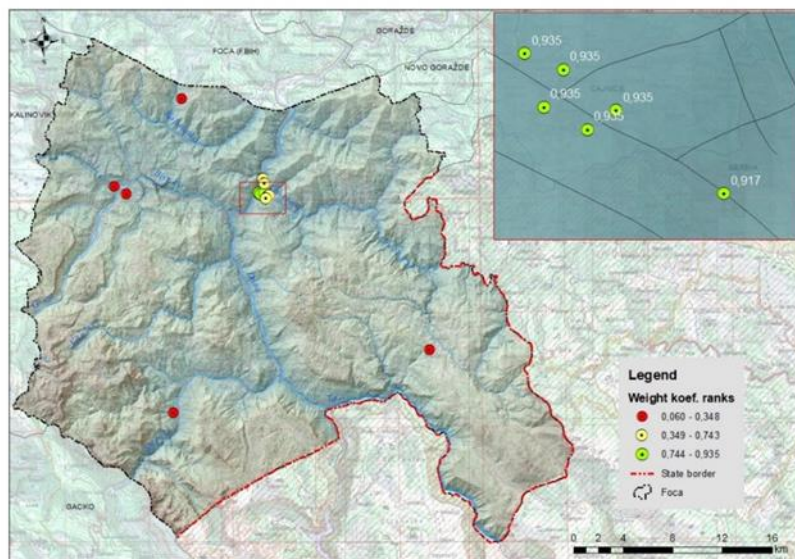


Fig 6. Weight coefficient ranks of cultural motives in Foča municipality

(Source: Geo-database of GIS Center of Department of Geography, University of Sarajevo – Faculty of Science - Topographic maps of SFRY 1: 200.000, sheets Zvornik and Nikšić, adapted by the authors using ArcGIS [GIS software] Version 10.6.1.)

Although the tourism potential of the Sutjeska memorial complex is evident, based on the conducted analysis, it has been ranked in the lowest category. This memorial complex ranks lower in quantitative analysis due to its distance from vital tourist facilities such as information centers, hospitals, banks, and other monuments. Highlighting the importance of qualitative evaluations in assessing the allure of motives and appraising the value of the natural resources in its vicinity, it is proposed that a qualitative analysis would probably afford it a more favorable positioning in

the ranking. Therefore, it is recommended that all future research incorporates qualitative methods, which would undoubtedly result in more realistic indicators when it comes to categorizing tourist motives according to their significance.

CONCLUSION

In the process of identifying, categorizing, and valorizing tourist motives, GIS has demonstrated its efficiency in optimizing the tourism planning process by providing information, allocating tourist attractions, and aiding decision-making in grouping and relating patterns based on specific criteria. The potential for tourist valorization is primarily influenced by the quality of its components, with attractiveness being a dominant factor.

The attained results lay the groundwork for further comprehensive analyses of tourist motives, aiming for tourist valorization through a multicriteria analysis involving several input parameters. This approach seeks to select the most favorable locations for constructing tourist infrastructure and superstructure. Future studies should incorporate the application of qualitative methods to analyze additional indicators.

Moreover, it is necessary to include attractiveness and ambience in the list of indicators to obtain a more objective assessment of the value of tourist motives. To achieve this, conducting an adequate survey to examine the opinions of visitors becomes imperative. The integration of these subjective perspectives will contribute to a more holistic understanding of the tourist experience and facilitate informed decision-making in tourism planning.

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TOURISM VALORIZATION OF THE STEĆAK NECROPOLIS IN THE EAST HERZEGOVINA TOURISM-GEOGRAPHICAL REGION

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Abstract: Stećci represent an important segment in Bosnia and Herzegovina's past that have been placed on UNESCO's World Heritage List. These medieval tombstones are distributed throughout the territory of Bosnia and Herzegovina, and are partially found in unusual and inaccessible locations such as forests, plateaus, the perimeter of mountains, and some are even submerged. Unfortunately, they have so far been neglected by all levels of government, which, among other things, causes a lack of awareness among the local population. Lately, these phenomena are increasingly occupying the attention of artists such as painters, writers, photographers, etc., and it is hoped that these specimens of Bosnian heritage will increasingly be recognized as tourist potentials. The authors of this paper will identify and evaluate certain necropolises of tombstones on the territory of the East Herzegovina tourism- geographical area with the aim of recognizing them as tourist potentials.

Key words: East Herzegovina tourism-geographical region, necropolis, Stećak, UNESCO, valorization

INTRODUCTION

Constant changes in today's world, especially the strengthening and development of industrialization and urbanization, and the constant need of man for the new and unseen, lead to great competitiveness in the global market and make it increasingly demanding. These changes are also noticeable in the field of tourism or tourist offers.

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In addition to mass tourism, the so-called *alternative tourism*, with its offers, which are attractive to a particular group of tourists. Competitiveness is also present in the fields of alternative tourism, which leads to the search for new tourism potentials. Bosnia and Herzegovina as a country in transition is also subject to these changes in the field of tourism. Our homeland abounds in unexplored sites and resources that, if given sufficient attention from both cultural, historical and financial point of view, could become tourist potentials and enrich the alternative tourist offer in our country. This paper has the task of devoting in more detail to the selected Stećci necropolises in East Herzegovina area so that they can eventually be included in the alternative tourist offer of our country. The paper itself consists of two parts: the theoretical and the practical. The theoretical part of paper defines the types of Stećci necropolises, their appearance, and the emergence and process of development throughout history, and lists some representatives in all municipalities of this area that are already recognized as tourist potentials. The subject of this study consists of identified necropolises of tombstones in selected municipalities of East Herzegovina tourism-geographical area (Fig.1), namely: Berkovići, Bileća, Gacko, Ljubinje, Nevesinje, Stolac, and Trebinje (Bidžan, A., 2012). In the practical part of the paper, seven samples were processed, and the results of the research were presented. The research samples are the necropolis of tombstones Potkuk, Bitunja (Berkovići), Veličani (Trebinje), Kalufi (village Krekovi, Nevesinje), Ubosko (Ljubinje), the artificial necropolis of stećak Museum (Bileća), Boljuni (Stolac), and Pridvorica (Gacko).

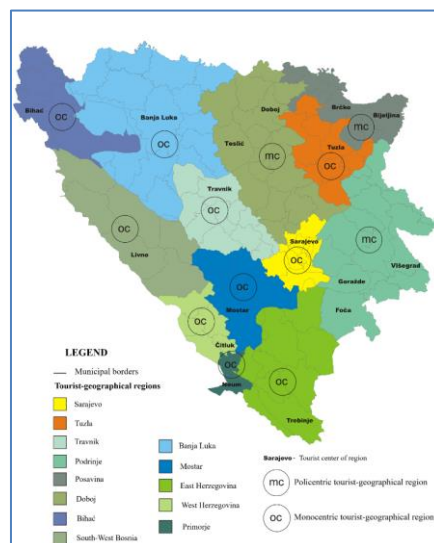


Fig.1. Tourism regions of Bosnia and Herzegovina and geographical position
(Source: Bidžan, A., 2016)

STEĆCI – MEDIEVAL TOMBSTONES

A special feature in the cultural and historical heritage of the East Herzegovina tourism- geographical area are **stećci**. These are medieval monolithic stone tombstones found throughout Bosnia and Herzegovina as well as in the southern parts of Croatia, western Montenegro and southwestern Serbia. Tombstones are found alone or in groups on elevations, mountain plateaus, hills, along roads, or in general in a position with a beautiful view. Most often, they are found in groups of only a few, then in groups of 30 to 50 tombstones, or in large necropolises that have hundreds of graves. They are oriented from west to east.

The appearance of tombstones is associated with the second half of the XII century, and their production lasts until the end of the 15th and the beginning of the 16th century. This coincides temporally and spatially with the political territory of medieval Bosnia, which means that **stećci** are stone tombstones, which are characteristic of the area of the old Bosnian state (Bešlagić, 1982). During this period, the Bosnian state included the Hum area, later called Herzegovina. **Stećci** have historical, artistic, and spiritual value and, as such, represent witnesses to our long past and represent a huge value for our cultural heritage. As such, they were recognized by UNESCO and placed on the list of world heritage sites (15.07.2016.).

At the end of the 19th century, at the time when our region was ruled by the Austro-Hungarian Monarchy, the first census of tombstones was carried out in 1887 and 1898 and this increased interest in their study. At that time, the National Museum in Sarajevo was founded (1888) and the journal "*Glasnik*" was launched, in which contributions on tombstones were published (Malbaša and Samardžić, 2010).

There are several theories about the creation of tombstones that were often interpreted from the aspect of national or political view of the people who live in this region today. One of these theories is related to the emergence **of the Bosnian Church**. This church was considered to be heretical by the Roman Catholic and Orthodox Churches. The Bosnian Church with its own principles, structure and theology represented the uniqueness of Bosnian history.

Bosnian historian Dubravko Lovrenović rejects attempts to claim **stećci** and says that **stećci** are an interconfessional and most mystical phenomenon of the Middle Ages in this region and that the Christians who are buried under them are from different Christian communities, Catholic, Orthodox, Hum, Bosnian (Malbaša and Samardžić, 2010).

It is believed that stećci also had an impact on the development of the oldest Bosnian Muslim sights (Klinčević, 2018). That is why it can be said that stećci are tombstones of the inhabitants of medieval Bosnia and the surrounding area.

Forms of stećci

Depending on the position on the ground, stećci are divided into two groups: lying down and standing. After this systematization, they are classified into basic and transitional forms. The basics of the variants of recumbent stećci are plate, crate, ridge, while they are standing pillar and crucifixion. Subspecies of these basic types are, among others, crates with a stand, crates with a cross, a double ridges, a ridges with a stand, and crucibles in combination with a plate. The oldest and most widespread initial form of tombstone is the laid monolith – **plate**. Such a plaque that can be considered a tombstone is a plaque from the second half of the 12th century with the inscription of **Trebinje prefect Grda** (Fig.2) (Malbaša and Samardžić, 2010).



Fig.2. Plate of prefect Grda in the Museum of Herzegovina in Trebinje (Photo: author)

The plate is most often rectangular parallelepiped up to 30 cm in height. Looking at the shape of its horizontal projection, the plate has many variants. In addition, it can be a so-called double (for two burials), it can have a pedestal, it can be combined with a cross, and it can be unprocessed (Research Platform: Stone Treasures of Medieval Bosnia).

The next more advanced form of tombstone is represented by the so-called „**crate and ridge**“. **The crate** also most often occurs as a rectangular parallelepiped, but

with over 30 cm in height. It can be plain or tall, also with multiple variants (vertical sides slanted downward, frontal sides to the vault, etc.). In addition, the crate can have the shape of a square, it can be double (as well as a plate), combined with a cross, or it can have the shape of a six-sided prism and be untreated. The coffin with the pedestal is usually rectangular parallelepiped, but it can also be a six-sided prism, and then it can be double and double-combined, all again with its variants. The first tombstones in the form of coffins were found around the middle of the 14th century. Also in Herzegovina and in the vicinity of Neum and Konjic (Lovrenović, 2009).

The ridge is usually a five-sided prism with a roof on two sides, with multiple variants, and can be both double and double-combined with a crate (Fig.3). It is similar to the ridge with a pedestal (Research Platform: Stone Treasure of Medieval Bosnia). These forms show the influence of ancient and early medieval sarcophagi and tombstones from neighboring Dalmatian towns.

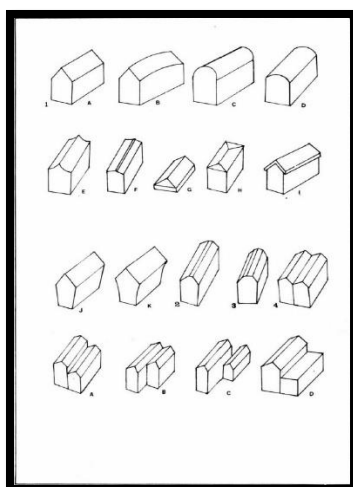


Fig.3. Types and subtypes of stećci in the form of ridges (Bešliagić, 1982, str. 97)

This type of complex stećak appeared at the beginning of the 15th century. Stećci of this type usually belong to significant personalities, are richest decorated, often contain inscriptions, and represent the most mature artistic achievements (Miletić, 1982). In the middle of the 15th century, the shape of a cross or a cross carved in various forms appeared. The cruiser has several types: equal arms, with a differently shaped upper arm, an underdeveloped cruiser and combined with a plate or with a coffin, all with its subspecies (Research Platform: Stone Treasure of Medieval Bosnia). This form of stećak is also most common in East Herzegovina, especially in

the areas around **Bileća, Gacko** and **Nevesinje**. Forms of oriental origin, **column, obelisk and nišan** - marked the end of one and the opening of a new chapter in the history of stećci, becoming next to the cross a permanent sign of the grave monument (Miletić, 1982). **The pillar** occurs either as a paralleliped or as a cuboid, similar to an upright plate or crate, and there are cases of erect ridges (Fig.4). In addition, he may be amorphous (Research Platform: Stone Treasures of Medieval Bosnia).

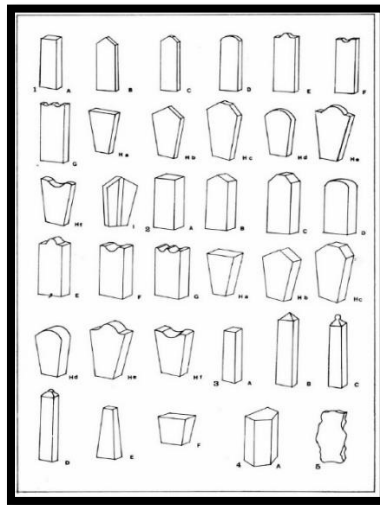


Fig.4. Types and subtypes of stećci in the form of pillars (Bešlagić, 1982, str. 106)

One such example belonging to the oldest type of Muslim tombstones (nišan) from the turn of the 15th to the 16th century stela with the inscription "*Here lies Skender*" and an engraved cross – a rosette stands on the old cemetery in Fatnica at the site Miljuša-Glavica (Bešlagić, 1982 ; Lovrenović, 2009).

In Bosnia and Herzegovina there are about 2,612 sites with tombstones, of which in the area of 9 municipalities of the East Herzegovina tourism-geographical region there are about 500 sites with 13,670 stećak or 23.34%. It is also evident that in this area there are the most diverse and best carved stećci especially around **Stolac, Ljubinje, Bileća and Trebinje**. These are represented by all types of basic forms, but with their abundance, crates (7565) stand out especially, followed by plates (5675) and ridges (203) (Bešlagić, 1971).

In relation to the standing shapes here is a fair number of crossers (161), while a very small number of pillars (26). The amorphous shape has 60 tombstones. The municipality of Nevesinje has the most (3,894) tombstones, and East Mostar (303)

has the fewest. It should be emphasized that a considerable number of plates is a relatively large dimension, and the crates and ridges are all high or very high. Among the crusaders stand out those in which the correct arm was shaped like a human head (around Nevesinje, Gacko and Bileća (Fig.5)). The so-called double and combined ridges are almost nonexistent (Bešlagić, 1982).

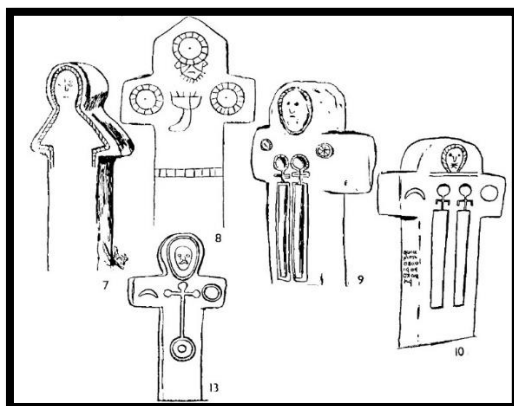


Fig.5. Heads and half figures on stećci in Bileća, Gacko and Nevesinje (Wenzel, M. 1965, str. 319)

Here it should be noted that over time a certain number of stećci disappeared because they were used for the construction of residential buildings, sacral buildings, roads, bridges, or failed due to poor quality of stone, sank into the ground, and were overgrown with thickets.

Decorations and epitaphs on stećci

What makes the tombstones interesting and attractive are the decorations on them, made in the form of reliefs. **The reliefs on stećci** represent an extraordinary testimony of the medieval culture of this region. Also, with relief decorations stećci acquire the characteristics of a work of art. The shape of the tombstone that was most used for decoration is the cross, then comes the ridge, then the pillar, the crate and the plate. Amorphous tombstones have no decorations (Wenzel, M., 1965).

Herzegovinian tombstones are much better decorated than Bosnian ones, especially high percentage of decorated specimens in Eastern Herzegovina around Nevesinje, Stolac and Trebinje. Among the necropolises that have over 50 tombstones, the most

decorated are those around Stolac, namely Radimlja, Hodovo, Boljuni and Kruševo. East Herzegovina itself has 1,786 decorated tombstones or 13.06% (Bešlagić, 1971).

A group of decorations with **pure ornaments** appears in three groups: architectural motifs (arcades and columns), vegetable motifs (vine – tendril with trefoil, vine with grapes and lily) geometric motifs (strips, diagonals, sections, zigzag lines) (Malbaša and Samardžić, 2010). The **symbol category** includes motifs of crescent, star (rosette), sun (circle), cross, simple and stylized shield, sword, shield with sword, bow with arrow, spear, mace, axe, flag, arcade motifs, imitation of logs and shingles, and then motifs of the hand, apple, glass, sickle and hammer (Bešlagić, 1982). The third category of figural performances include depictions of animal and human figures. The most commonly depicted animal figures on stećci are deer, horses, birds, boars, dogs, snakes, lizards. Sometimes it's a fantastic animal like a dragon (Bešlagić, 1971). **Human** figures are depicted individually or in groups. *Male figures* are depicted with one or both raised arms, with or without weapons. *Female figures* are also presented in several variants as they pray, hold a cross, hoop, rosette, or stand between animals, next to a tree, horseman, etc. Particularly interesting is the motif of a lone hand or arm bent in the elbow holding a weapon. Human figures in groups are represented by a wagon motif that is a common motif on tombstones. The wheel can be male, female, or mixed. In the round, dancers dance with joined hands or hold a trefoil between themselves. Chariot performances are tied to the practice of depicting a posthumous cult dance (Malbaša and Samardžić, 2010).

Herzegovinian stećci have more decorations than Bosnian ones. On most stećci in the East Herzegovina tourism- geographical region there are motifs of swaddled vine with a trefoil, arcades and thorodiated ribbons, shields with swords, performances of deer and horses, and scenes of hunting, wagons and tournaments. Motifs of spirals and plant stylizations rarely appear here. The specificity of the decorations on the tombstones from this area are friezes made of rows of rosettes in wreaths and a network of rhombuses, and figural performances with characters of people in action (Bešlagić, 1982).

Epitaphs on medieval monuments provide a lot of material for studying the vernacular language and its development during this period. The inscriptions are written in old Bosnian Cyrillic, Bosančica. With their content, they convey to us the message of the deceased not to be forgotten and thus reveal to us who the deceased was, his biography, and sometimes the signature of the stonemason (Bešlagić, 1971). Stećci represent the only surviving form of domestic written tradition, literary creation and culture in medieval Bosnia.

Stećci necropolises

A **necropolis** is a cemetery where people have been buried in the past. The word necropolis originated from the ancient Greek *necros*, "dead man" and *polis*, "city", so in translation it would mean "city of the dead" (Gabrić and Jelenić, 2021). In medieval Bosnia, necropolises are called sites with groups of tombstones – *stećaks*. *Stećci* necropolises are most often found in groups of only a few monuments, then in groups of 30 to 50 tombstones or in large necropolises that have hundreds of graves (Bešliagić, 1971). Necropolises are most often located in the immediate vicinity of populated places, but they are also found on elevations, along roads, or in places where it offers a beautiful view.

IDENTIFICATION AND VALORIZATION OF STEĆCI NECROPOLISES IN THE AREA OF THE EAST HERZEGOVINA TOURISM-GEOGRAPHICAL REGION

Identification of stećci necropolises in the area of the East Herzegovina tourism-geographical region

Based on the research (Bešliagić and using Google Maps) on the number of tombstones on the territory of nine municipalities of the East Herzegovina tourism-geographical region (Berkovići, Bileća, Gacko, Istočni Mostar, Ljubinje, Nevesinje, Ravno, Stolac and Trebinje (Fig.6) the number of 13,670 *stećci* was reached on an area of about 4,370.79 km² at 500 sites (Bešliagić, 1971).

Most *stećaks* are found in the municipality of Nevesinje (3,894 or 29%), followed by Gacko (2,219 or 16%), Bileća (1,811 or 13%), Trebinje (1,779 or 13%), Berkovići (1,336 or 10%), Stolac (1,001 or 7%), Ljubinje (702 or 5%), Ravno (625 or 5%) and East Mostar (303 or 2%). Of all forms of *stećci*, the most common are crates (7,565 or 55.34%), plates (5,675 or 41.51%), ridges (203 or 1.49%), cruciferous (161 or 1.18%), columns (26 or 0.19%) and amorphous (40 or 0.29%). The number of decorated *stećci* in this area is 1,786, of which the most decorated are crates (1,154 or 64.61%), plates (402 or 22.51%), ridges (116 or 6.49%), cruciferous (105 or 5.88%) and columns (9 or 0.50%). Out of 13,670 *stećaks*, 173 of them have inscriptions (Fig.7 and 8) (Bešliagić, 1971). In this region, under the protection of the Commission for the Preservation of National Monuments of Bosnia and Herzegovina, there are a total of 31 *stećci* necropolises. Five necropolises are on the UNESCO list of protected World Cultural Heritage, namely the necropolises in Stolac (Radmilja and Boljuna), Bileća (Grebica – Bunčići in the village of Radmilovića Dubrava),

Nevesinje (Kalufi) and Berkovići (Potkuk) (Commission for the Preservation of National Monuments of Bosnia and Herzegovina, 2002, 2003, 2004, 2007, 2013).

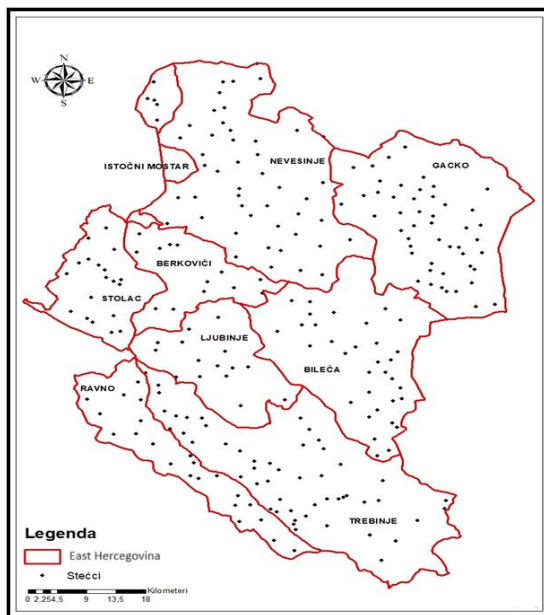


Fig.6. Geographical distribution of stećci in the East Herzegovina tourism-geographical region (based on Bešliagić 1971, modified by authors)

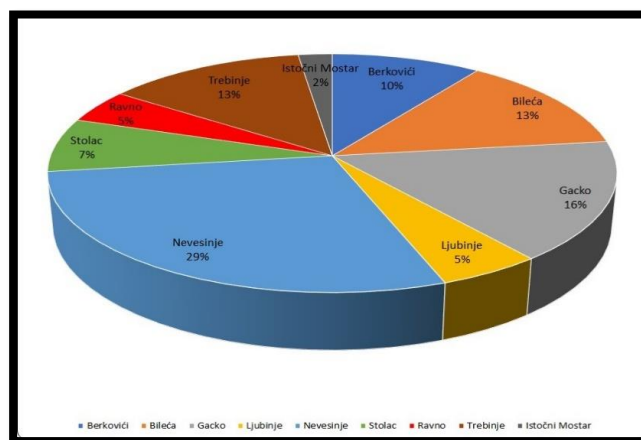


Fig.7. Share of stećci by municipalities in the East Herzegovina tourism-geographical region (Source: Bešliagić, 1971. modified by authors)

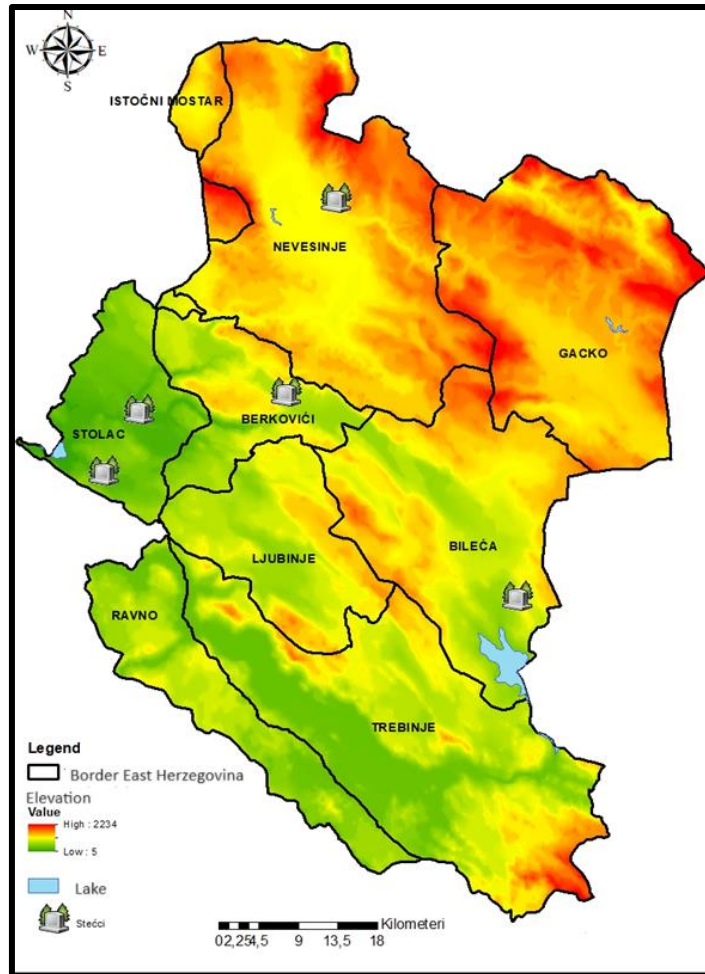


Fig.8. Stećci necropolises that are on the UNESCO list

Valorization of stećci necropolises in the area of the East Herzegovina tourism-geographical region

The prerequisite for tourist valorization is that a object has certain tourist characteristics. After determining characteristics such as attractiveness (rarity, cultural significance, aesthetic values), it is necessary to evaluate these characteristics according to some method. One of the modern methods of valorization of objects and monuments is the Hilary **du Cros model**.

This model in the process of tourist valorization includes both cultural and tourist subindicators and their degree of graduation. This graduation refers in particular to

the tourism sector and the sector of cultural property management and the degree of robustness of cultural property for receiving tourists. The method is based on two sectors with its subindicators:

- *Tourism sector* – refers to the market attractiveness of cultural property and includes factors that influenced the creation of a tourist product and
- *Management* – refers to the management of cultural property from the aspect of cultural significance and the possibility of receiving tourists (McKercher, B., du Cros, H, 2012).



Fig.9. Stećak necropolis Veličani in Trebinje (Photo: author)

After the tourist valorization was carried out using the Hilary du Cros method, and based on the matrix, the highest grade was given to the **Necropolis Boljuni (Stolac)**. It belongs to the $M_{1,3}$ group – a group that is marked by a high value of indicators cultural significance/robustness and high market attractiveness. **Necropolises Kalufi (Nevesinje), Veličani (Trebinje (Fig.9)) and Artificial Necropolis (Bileća)** are in the Group $M_{2,3}$ – the average value of indicators cultural significance/robustness and great market attractiveness (Tab.1 and Tab.2).

Tab. 1. Valorization of the tourism sector of the East Herzegovina tourism geographical region by Hilary du Cros model

Market attractiveness of cultural goods (1)	Potkuk	Veličani	Kaluži	Ubosko	Vještačka nekropola	Bojuni	Pridvorica
Ambience	4	5	5	5	5	5	5
Well-known outside the local area	2	3	3	1	2	3	1
An important national symbol	5	5	5	3	5	5	3
Can tell an interesting story about cultural heritage	3	4	5	5	5	5	5
It possesses certain qualities that clearly distinguish it from the surrounding cultural goods	3	4	5	3	3	5	2
Attractive for special needs, which would allow for greater attendance by tourists	1	3	4	1	3	4	2
It complements other tourist products at the destination, i.e. in the region	4	3	4	3	3	3	2
Tourist activity in the region	0	3	3	0	2	3	0
The destination is associated with culture	5	5	4	4	4	5	2
Factors of importance in the design of a tourist product (2)							
Access to cultural property	3	4	3	2	4	3	2
Good transport from the population center to the cultural property	1	2	1	2	3	2	1
Close to other cultural attractions	0	2	1	0	3	2	1
Service facilities, parking, marked roads to cultural goods, refreshment, availability	0	3	2	1	3	3	0
Total:	31	46	45	30	45	48	26

Prepared by: authors by
 Hilary du Cros model

Tab. 2. Valorization of the sector of management of cultural goods of the East Herzegovina tourism-geographical region by Hilary du Cros model

Cultural significance (3)	Potkuk	Veličani	Kalufi	Ubosko	Vještačka nekropola Bileća	Boljuni	Pridvorica
Aesthetic value	1	1	1	1	1	2	1
Historical value	2	2	2	1	2	2	1
Education value	1	1	1	1	1	2	0
Social value	2	2	1	1	1	2	1
Scientific and research value	1	1	1	1	1	1	0
The rarity of cultural property in the destination, i.e. the region	2	2	2	2	2	2	2
Representativeness for destination	2	2	2	1	2	3	1
Robustness (4)							
Sensitivity of cultural property	0	3	2	0	3	2	2
Reparation status	1	1	1	1	1	3	0
The existence of a management plan for cultural property	5	5	5	5	2	5	0
Regular monitoring and maintenance	1	3	2	2	1	4	1
Potential for ongoing investment and consultation of key stakeholders	1	2	3	1	4	5	1
The possibility of negative impact of a large number of visitors on the physical state of cultural property	5	3	5	2	1	3	5
The possibility of modifications, as part of product development, has a negative impact on the physical condition of the cultural property, i.e. on the lifestyle and cultural traditions of the local community.	5	3	5	3	5	5	3
Total:	24	31	33	22	27	41	18

Prepared by: authors by Hilary du Cros model

Necropolises Ubosko (Ljubinje) and Potkuk (Berkovići) belong to the Group M_{2,2} – a group with a mediocre value of indicators cultural significance/robustness and medium market attractiveness.

Necropolis Pridvorica (Gacko) with this analysis belongs to the group M_{3,2} – low value indicator cultural significance / robustness and medium market attractiveness.

This **analysis** shows that only the Boljuni necropolis is in the group of high value of cultural significance/robustness and great market attractiveness. The reason for the high rating is that the Municipality of Stolac has done the most to preserve and promote this necropolis, so together with the Radimlja necropolis it has included in its tourist offer. This necropolis was placed under the protection of UNESCO, which also influenced its tourist significance.

Stolac has recently been included on the Via Dinarica route, which is of great importance for this region. Via Dinarica is a concept that connects seven countries and territories through which the Mountain Range of the Dinaric Alps stretches: from Slovenia to northern Albania, all with the aim of developing sustainable tourism and increasing local economic growth. The project is supported by USAID and UNDP, two international development organizations. As part of this project, bicycle paths were arranged, a gazebo was made as well as benches, information boards, signposts, and the terrain was cleared and adapted to visitors, who can also visit this necropolis (<https://stolac.gov.ba/vijesti/zavrsen-projekt-via-dinarica-u-opcini-stolac/>).

Various events are organized in Stolac, such as poetry evenings, exhibitions, which promote tombstones and necropolises. The Mak Dizdar Foundation operates here, which promotes tombstones with its activities and various projects. This foundation has initiated the project "Stone Engraved", which aims to connect young people in Bosnia and Herzegovina who work together on the study, protection and promotion of tombstones. Local project teams are also involved here, carrying out activities on mapping local necropolises and their cleaning and signaling.¹ With all these activities, the necropolis is involved in tourist traffic and there is a tourist product.

Necropolises Ubosko (Ljubinje) and Potkuk (Berkovići) although protected as national monuments of Bosnia and Herzegovina, and the latter was placed on the

¹ The Mak Dizdar Foundation. (2019). Forum on the study, protection and promotion of tombstones, Sarajevo.

UNESCO world heritage list, are in the group that is marked by the mediocre value of indicators of cultural significance / robustness and medium market attractiveness. The reasons for this are the underdevelopment of the municipalities in which they are located, as well as poor tourist infrastructure that almost does not exist, a very modest tradition, underdeveloped capacities of facilities and catering services, lack of investment in the development and promotion of tourism, bad roads.

Necropolises are neglected and require conservation and greater dedication to maintaining them. No restoration work has been carried out on the necropolises, the tombstones are still disguised with moss and lichens, and have been overturned or sunk. There is no tourist and catering infrastructure, no organized transport. From this, we can conclude that these necropolises have a greater cultural and historical value, than tourism value, and do not significantly participate in the tourist traffic of tourist destinations.

Of the valorized necropolises, most of them belong to the M_{2,3} group – the mediocre value of the indicator is cultural significance/robustness and high market attractiveness. This group includes the necropolises of stećak Kalufi (Nevesinje), Magnifi (Trebinje) and Artificial Necropolis (Bileća).

The Kalufi Necropolis is included in the UNESCO List of World Heritage Sites, as well as on the list of national monuments of BiH. The Veličani Necropolis is also on the list of protected national monuments, and the Artificial Necropolis in Bileća is currently on the temporary list of national monuments of Bosnia and Herzegovina.

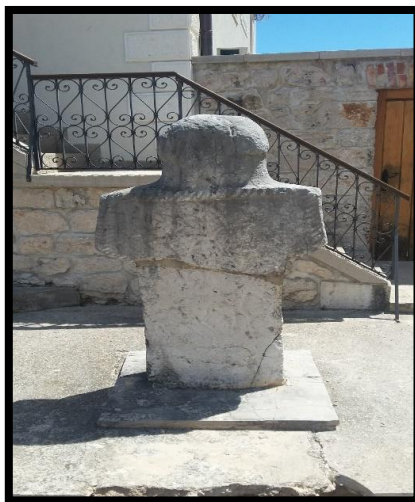


Fig.10. Cruiser in front of the Museum of Herzegovina in Trebinje (Photo: author)

In recent years, the municipalities in which these necropolises are located have been working on a strategy for the development and promotion of tourism, especially the municipality of Trebinje, where cultural and religious tourism is on the rise (Fig.10). The sites where the necropolises are located are accessible because there are asphalt roads nearby. Tourist signage has been arranged, and there are catering facilities nearby; however, although the decisions on the proclamation of national monuments state a ban on construction in and around the area of necropolises, the endangerment of these monuments is evident because this decision is not fully respected. The Magnificent Necropolis is located within the local cemetery and is threatened by the construction of new tombstones. A rural road passes through the Kalufi necropolis and is threatened by the unprofessional construction of temporary resting facilities. These built objects violate the aesthetic appearance of the ambient landscape. Also, although one of the most representative necropolises in Bosnia and Herzegovina, the Kalufi necropolis is neglected; restoration work has not been carried out; tombstones have been damaged, chipped, covered with ringworm and moss, and some of them have sunk into the ground.

These necropolises require greater care from both the state and local communities, and as protected cultural monuments, they need protection. Although these sites are placed on promotional tourist material, there are no organized tourist visits.

The stećci necropolis Pridvorica near Gacko is classified in the M_{3,2} group – low value of indicators of cultural significance/robustness and medium market attractiveness. This necropolis is located far from the main roads; part of the road to it is a macadam road. In the last war, there was damage and overthrow of tombstones, and after the restoration of the nearby mosque in Pridvorica, stećci were located about 50 meters to the south. Two tombstones are located at the entrance gate of the courtyard of the aforementioned mosque. The disorder and neglect of the necropolis, damage and decay of tombstones, climatic and anthropogenic influence, unfinished restoration and conservation, lack of tourist infrastructure, and signalization contributed to these necropolises having more cultural and historical significance than tourist significance.

CONCLUSION

Tourism is one of the main sources of income for many countries and its development promotes economic stability, so our country is trying to activate its tourism potential, all with the aim of faster recovery and economic development. The East Herzegovina tourist geographical region is also facing this problem and is looking for its chance in

the development of tourism. Its geographical position is favorable, and in addition to its natural beauty, it also has a large number of cultural and historical monuments. Among them stand out medieval tombstones – stećci, which are found here in large numbers. Stećci, as an uncared-for wealth of inestimable value, lies all over Herzegovina and represents the original creativity of our peoples. Due to the originality of their forms as well as their decorativeness, they have become the subject of general interest among both domestic and foreign public. By identifying and valorizing selected necropolises of the East Herzegovina tourism- geographical regions, it can be concluded that all these necropolises, regardless of their cultural and historical significance, cannot independently and significantly participate in the tourist traffic of these tourist destinations. During the tourist valorization, the highest grade went to the necropolis Boljuni (Stolac), and the lowest Pridvorica (Gacko). It is especially significant that there are five necropolises in this small area that have been placed under the protection of UNESCO, and 31 of them have been declared a protected national monument. Only the Boljuni necropolis, together with the Radimlja necropolis, is arranged for tourist visits. Monuments here are partially cleaned and protected from decay, bicycle paths and signage are arranged, and the necropolis is promoted in tourist catalogs through various projects, educational workshops, exhibitions. Parking spaces, a gazebo, and occasional catering facilities. In this way, this necropolis ceases to be a passive cultural resource and begins to actively participate in its own financing, thus affecting the development of the local community. However, the other listed necropolises in the East Herzegovina tourism-geographical region are left to the neglect of all government structures at all state levels regarding the arrangement, protection, restoration and conservation of necropolises as well as their promotion in order to improve the tourist offer. What is urgently needed is to clean and arrange these areas, as well as the monuments themselves and to protect them from further deterioration. Also, it is necessary to build access paths, tourist infrastructure and signalization, without disturbing the natural environment that is an integral part of these necropolis complexes.

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UNLOCKING THE TOURISM POTENTIAL OF BORDERING REGIONS: A CASE STUDY OF TOURISM DEVELOPMENT IN FOČA (BOSNIA AND HERZEGOVINA) AND PLUŽINE (MONTENEGRO)

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Abstract: Revitalizing border areas, which in the scientific discourse are most often considered peripheral, deprived, and less developed, is the focus of contemporary geographical research. Borders, acting as demarcation lines or points of convergence, possess a dual role, offering both positive and negative contexts. This duality adds complexity to the observation, diagnosis, and action required to stimulate economic activities. Tourism emerges as an alternative solution predominantly acknowledged by local communities, which would make it easier to achieve the inclusion of geographically isolated areas in regional development policies, ultimately achieving harmonization of economic growth at the national level. The paper deals with the analysis of the state and possibilities of the development of crossborder tourism in the Bosnian-Herzegovinian-Montenegro border sector, namely in the area of the municipalities of Foča, home to Bosnia and Herzegovina's oldest national park, and Plužine, housing the Piva Nature Park. Based on a qualitative methodology (questionnaires conducted among different tourism stakeholders), the research aims to determine whether tourism as the basis of crossborder cooperation can be considered an alternative for overcoming the marginalization of the observed areas, taking into account that these are demographically and economically weakened municipalities in the context of contemporary circumstances belonging countries and what are its future perspectives. The respondents are representatives of local stakeholders who possess valuable insights and knowledge about the unique social, cultural, economic, and ecological factors in their area. The research results can serve as a significant insight into the plans and priorities of tourism development.

Key words: Bosnia and Herzegovina, Montenegro, tourism, borderlands, periphery.

INTRODUCTION

Borders function as not only delineations and demarcations separating distinct political territories but also as boundaries between cultures, landscapes, and even human

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experiences. As essential tools of political-administrative and security structures, borders represent new spatial dimensions that become a significant factor in modifying numerous processes (Newmann & Paasi, 1998; Van Houtum, 2000). The concept of border areas—areas positioned in proximity to international borders—is increasingly capturing the attention of researchers through an interdisciplinary research approach, as exemplified by the emerging academic discipline—border studies (Winkler, 2023). The traditional paradigm describes them as predominantly marginalized areas, both geographically and functionally, which require more careful handling in the process of integration into regional development policies (Newman, 2006; Haselberger, 2014). More recent discourse on border areas emphasizes the significance of these spaces as contact zones to be considered in the context of crossborder and transboundary cooperation, regional identities, and local development initiatives (Klemenčić, 2005; Zorko, 2012; Konrad, 2015; Nail, 2016). An upward trend in research topics largely reflects the relevance of these regions in the post-globalization period, where through tourism impulses, strategic approaches, and adherence to sustainability principles, they can stimulate their economic, social, and cultural potentials (Hippe et al., 2023; H. Taubenböck, 2023). This gives rise to crossborder regions, primarily affirmed by crossborder cooperation processes.

Crossborder cooperation is a key concept in regional development promoted by the European Union as an important instrument and tool for integration processes that involve, among other things, enhancing economic competitiveness and reducing regional disparities (Banjac, 2012; Wevers & de Langen, 2020). The primary goal is to reduce regional development disparities, involving collaborative efforts and initiatives undertaken by neighboring/border regions and states within the European Union to address common challenges and efforts towards achieving better economic development (Toca & Czimre, 2016). Such a synergistic approach has proven beneficial in overcoming many development barriers, improving the standard of living in border areas through better communication among neighboring regions and fostering the functioning and integration of the European market (Del Valle, 2021). Horga (2019) emphasizes that crossborder cooperation instruments are increasingly coming to the forefront with the expansion of the European Union into parts of Central and Southeastern Europe, where the concept of border areas raises an entire set of new questions about political relations within the state and the very process of border formation and roles. A concrete initiative of crossborder cooperation is reflected through Interreg program funds, which promote and finance projects in these regions aimed at improving infrastructure, environmental, cultural, and other opportunities across multiple levels (A, B, and C programs depending on the spatial level). Users of these funds can also be non-member countries, as is the case with Bosnia and Herzegovina and Montenegro. Border regions of these two countries, considering administrative criteria – municipalities bordering each other, are socioeconomically and demographically less developed compared to the state capitals (Avdić et al., 2022). On the other hand, given that

the border between these two countries is determined by orography and hydrography, the attractiveness and uniqueness of natural landscapes make it a tourist attraction. However, unlocking the tourism potential is one of the challenges that goes beyond purely economic measures, and its significance lies in promoting intercultural understanding, fostering a stronger security climate, and certainly enhancing diplomatic relations.

In previous practice, tourism in crossborder regions has proven to be an alternative for economic development (Hardi et al, 2021; Clark & Nyaupane, 2023). By capitalizing on their shared resources and attractions, neighboring regions can attract more tourists, create jobs, and generate revenue while fostering cultural exchange and cooperation. However, successful crossborder tourism development requires effective collaboration, infrastructure improvement, and marketing strategies to maximize its potential economic benefits (Prokkola, 2022; Sustainable Crossborder Tourism Development Strategy 2020-2024). There are several examples of successful crossborder tourism initiatives in Europe, such as the Alsace Wine Route between France and Germany, which promotes wine tourism, and the Burren and Cliffs of Moher Geopark between Ireland and Northern Ireland, which highlights geological and ecological attractions.

The study aims to explore various dimensions of tourism in border regions by analyzing the strategies, challenges, and opportunities of selected areas and tourism stakeholders in the transformation process. These often neglected, peripheral areas are targeted to be integrated into cohesive state regions, profiled, and recognized as tourist destinations. Despite numerous limitations, the allure of border regions lies in their unique diversity of cultures, traditions, landscapes, and more. The research seeks to address specific challenges faced by the selected border sector along the Bosnian-Herzegovinian and Montenegrin border in unlocking its tourism potential. It examines the strategies of tourism stakeholders responsible for planning and assesses the role of the state border in these processes. The research methodology involves a range of case studies, practices, and academic insights, exploring real-life examples of border regions that have effectively utilized their tourism potential. Field research and structured interviews among tourism stakeholders are some methods used to address these research questions. The findings serve as a valuable starting point for tourism development strategies and pave the way for further comparative research across various border regions.

THE CONCEPT OF CROSSBORDER COOPERATION AND TOURISM

Border areas represent spaces with specific characteristics where 'the border stands as a line of separation and connection between two or more states, established due to an evident discontinuity, even when it is not merely territorial but also cultural, economic, and religious' (Lacoste, 1993). Identified as historical battlegrounds crucial in preserving national identity, these regions often remain neglected in modern

state systems, sharing the fate of underdeveloped destinations characterized by high unemployment rates, lack of investment activities, and developmental conditions. Therefore, analytically approaching the study of activities and potentials within these areas presents a unique challenge. Numerous academic inquiries intensified in this field since the end of the last century emphasize that tourism can function as a sustainable strategy for crossborder regions to overcome obstacles related to borders that otherwise hinder socio-economic development and political collaboration (Prokkola, 2007; Timothy, 2001).

Researchers consistently highlight tourism as one of the primary themes in which successful development of crossborder projects could occur (Church & Reid, 1999; Timothy, 2001). Amidst numerous advantages and drawbacks, the border as a line of demarcation and connection serves as the main axis of development that, through a model of crossborder cooperation among border tourism destinations, can become an instrument for their unification into a sustainable tourism cluster. There is immense untapped potential it can offer to build new tourist experiences and products associated with linguistic similarities, shared culture, natural heritage, history, or tradition. Thanks to their cultural, historical, and ethnographic values, border areas can become tourism-relevant due to the uniqueness of their supply and the potential to generate a new tourism brand (EPICAH, Interreg Europe, 2019). From the perspective of tourism policy, borders can be viewed as part of the solution by defining and establishing appropriate management methods. Focusing on the stakeholders of tourism policy on crossborder development through predominant tourism potential can be considered a kind of tool for acquiring socio-economic and political power through adherence to a broader developmental rhetoric (Jakola, 2016).

Synergy among stakeholders in border areas within the tourism sector necessitates collaboration. Different economic systems and cultural patterns give rise to diverse borderland populations, and these differences can either positively generate certain advantages that foster border growth or function negatively as obstacles to sustainability. Cooperation forms the foundation of healthy business interaction and serves as a prerequisite for continuous progress in all segments. Collaboration is essential for the survival of destinations in the face of competition and environmental challenges (Pearce, 1992).

The primary objective of establishing integrative relationships is to create a unique tourism product by pooling the resource base (often a common good of both sides), enabling branding opportunities, better market positioning, knowledge transfer, and enhancing tourism supply in line with contemporary industry demands (building a robust product portfolio).

Crossborder cooperation in tourism between border destinations is described as a process involving several stages, illustrated by actions focused on creating conditions for effective participation, shifting from traditional marketing toward developmental goals, and establishing shared forms of collaboration involving all existing destination stakeholders (Šerić and Talijančić, 2011). The success of crossborder cooperation relies on various factors such as positive stakeholder experiences stemming from prior successful crossborder partnerships with neighboring destinations, availability of financial resources, the scope of the cooperation area, shared interests or challenges faced by potential partners, similarities in legislative and administrative frameworks, cultural affinities, and more (Cankar, 2014).

In the pursuit of identifying a competitive and sustainable concept for crossborder cooperation, particularly in crossborder tourism, it is crucial to specify the challenges inherent in the process. Numerous classification systems (Cankar, 2014) highlight prevalent challenges, including inconsistent legislation, unstable political situations, cultural incompatibility, infrastructure deficiencies, lack of understanding, communication gaps, stakeholder conflicts, clashes between the tourism industry and other sectors, varying levels of economic development among destinations, among others. The primary challenges of crossborder cooperation or crossborder tourism, recognized by the European Union as potential barriers to European tourism and the tourism industry at large, as outlined by the European Parliament's EPICAH (Interreg Europe, 2019), are:

1. Sustainability (assessing the impact of tourism on the economic, social, and environmental sustainability of a region or area)
2. Political instability (arising from economic crises, autocratic governance systems, or other factors that threaten democratic principles of governance)
3. Aggressive competition (growth within the tourism industry, both within local environments and on a broader scale, leading to intensified competition)
4. Shifts in tourist demand (emergence of new market niches or changes in what tourists seek and expect from their travel experiences)
5. Digitalization (the rapid technological advancements characteristic of the modern era, impacting how tourism is promoted, accessed, and experienced)
6. Empowerment of local actors (increasing authority granted to regional and local stakeholders in shaping and implementing tourism policies, often through a "bottom-up" approach in strategic actions).

Activities aimed at fostering crossborder cooperation constitute an institutionalized and legally defined process encompassing a series of projects. Often, the challenge

lies not in creating such a foundation but in implementing planned solutions in reality, hindered by bureaucratic limitations and a lack of interest.

In line with this, the pattern of crossborder collaboration encountered in practice does not always emerge solely from formalized strategies. Instead, it may result from decentralized and contextual processes within the formal cooperation framework (Perkmann, 1999; Princen et al., 2016; Tölle, 2013). This means that the initiator of collaboration between destinations is often political decentralization, aiming to encourage regional strategists and investors to foster development and enhance governance. Such an approach primarily aims at redistributing responsibilities to alleviate financial pressures on public finance systems, increasingly adopting a holistic approach to combat poverty and economic disparities in urban and peripheral destinations. Moreover, in the absence of a well-thought-out tactic, practice reveals isolated instances demonstrating the effectiveness of integrated actions at the local destination level by „collecting mainly ad hoc and unconnected activities of experts and organizations within local administration, which together produce a specific pattern of crossborder collaboration“ (Princen et al., 2016). By overcoming national and regional legal disparities, eventually crafting their own strategies, and relying on „informal agreements in the exchange between two legal-institutional frameworks separated by a border“ (Weidenfeld, 2013), local stakeholders successfully align defined strategic objectives with the interests of local development. Equally, practice acknowledges numerous negative instances of crossborder cooperation due to linguistic or cultural barriers, political circumstances, and the like, emphasizing the importance of individuals in adapting to the specific governance conditions required by this form of collaboration. Therefore, establishing trust through formal and informal agreements on cooperation is crucial for the stability of crossborder governance (Tripl, 2010). An example showcasing the successful initiation of integration processes based on these principles is precisely the Foča–Plužine case study, the focal point of our observations.

TERRITORIAL SCOPE OF RESEARCH

Bosnia and Herzegovina and Montenegro share a border spanning 249 kilometers (Lepirica, 2009), which predominantly features high mountainous terrain, except for sections where the border partially follows the course of rivers such as Tara, Piva, Ćehotina, and in the southern sector, the Bileća Lake. This border is largely impassable and rugged in its physical geographic nature.

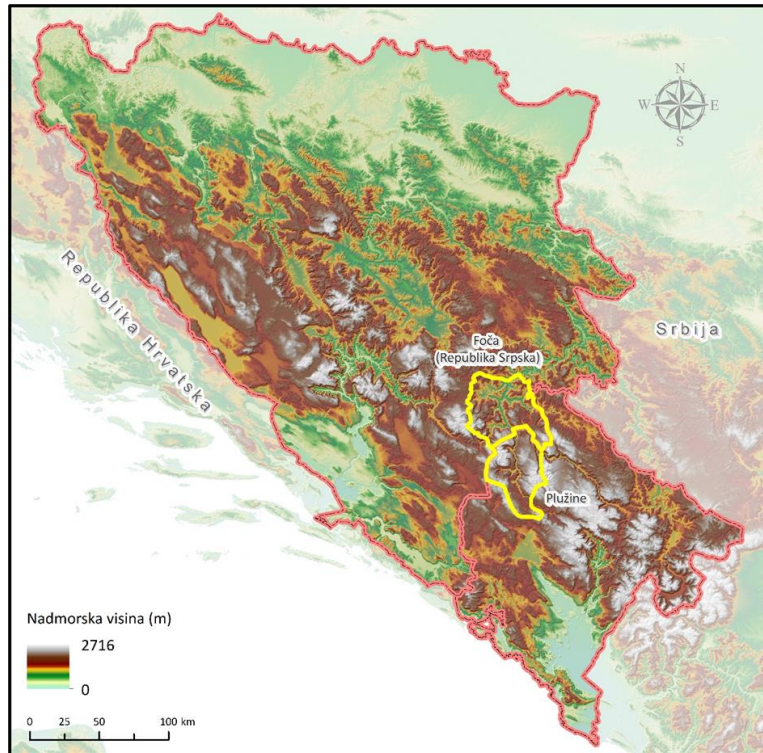


Fig. 1. Territorial scope of research
Source: Authors

In a socio-political context, the border region is governed by a ratified border agreement signed by Bosnia and Herzegovina and Montenegro, resolving previous disputes and open border issues primarily related to the Sutrina area (Halilović & Suljić, 2016; Spahić, 2017). According to the administrative criteria defining the border area (Zupanc, 2018), the Bosnian-Herzegovinian-Montenegrin border sector comprises the following municipalities: Čajniče, Foča, Gacko, Bileća, and Trebinje (Bosnia and Herzegovina), as well as Plužine, Žabljak, Pljevlja, Nikšić, and Herceg Novi (Montenegro). Given the research focus on the possibilities of crossborder collaboration between these countries in the context of tourism, Foča and Plužine case studies were chosen (areas with a significant proportion of protected areas). These local administrative units manage declared protected areas: the Sutjeska National Park (Foča) and the Piva Nature Park (Plužine), which form a natural connection with Montenegro's Durmitor National Park.

Therefore, it pertains to an area with exceptional potential for crossborder cooperation in environmental conservation, a topic that has been under consideration since 2009 through the UNEP's 'Durmitor Tara Canyon Sutjeska UNEP Feasibility Study,' aimed at elucidating the possibilities and potential for creating transnational cooperation

among stakeholders from three countries – Bosnia and Herzegovina, Montenegro, and Serbia.

According to Stupar and Milanović (2017), the physical connection between the Sutjeska and Durmitor parks by declaring the Piva Regional Park brings benefits in terms of enriching the tourist offer and biodiversity of these areas. The authors note that spatial planning documentation for protected areas, such as Sutjeska, has been considered expanding towards crossborder cooperation since its early establishment. Additionally, as part of the pre-accession policy to the European Union, efforts have been made to integrate these areas into broader ecological networks such as NATURA 2000, EU-ROPARC, UNESCO, and others. Presently, the greatest potential for tourism development in this crossborder sector lies in the Sutjeska National Park and its natural attractions. Notably, among these is one of Europe's last remaining primeval forests – Perućica. Within it lies the Tjentište memorial complex, erected in memory of the Fifth Enemy Offensive during World War II. Another heavily utilized tourist attraction is the Drina River, primarily for rafting tourism. Foča's entire tourist supply is predominantly centered around visits to the Park, with a positive trend observed in the number of foreign tourists (URL1). On the other side of the border, the Piva Nature Park, occupying just under half of the territory of the Plužine municipality, was established in 2015 and has taken charge of local tourist development beyond the Park's boundaries (Management Plan of the Piva Nature Park 2021-2025). Its diverse relief, characterized by the incised canyons of Tara, Piva, and Sušica, along with mountain lakes, forms a solid basis for developing various selective forms of tourism. This tourism potential must also be viewed in a broader socio-economic and demographic sense, considering the associated municipalities, which still represent peripheral and less developed spatial entities within the national context.

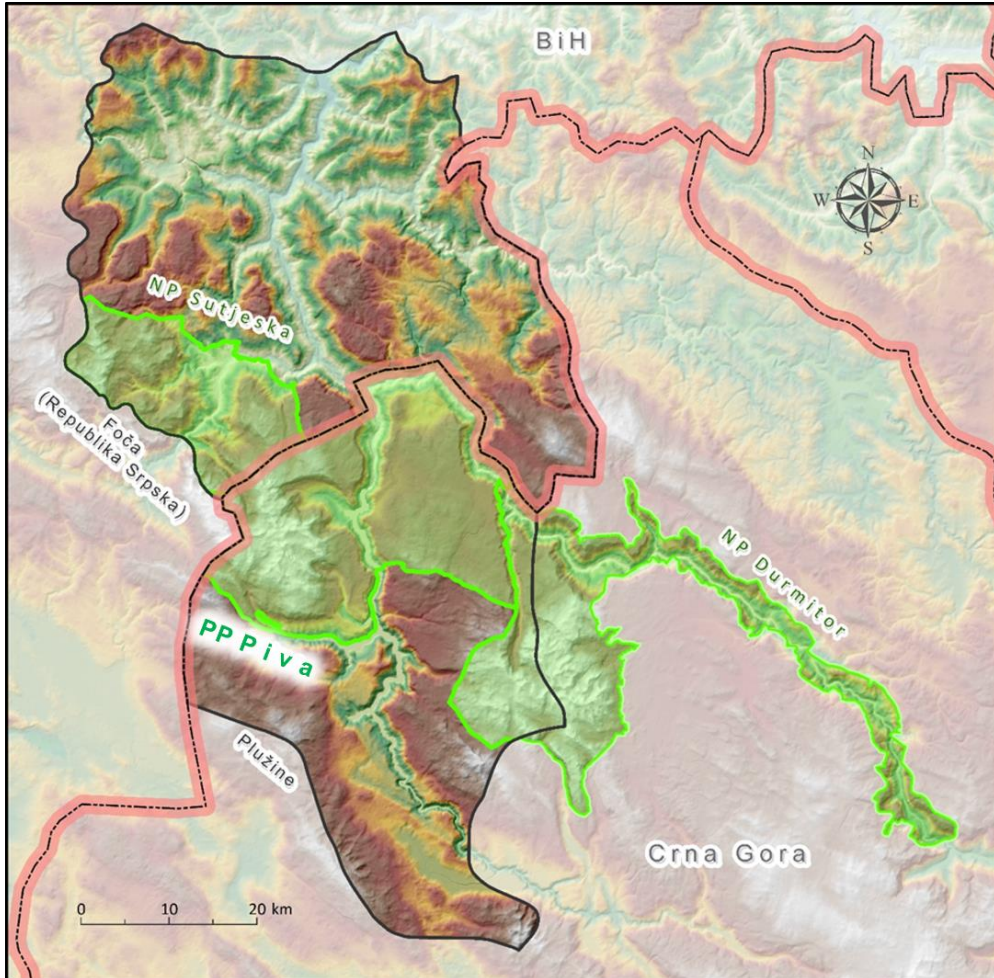


Fig. 2. National Park Sutjeska and Nature Park Piva;
Source: Authors

Foča is a municipality in southeastern Bosnia and Herzegovina, covering an area of 1,115 square kilometers, making it the fourth-largest local administrative unit in Bosnia and Herzegovina, immediately behind Banja Luka, Mostar, and Konjic. Its entire eastern and partially southern sides border Montenegro (municipalities of Plužine, Žabljak, and Pljevlja). It holds significant importance in terms of transportation due to the Hum/Šćepan Polje border crossing, facilitating road communication between the main cities of the two countries. This border crossing is located in a highly mountainous area, and another smaller passage – Vitine – also serves in this capacity. The majority of Foča lies within a high-mountain zone, and its border with Montenegro boasts the highest peak in Bosnia and Herzegovina – Maglić (2386 meters). The principal hydrographic feature of the area is the Drina

River, and upstream lies the Tara River Canyon, one of the deepest canyons globally. It is a sparsely populated area (17 inhabitants/km²), where the population decreased by almost 50% between the last two censuses. Of the total 101 inhabited places, nearly 20% of them extend to the border with Montenegro. Out of this number, only four settlements have more than 50 residents, indicating significant depopulation. The economy of the Foča municipality was significantly affected by the events of the 1990s and is largely based on forestry enterprises, while in recent times, due to the so-called tertiary sectorization of the economy, service industries have been gaining prominence. On the other hand, the Plužine municipality is slightly smaller than Foča. Covering an area of approximately 850 square kilometers, it is the seventh-largest municipality in Montenegro. Located along the border with Bosnia and Herzegovina, it is part of the Durmitor region along with the municipalities of Žabljak and Šavnik. This forest-pasture region is well connected to the rest of the country and neighboring Bosnia and Herzegovina, thanks to the Podgorica-Sarajevo main road. Due to the dominance of high mountains, it is an area of significantly low population density (just over 3,000 inhabitants) and highly unfavorable demographic trends. The natural values of the Plužine region, from natural lakes like Trnovačko and Stabanjsko to mountains (Durmitor, Maglić, Pivska Planina, etc.) and rivers with canyons (Tara, Piva...), form the primary resource base for the development of agriculture, forestry, hydro energy, and ultimately tourism. Besides the natural attractions, the area's cultural-historical heritage from various periods, as it has been inhabited since the Illyrian era, also contributes to its tourism potential.

METHODOLOGY

The main objective of this study is to examine the current status and further possibilities of crossborder cooperation in the field of tourism along the Bosnian-Herzegovinian and Montenegrin border. The focus is on the following research questions: Is the border, by its nature and function, a barrier or an opportunity for enhancing better crossborder cooperation in tourism? What is the current situation, and what factors might influence the enhancement of these processes? Can tourism, given its substantial economic effects, act as a revitalizing force in the peripheral regions of two nations?

This analysis is based on a questionnaire completed by two local consultants (Josipović, 2011), one representing each side of the border within the protected areas – Sutjeska National Park and Piva Nature Park. The questionnaire was developed by Dr. Tena Božović and consisted of a total of 27 open-ended questions, divided into two thematic groups – questions aimed at providing authors with information about the state of crossborder tourism, coordination of organizational units on both sides of the border, and the perception of the border and its role in tourist activities and

movements. The second group of questions focuses on challenges in the development of crossborder tourism to identify factors that may limit or enhance crossborder cooperation in this field. One of the secondary objectives is to present a literature review on crossborder cooperation in this area, as a tool created by the European Union to reduce regional developmental disparities and stimulate the development of national peripheries. The research aims to enhance the depth and comprehensiveness of the investigation by integrating historical methodologies, statistical data analysis and cartographic methods. These approaches will complement the interview analysis, facilitating the systematic organization of existing knowledge pertaining to the subject matter.

RESULTS

Over the past few decades, the growth of the tourism market, driven by increasingly liberal socio-economic relationships in modern society and thanks to technological advancements making even the most remote and previously inaccessible areas accessible, has spurred what we call global tourism. Tourism bridges countries and people across international borders and presents an ever-growing challenge to how borders have historically been perceived and portrayed. Crossborder regions are one of the prime examples of lesser-recognized but equally significant sub-destinations. They attract both domestic and foreign tourists, contributing to the development of these physically and often functionally peripheral areas. Crossborder tourism aims to promote, enhance, and integrate natural and anthropogenic resources and social relationships built over time.

The collaboration between the municipalities of Plužine in Montenegro and Foča in Bosnia and Herzegovina in historical retrospect dates back to the medieval period, with intervals of interruption when, according to the territorial arrangement at that time, they belonged to the same state. Despite numerous political and social upheavals over time, local communities have always maintained good relations. Today, they face similar developmental problems arising from the consequences of transition, the democratization of society, and the shift of focus of the national economy towards the service sector dominating contemporary economic systems. In this context, tourism has been targeted as a significant driver of economic development for both municipalities, given priority over other activities.

The subject of the research is the crossborder cooperation between Montenegro and Bosnia and Herzegovina, focusing on the case studies of the municipalities of Plužine and Foča. The selection of these two spatial units is perhaps most interesting from a tourism perspective, as they share significant natural resources along with a similar cultural matrix. Despite the aftermath of the conflict in the 90s, which separated

aspects of their political and economic life along the line of their convergence, the stabilization and establishment of peace in the last two decades, primarily through shifts in political rhetoric, have led to a significant positive reflection of the developmental potential of these areas. One concrete example of activity in this field is the recently concluded joint project funded by the EU through the IPA fund within the Bosnia and Herzegovina – Montenegro crossborder program, named "Tourism, Adrenaline, and Rafting Adventure" (T.A.R.A). This is a continuation of the project initiated by these municipalities since 2013, titled "Sustainable Crossborder Development of the Municipalities of Foča and Plužine." The main goal of both projects was to enhance the potential for crossborder cooperation between Bosnia and Herzegovina and Montenegro, contributing to the European integration process of both countries, as well as sustainable development in border areas, with a focus on enhancing socio-economic development in the municipalities of Foča and Plužine through collaboration among actors from the public, private, and civil sectors in key development areas such as tourism, rural development, and environmental protection.

During July 2023, two structured interviews were conducted in the municipality of Foča (Bosnia and Herzegovina) and the municipality of Plužine (Montenegro) with stakeholders actively involved in the tourism and economic development of the respective areas. In the municipality of Plužine, the local tourism organization associated with the Piva Nature Park participated, while in Bosnia and Herzegovina, the PI Sutjeska National Park represented the municipality of Foča. The intention was to analyze the current state of crossborder tourism and explore the potential for further collaborative action through these two key organizations within the local administration, which have intertwined activities and resources. Considering that both municipalities are smaller destinations with vital roles in tourism, the focus was on gathering perspectives, opinions, and facts from the direct participants involved in the creation, implementation, and monitoring of crossborder development.

The interview encompassed a series of questions concerning the overall state of tourism, stakeholder strategies, crossborder tourism and coordination, perception and role of the border in marketing strategies, strategies to attract residents from the other side of the border, and the significance of crossborder tourists in the overall tourism flow and border challenges.

After conducting and analyzing the interviews, two main themes emerged. ***The first one focused on tourism and the border***, where participants expressed their views on the state of the tourism industry, existing strategic actions, the perception of the destination as crossborder, experiences in crossborder cooperation and its benefits, marketing activities, and the perception of the border as an advantage or limitation. ***The second theme addressed the challenges*** related to the development of

crossborder tourism, aiming to define the challenges faced by the stakeholders concerning the border status, the established cooperation with neighboring municipalities, as well as identifying new threats or opportunities.

Tourism and border

The COVID-19 pandemic has significantly impacted the tourism industry, imposing entirely new market dynamics that both the tourism supply and demand had to adapt to. The previous concept of strategic planning across all governance levels among tourism policy creators has undergone substantial changes, defining entirely new priority points or focal areas that will shape future development. Stakeholders from the local public sector in both observed destinations explicitly mentioned at the beginning of the interview that the market has begun its recovery phase, showing visible changes in tourist preferences, styles, and modes of stay.

"After quite a challenging period for tourism during the pandemic, the market has recovered, but there have been changes in the market itself, with more people preferring active tourism, staying in nature..." (Plužine).

The sustainability concept, identified as one of the primary trends in contemporary tourism development, has, as indicated, been put into practice long before its formal definition in strategic documents. The growth and development trend, with visible changes on the demand side, requiring a more active role from providers and creators of tourism supply, is more than evident, according to the interviewees.

Regarding the planning documentation for managing tourism development, facts indicate that there is currently no active strategic document defining the tourism development policy in the Municipality of Plužine, while in the Municipality of Foča, there exists a general development strategy emphasizing the influence of the tourism industry. This lack of top-down directive from the top hierarchical level in tourism policy formulation reflects the specificities of their cooperation and prioritizes local efforts within communities. Aligned around a „bottom-up“ approach, frequently guided by initiating, creating, and implementing various forms of cooperation in crossborder tourism, these affirm the contemporary foundations of European tourism policy concerning this method as effective in achieving developmental outcomes.

In terms of defining the destination from a spatial perspective, tourism, and other aspects, areas of natural protected zones (Sutjeska National Park and Piva Nature Park) stand out, implying stricter protection regimes to preserve natural values.

Tourism is about „creating experiences“ and „geographical images“ to attract people and encourage travel (Coëffé, 2017, p. 28). The border and what awaits travelers on

the other side could be promoted as an experience, even a „tourist product“ (Simon, 2019, p. 234). The border is often taken for granted and hence is not prioritized or made appealing, commonly seen as a multiple challenge for stakeholders, without recognizing the potential for its valorization as a tourist destination.

Addressing the perception of the border as an obstacle, as highlighted by most authors dealing with crossborder tourism, opens new possibilities for marketing campaigns to increase crossborder travel. Significant results in this field have been achieved in the observed area. The proximity to the border is generally perceived positively. The potential cooperation between the two municipalities is seen as an opportunity and enhancement for developing the tourism supply, with a tendency to disperse from local to regional integration:

"...The proximity of the municipality of Foča, as well as Gacko, represents an opportunity for further development and enhancement of the tourist supply in the area of the Plužine municipality... In the upcoming period, the Piva Nature Park plans to establish better communication with tourist organizations in neighboring municipalities in Bosnia and Herzegovina..." (Plužine)

The research revealed existing activities between bordering destinations through collaborative programs, conferences, and other forms of joint efforts aimed at cooperatively promoting cultural-historical identity within the field of tourism. The experiences are positive, highlighting significant advantages in collaboration concerning sustainable management and area preservation:

"The protected area of the Sutjeska National Park holds significant benefits through robust crossborder cooperation, primarily in terms of area preservation and sustainable management. Crossborder collaboration enhances various aspects, environmentally, touristically, socially, and culturally..." (Foča)

The entire area, according to stakeholder perspectives, can be seen as a geographical entity comprising „mountain ranges, lakes, rivers, hiking trails“ whose „flora and fauna know no boundaries“ (Foča).

The focus is on the Tara site as a tourism product, which has been subject to several extensive international crossborder projects and holds a synergistic effect in defining a potential unique tourist destination.

Among earlier forms of cooperation between the two bordering regions, ranging from joint studies on sustainable natural resource use to spatial mapping, there is the existence of a unified information center in Šćepan Polje.

Visible drawbacks manifested by the border in integrated action are overshadowed by the advantages it offers for the development of the observed area. On the downside are complex and unaligned administrative procedures and the need for improved bilateral relations between the two neighboring states to address existing issues, with the primary highlight being the problem of transportation infrastructure.

The border as a tourist destination is rarely the subject of marketing activities, as per the interview results. It is not referenced in that manner, nor do marketing strategies directly address breaking the psychological barriers within which the border exists in the minds of certain tourists. Simultaneously, there might be value in emphasizing its unique qualities and the value it offers to the border area. However, it can also be problematized as a barrier and, through direct confrontation, mitigate the negative perception from the demand side. According to the opinions presented, the border as a product and resource is not present in marketing strategies. On the one hand, this is perceived as a unique market in both municipalities without the need for a specific approach in positioning and highlighting the dividing line as a geographical, cultural, economic, and social category. From another perspective, it can be interpreted as an untapped market space, prompting further research and focus on the border itself as a tourist resource.

Promoting the border as a tourist resource could create an experience that significantly changes the negative attitudes held by both the local community and tourists toward tourism development. However, in practice, „the border is often a more functional access point lacking enough cultural allure to be used as a marketing point.“ (Beylier,P.A. 2020).

Surveyed participants' marketing strategies indicated that the market, in terms of promotion, is perceived as unified through the application of the same advertising instruments in both Montenegro and Bosnia and Herzegovina. Respondents from the municipality of Plužine stated:

„Mostly, the same marketing strategy is applied to attract tourists from both Montenegro and Bosnia and Herzegovina. The only difference is that in Montenegro, we use multiple platforms to disseminate content.“

Regarding the character of the border in positioning within the tourist market, the director of the Sutjeska National Park, when asked, „Do you rely on visitors from Montenegro?“ affirmed that „The tourism supply is almost inseparable considering our destinations, the peak of Maglić, Trnovačko Lake; these are all our shared tourists,“ promoting the proximity of the border in the tourism strategy by „emphasizing in all statements our closer location, highlighting that we are in a

crossborder area with the Piva Nature Park in Montenegro. “The director of the Piva Nature Park confirms this: „For guests from Bosnia and Herzegovina, we apply the same strategy as for guests from Montenegro.“

The challenges of crossborder tourism development

Considering the challenges that exist or that the tourism sector faces regarding the border position of the municipalities, the responses were similar. In the interview, a set of specific challenges was divided into four groups, namely:

- Social, cultural, and economic factors (language, tradition, history, tax systems);
- Political factors (laws and regulations, policies, power relations);
- Factors related to organization and management (communication, networks, visions, coherence);
- Other factors (physical barriers, weak transportation links, lack of financial resources, private stakeholders' interests);

The predominant issues identified relate to laws and regulations, administrative problems, and infrastructure deficiencies such as poor transportation links and weak financial incentives.

In response to addressing or avoiding these challenges, they emphasized initiating communication to enhance bilateral cooperation. In the words of Plužine municipality:

"Crossborder cooperation represents a crucial aspect in further tourism development in our municipality... We often initiate communication at the bilateral level with decision-makers (mostly institutions at the central level) to address identified issues (improving road infrastructure, liberalizing border crossings, constructing new border crossings to other municipalities in BiH)..."

One of the challenges faced, particularly on the side of the Plužine municipality, is the unfavorable demographic situation, somewhat limiting the development of tourism and the overall economic growth of the area under observation. Following the period of transition and privatization in the late 1990s, which had a negative impact on the economy of the northern region of Montenegro, including this area, demographics significantly changed due to urban core emigration and pronounced aging in rural areas. The current dynamics of tourism movements certainly have a positive impact on alleviating these negative effects, laying the groundwork for potential economic growth in the future. Stakeholders unanimously agree on tourism

as a revitalizer in the economic and demographic development of these municipalities:

"Tourism represents the backbone of our municipality's development. Further enhancing the tourist supply aiming for a longer tourist season through favorable investment arrangements, especially in adventure and winter tourism, would create solid foundations for economic recovery." (Piva Nature Park)

Every form of collaboration, viewed as a business relationship, is a dynamic and evolving phenomenon, modified by numerous internal and external factors. If crossborder cooperation is perceived from this standpoint, accommodating stakeholders with new ways of thinking becomes inevitable. As the final part of the research, stakeholders were asked for their opinions on whether there is readiness or, more specifically, openness in the public and private sectors for new strategic policies and how this process can be influenced. It was assessed that the path to this involves openness, dialogue, and intensive communication while simultaneously acknowledging that political instability poses a threat, causing inconsistency in implementing defined policies.

The essence of healthy cooperation lies in accepting the fact that efficient collaboration is not eternal and is not shaped by limitations, choices, and competition but rather by the "potential for collaboration" as an element capable of countering limitations, diverse choices, and competition, allowing for resistance against the intensifying industry turbulences (Fajal, 2015).

CONCLUSION

The primary resource of border areas is the border itself, which, depending on the perspective and function, symbolizes either openness or closure, signifying a significant catalyst for tourist movements. It is interpreted as a site of social and economic interactions, which, depending on its nature, can have positive or negative environmental implications. In the context of this research, the observed area showed a considerable level of tolerance toward the border as a barrier and an unconscious perception of it as a unique resource concerning tourism activities. At the time of the interviews, existing forms of collaboration were local with a tendency toward regional cooperation, but not yet at the level of fully developed crossborder coordination. The research motivation was partly driven by the idea of tourism valorizing the border as a foundational resource between two states, akin to the concept established by the U.S. and Canada during the 1990s called the "Two-Nation Vacation" (Portland State University, 2016). The intention was to explore the foundations for similar projects in the observed area, highlighting tourism as the

primary mechanism to initiate economic revitalization in peripheral, borderland areas.

Some of the recommendations and conclusions derived from the research, defined as guidelines for further promoting crossborder cooperation in tourism, include:

1. By identifying similarities and differences, aligning developmental goals, and defining a vision, the foundation for an integrated tourism supply is established, adapting to the evolution of the tourism industry and enhancing competitiveness. Leveraging the uniqueness of the resource base, encompassing natural, cultural, and historical treasures, exploited sustainably and systematically, benefits all stakeholders, ensuring a secure positioning of the destination within the tourism landscape.
2. To overcome weaknesses like inadequate transportation infrastructure and peak-season congestion, initiating the development and implementation of new technologies and programs through digitalization models is a crucial measure to enhance border fluidity and the entire borderland area. Such a system would centralize information about tourist attractions and events, developing applications providing tourists comprehensive access to supplies in border regions, thereby promoting crossborder tourism to a certain extent.
3. Creating a brand and defining an appropriate strategy, such as a destination management strategy, stands as a crucial measure within the tourism policy for border regions. Establishing a unique marketing strategy based on the diversity of a universal landscape that serves as an attraction for both border destinations. Municipalities within border regions, in their marketing efforts, strive to allure tourists and visitors by highlighting attractive elements that set them apart. However, despite existing cooperation, this approach can create a competitive environment. Literature often notes the oscillating relationship between border local communities, swinging between competition and collaboration (Ehlers, 2001). Competition tends to prevail in the tourism sector as many destinations compete for the same tourists, often hindering collaboration (Cevat,Dallen et al., 2005). Incompatible visions regarding tourism branding among businesses, tourism communities, and local authorities on both sides of the border consolidate rather than overcome competition (Ilbery & Saxena, 2011). Hence, additional efforts are required to establish effective stakeholder coordination in crossborder contexts to avoid cementing power imbalances and asymmetric development among border destinations (Altinay & Bowen, 2006; Ioannides et al., 2006).

4. Enhancing existing crossborder initiatives through a strategy to develop new products and diversify the regional tourism supply.

The lack of formal partnerships is often justified in practice by the collaborative nature of border regions. However, formalizing relationships would create capacities for better socio-economic conditions within these destinations. Crossborder cooperation is a process that requires continuous commitment, willingness, and time from tourism policymakers to build healthy and productive relationships. Hence, it should be considered a demanding yet promising developmental goal.

In future research, involving a larger number of participants and enhancing the mentioned qualitative research approach with surveys of local residents and tourists in border areas should be considered. This method could provide more comprehensive and detailed insights into the tourism development processes on the periphery.

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CAMPS FOR CHILDREN AS A SPECIFIC FORM TOURIST ANIMATIONS

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Abstract: Knowing that animation is a significant factor in the development of tourism and increasingly a decisive factor in the selection of tourist destinations, it can be pointed out that it is extremely important when it comes to children. While parents imagine their annual vacation as rest and relaxation from everyday work duties, children as active beings, eager for fun, games, and adventures, need an active type of vacation. The existence of Camps for children is increasingly attracting the attention of parents because they represent an alternative for their child to spend part of their vacation in a safe, meaningful place that allows the child to interact with peers. Which camps exist, what are their specificities, how relevant are Camps for children as a tourist destination and what are the benefits that Camps offer are the questions that this paper deals with. The area of Bačka Palanka was taken as a case study for survey research. Based on a survey of the teaching staff of primary schools from Backa Palanka and parents of children of lower grades of primary schools the paper presents data on how many children of primary school age visit camps and what attitude the parents take.

Key words: *tourist animation, camps, children, active vacation.*

INTRODUCTION

Tourism is a very widespread socio-economic phenomenon with the tendency of even greater development. In the past, tourists were exclusively people with higher payment possibilities, while now tourism is available to almost all structures of the population. As the structure of tourists changed over time, so did the motives and needs. In the beginning, the motives for the travel of people with higher paying powers were primarily education, new discoveries or pilgrimage, while the modern tourist has very diverse motives and needs. A modern tourist goes on a trip for vacation, to visit relatives or friends, to participate in conferences, congresses,

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exhibitions, various manifestations, education or some other reason. Animation in tourism occupies a special place in the tourist offer, and its importance is reflected in the creation of a comprehensive system of tourist offer and demand. Tourist animation as part of the tourist offer has an important share and is an essential element in meeting the needs of the modern guest. It is necessary to devise additional ways of animation and activities, which will attract the attention of tourists, fill their free time, make the entire stay more interesting, and of course this is the key to success in attracting new and creating permanent tourists (Ostojić, Vještica, 2014; Ivkov Džigurski, Petronijević, Stamenković, 2022; Gajić, 2009). Tourism plays an important role in the dynamic changes that are taking place in many aspects of contemporary reality; participation in tourist activities has an important influence on the behavior, personality and identity of people. A significant part of our time is dedicated to leisure and tourist activities (Rokicka-Hebel, Ziolkowska, Patyna, 2016).

The emergence and development of modern technology led to a great saving of human energy, but also to a complete change in the way of life. Man is exposed to the ever-increasing demands of modern society and therefore to stress, and the occurrence of hypokinesia and obesity is increasingly present. Unfortunately, children are not spared from all these changes either. Recreation is biologically necessary, and its physiological, pedagogical, psychological and sociological values are great. It has the function of prevention and compensation for harmful external influences. Even in ancient times, people noticed a great connection between physical activity and health status, i.e. the possible impact of certain physical exercises on the quality of life, but also on the course of some diseases and their outcome (Ugrinić, Ivanovski, 2016).

Children's activities in their free time include: sports, reading, recreation, fun with peers, listening to music, watching videos and TV, devoting themselves to hobbies, doing art (playing, painting, writing), additional learning and self-education, homework and other activities. It is noticeable that during their free time, especially in urban areas, children spend time using digital technologies.

If they spend time in nature and activities such as swimming, cycling, spending time in parks and playgrounds, we can notice that it is conditioned by the parents' free time. The purpose of staying in different types of children's camps is for children to improve their health, psycho-social and physical development through their immediate stay in nature and pedagogical activities. It is also very important because children who are involved in a sports activity from an early age develop work habits and self-discipline already at an early age.

Previous research has established that boys are more active than girls, and with age the level of physical activity decreases. Boys are more involved in organized sports and prefer more intense activities, while girls prefer informal or recreational

activities. Boys value their sports competencies more positively, prefer to compete and compare themselves with others in sports and prefer more intense physical activities (Đorđić and Krneta, 2007; Ostojić, Vještica, 2014; Maksić and Tenjović, 2008).

ANIMATION FOR CHILDREN

In order to talk about the importance of animation in tourism, it is necessary to recall the very meaning - the definition of the term, which is the enrichment and revitalization of the tourist offer with different contents. Also, tourist animation implies the encouragement of tourists to be active participants in these contents and is guided by the principles of: freedom, appropriateness and activity (Ivkov Džigurski, 2012).

Knowing that animation is a significant factor in the development of tourism and increasingly a decisive factor in the selection of tourist destinations, it can be pointed out that it is extremely important when it comes to children. While parents imagine their annual vacation as rest and relaxation from everyday work duties, children as active beings, eager for fun, games, and adventures, need an active type of vacation. That is why parents increasingly decide to provide their children with a stay during the holidays in one of the children's camps.

In addition to being an important element in the design of programs intended for tourists, animation contributes to bringing tourists closer together and their mutual communication (Horvat, 2003). This claim does not apply only to the adult population, but also to children, because they too, during their stay in a destination, are in a situation where they get to know each other with children from different backgrounds, cultures and ages.

Animation in tourism for children, as in any other form of tourism, should be well planned and well executed, which is why the existence of teams of quality tourist animators is necessary (Ivkov Džigurski, 2012).

When organizing tourist animation for children, one should take into account the age characteristics of children, prepare and offer many different contents, games, activities that will contribute to the development of the child in all its aspects of development. When a parent analyzes the tourist offers of camps for children, he is guided by the interests and affinities of his child. Accordingly, the parent opts for a camp that offers activities in which his child will be an active participant.

The importance of animation in tourism for children in the following:

- the child develops and strengthens self-confidence and self-esteem,
- the child develops communication skills,

- the child is an active participant in games and activities,
- the child learns through play,
- the child masters new skills,
- the child develops empathy and tolerance,
- team spirit develops in the child,
- the child's need for movement is satisfied,
- the child develops healthy habits,
- the child becomes more independent etc.

Knowing the characteristics of children's development, regardless of their age, it is clear that they learn best and acquire knowledge and skills through play, which is why it is important that the activities and content of the animation program are entertaining. In addition to a well-designed and high-quality animation program, the role of animators in them is also important. An animator is a person who encourages children to actively participate in activities without fear of failure. He is someone who cheers, encourages, trains, provides help and support. A successful animator interacts with children (Nenadić, 2023).

In order to plan and implement any activities with children of primary school age, it is necessary to know the basic characteristics of their development in that period, which is especially important for all those who deal with and work with children, in this case for animators. As this paper talks about the animation of children of primary school age, in order to have an idea of what activities and contents are intended for children of a given age, it is necessary to refer to the characteristics of their development.

The developmental period of 7-10 years is called the "middle childhood" period. During that period, children have a need to be accepted, to fit into a peer group. Children of a given age participate in activities together and enjoy the company of their peers, but only after the age of eight do they begin to develop an awareness of the formation of sustainable friendships. At this age, children take things personally, develop empathy, develop the ability to express their emotions. Also, children are still developing the ability of self-control and self-regulation, as well as the ability to postpone their needs. Children are able to recognize the emotions and needs of others. The period of development from 11-16 years represents the period of early adolescence. Problems that are present in the period of early adolescence are frequent mood changes, excessive sensitivity, increased anxiety, anger, lack of self-esteem, the appearance of shame and guilt, increased possibility of using prohibited substances

(<https://www.decijapsihologija.rs/adolescenti/razvojne-karakteristike-child-by-age/>) which is why animators must be especially careful when working with them.

EDUCATIONAL TOURIST ANIMATION

Educational tourist animation provides participants with the opportunity to acquire new knowledge from various fields (culture, sports, science). It has the task of introducing potential participants of social activities to those activities themselves, their forms, benefits, advantages... Visitors can get acquainted with certain artistic media, but also with some issues of social life: historical events, social issues, etc. Educational programs are those programs in which participants have the opportunity to learn something, to acquire new knowledge that they will be able to apply at home after returning from vacation.

For this purpose, different types of schools and courses are organized, upon completion of which participants may or may not receive a corresponding certificate (Ivkov Džigurski, 2012).

For children, these can be organized activities at the school level that are in accordance with the teaching and learning plan and can be:

- Eco workshops,
- Physical-recreational and sports activities and sports activities,
- Senso-perceptual games and activities,
- Social, entertainment and cultural activities,
- Research activities,
- Health and hygiene activities, etc.

Or organized summer camps with the aim of improving:

- language skills
- giftedness
- sports skills, etc.

Following the example of some of the countries in the world, which use nature in order to acquire knowledge and develop what has already been learned, summer camps for children of various contents are increasingly being organized in our country with the aim of mutual respect, help, respect for diversity and personal development (Đokić, Srećković, Ivanovski, 2021).

CAMPS FOR CHILDREN AND ANIMATION

The first camp in the world, organized as an international labor camp, was created in France in 1920. In the period between 1930 and 1950, France saw the development of animation activities and the organization of scouting camps with the aim of encouraging and developing man's awareness of his needs and his place in society. At the same time, there is also the development of social group work in youth

organizations. In this way, young people wanted to indicate their need to become more actively involved and to participate in all spheres of social life.

With the development of animation as an activity and the development of tourism, ideas about founding different types of clubs, organizations, camps. In the beginning, these were family camps, and today there are more and more children's camps (Ivkov Džigurski, 2012).

The very choice of camp for children primarily depends on the interests of the child. When deciding on a child's stay in one of the camps, great attention is paid to organization, accommodation, nutrition, facilities and activities. Today on the tourist market of Serbia there are several travel agencies that offer camps for children. Some of them are organized in cooperation between tourism agencies and foreign agencies, sports clubs, schools... In addition, there are independent organizations in Serbia, registered as associations or camps for children, which hire competent persons with a certain level of education, and which implement activities with children. .

Although different in their animation programs and content, it can be stated that all camps for children have common goals:

- to develop certain skills in children,
- that children develop the ability to become independent,
- that children develop healthy lifestyle habits,
- to encourage and develop children's creativity,
- to contribute to the mental, spiritual, social and physical development of children,
- that children develop team spirit, a sense of belonging,
- that children develop the ability to communicate with nature (Cerović, 2008).

According to the activities and content that camps for children offer, they can be distinguished: linguistic, sports/linguistic, sports, recreational/adventurous, educational/scientific, volunteer, etc.

In language camps, in addition to learning a foreign language, children are offered other fun and educational activities with the active use of a foreign language. They are most often organized during the summer period (during the school holidays) for a duration of 7-12 days (depending on the offer of the travel agency or the organization that organizes the camp). The aforementioned camps are characterized by teamwork, which contributes to children feeling more free, to reduce their fear of communicating in a foreign language, and to master navigating foreign culture and linguistics (<https://quality.htgetrid.com/sr/rating-of/3603-luchshie-letnie-jazykovye-lagerja.html#name1>). In addition to offering a linguistic program, the language camps also offer recreational and entertainment content and activities, and these camps can also be characterized as language sports.

Besides language camps, sports camps are the most represented in the world. In addition to travel agencies, the organizers of the mentioned camps are sports clubs, renowned manufacturers of sports equipment, high schools for children with a talent for sports. Some camps offer many different sports in their content or are specialized, i.e. intended only for a certain type of sport. In Serbia, the organization of sports camps for children is in accordance with the Law on Sports and the Strategy for the Development of Sports, and the implementation of sports programs is entrusted to national branch sports associations.

Sports camps abroad have, in addition to programs with an emphasis on the training of a specific sport, also adapted a program for language improvement through classes that include terminology related to the chosen sport. Sports that are supplemented with language programs include: golf, tennis, horse riding, football, basketball, volleyball, water polo and many others (<https://egida.rs/skola-kategorija/kursevi-jezika-za-mlade-bez-pratnje/sports-camps/>).

When talking about recreational camps for children, it should be emphasized that they include a number of different activities and contents: educational, sports, fun, adventurous. All the mentioned activities are in accordance with the age of the children staying in the camp. Such camps are most often offered by travel agencies that have established cooperation with primary and secondary schools and preschool institutions. The expected stay in the mentioned camps is 7 to 12 days. This type of camp is organized in accordance with the school holidays, and some are organized both during the summer and winter holidays, while some are organized only during the summer holidays.

The goals of organizing recreational camps are:

- to enable children to spend their free time in a quality way,
- to develop children's creativity, resourcefulness, team spirit,
- for children to acquire work habits,
- that children develop the ability to become independent,
- that children stay in nature as much as possible...

The types of activities and facilities offered in recreational camps can be classified into several categories:

- Artistic-creative: making objects, working with natural and recycled materials, workshops - drama, music, art.
- Adventurous (they differ from camp to camp and depend on the offer of the camp itself): Depending on the offer of the camp: camping (expanding tents, campfire, finding one's way in nature, orientation in nature, adoption of healthy lifestyle habits), landscaping, acquisition of skills depending on the type of camp

(activities and games on the water: sailing, boat activities, kayak training and driving, kayak competition, swimming training, technique improvement, training swimming...), dance activities (Zumba, modern dance...), cycling (polygons), dexterity polygons, overcoming obstacles, climbing an artificial rock, Zip line program, etc.

- Fun activities: chess basics, brainstorming, fencing, bubble football, games without limits, recreational games, Buggy driving on the range, pool games, Zorbing, diving, archery, tactical range, Sup boards, parties, dancing, karaoke, masquerade, evening animations, quizzes, sledding, Nordic skiing, traditional games for children, etc. (Nenadic, 2023).

Educational - scientific camps, as the terms themselves suggest, are camps that aim to enable children to acquire new knowledge and skills, to expand the knowledge they have acquired in the regular education system, to express their potential, talents, skills. These camps include digital astronomy, physics camp, research camp, Archimedes camp..., and the program in them takes place through educational workshops (in order to acquire knowledge and skills in a creative way from various scientific fields), with the following contents:

- Training with digital contents - Minecraft, Roblox, Youtube
- Training in mathematics, chemistry, physics, biology, ecology
- Competitions in scientific fields
- Workshops - creative, practical (application of acquired knowledge in practice)
- Research activities
- Experiments.

Although volunteer camps are in most cases intended for people aged 18-30, there are also those where children older than 13 can apply. The basic condition for applying to the volunteer camp is motivation to participate in the camp, acceptance of the tasks performed in the camp, readiness for cultural exchange, tolerance, empathy. Most programs take place in the summer period for 2-3 weeks. They are of an international character and a maximum of two people from one country can stay in them. Camps have been organized around the world since 1920 and there are over 2,500 camps in the world (<https://www.mis.org.rs/volontiranje/volonterski-kampovi-u-inostranstvu/>).

It should be pointed out that it is necessary and desirable to engage a team of experts in camps for children: tourism experts, economists, pedagogues, doctors, physical education professors, competent and high-quality animators. Every day at the camp

is filled with activities of an educational, recreational, adventurous and fun nature, and children should be worked with by professionals.

Activities and contents in camps for children differ from camp to camp and are conditioned by the time (season) in which they are organized, the infrastructure, the environment and the age of the children who stay there.

CASE STUDY BAČKA PALANKA

Bačka Palanka is a city that offers children the opportunity to play many sports (football, basketball, volleyball, tennis, table tennis, martial arts, water sports...). In addition to sports facilities, clubs, sports schools, there are many open schools and workshops of educational, creative and artistic content in the city. It is known that children of early and primary school age are active in engaging in some of the above activities.

The survey research will try to determine how well the camps for children are known to parents of elementary school-age children and employees - teaching staff in elementary schools at the level of the city of Bačka Palanka. Also, to try to get a realistic picture of how many children of elementary school age and their teachers visit camps for children and what is a factor of crucial importance when it comes to choosing a camp.

The objectives of the research are:

- to gain an insight into how many children of elementary school age at the level of Bačka Palanka and their teachers visit camps for children,
- to gain an insight into how satisfied the parents of the children of the mentioned population are with the provision of services to their children in the camps,
- to gain an insight into which animations are the most attractive to children of primary school age.

The tasks of the research are to indicate:

- the importance of elementary school-aged children staying in the camp,
- the importance of animation and the competence of animators in a children's camp.

The basic hypothesis of the research is: Quality, meaningful, diverse and creative animation contributes to the development of well-being for children and is one of the key factors when choosing a camp for a child. The set variable is: Well-planned and well-realized animation contributes to the development of the child's well-being and

encourages the child to actively participate in all contents and activities, developing their potential.

Quantitative and qualitative research methods were used in this paper. The quantitative research method will provide information on the number of children who visit children's camps, the number of teachers who, in cooperation with the camps, organize children's stay in them, and information on which camps are the most visited by children and teachers from Bačka Palanka. A qualitative research method will allow to gain insight into how important animation is in the choice of camps for children and why.

In order to obtain the necessary data through the research methodology, a survey was used as a research technique, which was distributed through Google questionnaires. The survey questionnaire was created for two groups of respondents - employees in primary schools and parents of children in lower grades of primary schools. As the research concerns children of primary school age from Bačka Palanka, a convenient non-random sample was selected. Also, when it comes to parents as a sample, due to the large number of the population, the research included only parents of children in the lower grades of elementary school. During the processing and analysis of the obtained data, in addition to statistical, descriptive and analytical data processing techniques were used.

When analyzing the results of Questionnaire A, which was intended for employees in elementary schools in Bačka Palanka, it can be seen that the majority of respondents are between 40 and 50 years old, followed by those in their 30s, while the very young and the oldest are very few.

Of the total number of respondents, 74% are classroom teachers, while 26% are subject teachers, with 41% of respondents having been employed at the school for 10-20 years, while 12.8% have been working at the school for less than 10 years.

Out of the total number of respondents, 94.9% implemented some type of extracurricular activities in their practice. These activities are of different forms, but most often they organize one-day excursions (83.8%), while 37.8% of the respondents organized a stay in camps for children.

Employees of primary schools from Bačka Palanka most often stayed with children in summer camps at two destinations: Divčibare (50%) and Tara (40%), while a small share of respondents stayed at camps at destinations: Zlatar, Lepenski Vir, Rudnik, Bukulja, Goč, Gučevo, and as far as foreign countries are concerned, only Greece appears in a small percentage. During the winter, they stayed mostly in Kopaonik and Zlatar. Whether the role and presence of animators in camps for children is important to respondents and why, can be seen based on the answers received. All respondents stated several reasons why, in their opinion, the presence of animators is important, and one of the leading reasons is the organizational ability of animators (71.8%). However, according to the answers received, it can be seen that the other stated

reasons for the presence of animators in the camp also play a major role when choosing a camp (Fig 1).

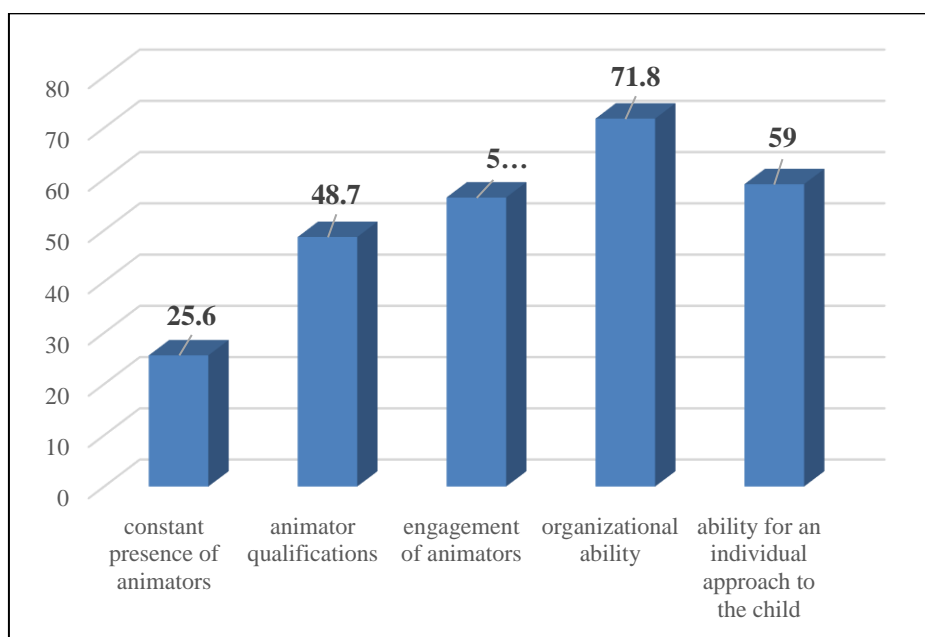


Fig. 1. Characteristics of animators by importance for teachers
Source: Authors based on survey research

The reason why school employees would recommend children to go to a certain camp is first of all quality educational and entertainment content, but also the presence of professional animators to help in the organization and implementation of the mentioned content.

When talking about the benefits for children during their stay in the camps, 87.2% of respondents believe that the greatest benefit is the possibility of their independence, 82.1% of respondents believe that the benefits for children are socialization and interaction with children of different ages, while for visiting 46.2% of respondents chose the new destination as a benefit.

The survey intended for parents did not give the expected results. The assumption is that a small number of parents responded to the survey (only 58) because the majority do not know about camps for children and their specifics, or because most parents are not able to financially support everything necessary to afford their child a stay in a camp. Nevertheless, based on a small number of respondents, the following will present how parents are interested and what, according to them, is important for choosing one of the camps to which they are or would send their child.

Of the total number of parents surveyed, 53% of families are families with two children, 25% are families with three children, 16% are families with one child and

6% are families with four children, of which 22% are children aged 1-7 years. , 48% are children aged 7-10 and 30% are children aged 10-14.

Based on the data obtained about the types of extracurricular activities that the children went to, it can be seen that 92.9% of the children went on a one-day excursion, while only 16.1% of the children stayed on a multi-day excursion and the same number of children in one of the camps for children. The most visited camp by children from Bačka Palanka is the summer camp on Tara, while the Lepenski vir and Divčibare summer camps are slightly less visited. Only a few children stayed at the mine, Zlatar and Gučevo, while the largest number of children had never been to a children's camp.

When choosing a camp, the content of activities that the camp offers is very important to parents. Given that 45.5% of parents answered that the choice of camp is influenced by reasons that were not offered among the answers, it can be assumed that they are of a personal nature, where from previous research there is an assumption that the personal recommendation of other parents whose children are already stayed at one of the camps. Several factors influence the parents' decision to have their child stay in one of the camps. In the parents' opinion, the leading factors for children's stay in the camp are being in nature and spending time with children, and as the most significant benefit that a child can have from the camp, as many as 87.5% of surveyed parents cite independence.

The role of the animator in the camp where their child is staying is very important to parents, in terms of engagement. According to the answers, it can be concluded that it is important for parents that the animator knows how to organize activities with children, that he is ready to devote himself individually to the child, that he is constantly present in activities with children. Among the answers offered, only 21.3% of parents stated that it is important for them that the animator has certain qualifications (*Fig. 2*).

Looking at the analysis of all the obtained data, it can be seen that a small number of respondents participated in the surveys. It can be assumed that the reason is insufficient interest of teachers to organize groups of children to stay in a camp during their annual vacation. Also, it can be assumed that this type of organization of children during the school holidays is avoided because of the great responsibility that teachers would have to assume.

When it comes to parents of children from Backa Palanka, it can be assumed that the response to the survey is low due to insufficient experience and knowledge about children's camps. One of the key factors why parents do not send their children to camps is of an economic nature, because parents with several children in the family do not have the financial means to provide their children with a stay in one of the

camps. Also, from the obtained data, it can be seen that the role of animators in children's camps is less important for parents than some other factors, and it is assumed that parents are not sufficiently aware of the important role of animators in camps.

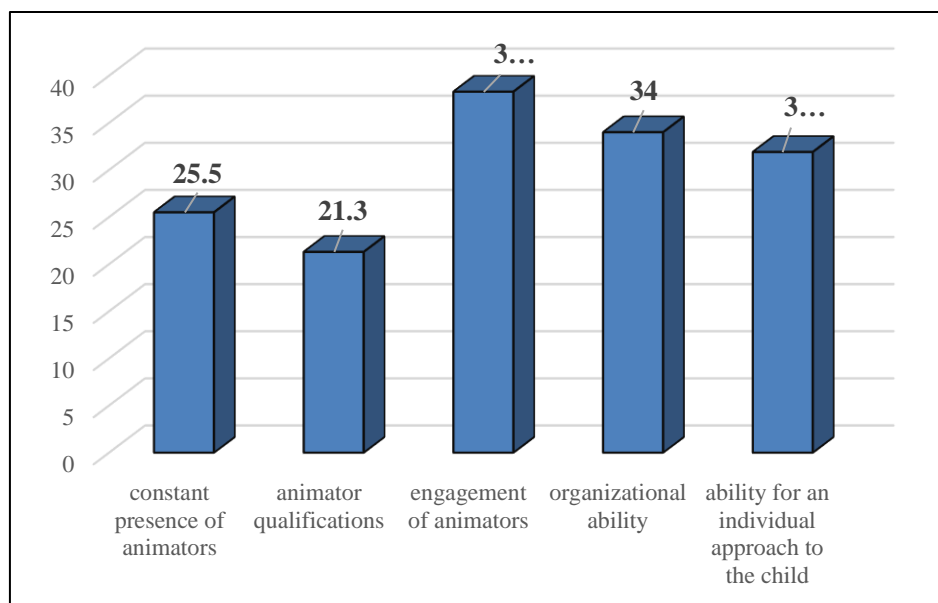


Fig. 2. Traits of animators by importance for parents

Source: Authors based on survey research

CONCLUSION

A well-designed and implemented animation program contributes to filling the free time of tourists (in this case, it refers to children), but also to increasing board and non-pension spending.

Children's camps are designed to satisfy the child's needs for movement, creative expression, acquisition of new knowledge and skills, socialization, etc. with their many contents and activities. As such, it is meaningful and innovative and represents a specific form of tourist animation for children. The stay of children in one of the existing camps contributes to their all-round development and encourages children to actively participate in all activities and contents without fear that they will not be successful enough in something.

On many forums, where you can find the opinions of psychologists, the exchange of experiences of parents (whose children stayed in a camp), comments and experiences of teaching staff (who stayed with children in camps), you can find out about the benefits for a child whose development is contributed to the stay in the camp. The

greatest benefit is reflected in the fact that the camps offer a large number of contents and activities through which various processes take place, which are not available to children in everyday life. During the stay at the camp, the child learns communication skills (not only with adults, but also with peers), problem solving, managing and overcoming conflict situations, managing his own and understanding and appreciating other people's emotions. At the same time, the child develops: the ability to fulfill his obligations to the end and on time, the ability to recognize, appreciate and accept diversity, as well as the ability to tolerate and cooperate with each other. In children's camps, as in all types of tourist animation, it is based on joint participation in activities, constant interaction among all participants, discovery and development of one's own possibilities. After staying in the camps, children express happiness and satisfaction, which is the main purpose of animation in tourism. Also, we should emphasize once again the very important role of animators in the camps who, with their competences, contribute to the quality realization of content and activities with children. Children's camps as a specific form of tourist animation for children are in constant development and strive to improve their contents, introduce innovations and expand their capacities.

ACKNOWLEDGMENT

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WILL YOU BE HUNGRY IN SARAJEVO? A TRIPADVISOR CONTENT ANALYSIS OF LOCAL GASTRO OFFER IN SARAJEVO

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Abstract: Sarajevo is a unique tourist destination, renowned for its blend of culture, history, and tradition, which is also reflected in its gastro offer. Numerous establishments in Sarajevo offer a diverse range of local and international cuisines, providing tourists with unique experiences and presenting the city in a distinctive and flavorful way. Reviews from tourists and online review platforms, such as TripAdvisor, have gained significant importance in shaping travelers' perceptions, destination selections, and travel planning. This paper analyses tourist' ratings and reviews of local cuisine restaurants on the TripAdvisor website and systematically categorises different dimensions of restaurant offer (restaurant type, cuisine type, dietary restrictions, etc.). The results of this paper provide insights into tourists' dining experience, and the quality and diversity of the local gastro offer in Sarajevo. It is expected that these findings will make a valuable contribution to the further development of the city's catering and tourism offer.

Keywords: Sarajevo, TripAdvisor, local cuisine, gastronomy, content analysis

INTRODUCTION

For gastro tourists (food or culinary tourists), food is a motive for travelling, and the activities associated with food include observation and often active participation, ultimately leading to the consumption of food or drink. The emergence of gastro tourists incited new type of tourism, known as „food tourism”, „gastronomy tourism” or „gourmet tourism” (Lopez-Guzman and Sanchez-Canizares, 2012). Gastro tourism

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is a form of tourism that involves the search for food and authentic culinary experiences on an international, regional or local journey (Indumathi, 2019).

Eating out has become a practice of symbolic importance, as it promises to illuminate several aspects of modern social and cultural life (Warde and Martens, 2000; Onorati and Giardullo, 2020). Restaurants not only satisfy people's basic nutritional needs, but also offer tourists numerous opportunities to socialise, try different dishes, have new experiences and getting to know the local gastro offer. They are characterized by complex services that require contact between staff and visitors, which leads to customer satisfaction and motivation to return (Salazar, 2009). Through the consumption of food, cultural differences can be avoided (Quan and Wang, 2004), and the authenticity of the local community can be transferred to the tourists (Chaney and Ryan, 2012).

Many destinations have integrated local food (cuisine) into the tourism offer to attract more tourists (Peštek and Činjurević, 2014; Robinson and Getz, 2014), as it can be used as an effective tool to build and enhance the tourism destination image (Okumus et al., 2007). The value for money of the gastro offer is influenced by many factors such as service and product quality, atmosphere, varied menu, food quality, price, image and brand perception (Alabayrak, 2013).

Today's increasingly competitive business environment requires restaurants to be more proactive and provide a higher quality service that is aligned with the consumer expectations and desires. In these circumstances, restaurants are using social media and other tools to innovate their offer and align it with the consumer preferences. Rating and reviewing restaurants on social networks can have a significant impact on both economic and cultural aspects of food consumption. Social media plays a significant role in shaping and influencing various aspects of life, in this case, food and drink. Digital platforms, as described by Jenkins et al. (2013), tend to favor content that is highly permeable and changeable. Many tourists use online platforms such as TripAdvisor to inform themselves before traveling and choosing a restaurant (Gebbers et al., 2021). Not only do they share their gastronomic experiences in comments (Aydin, 2016), but such platforms also enable users to search, organise, find and share information more actively (Çiftçi and Yetgin, 2016).

The main objective of this paper is to analyse the ratings and reviews of the 56 restaurants with local cuisine on the TripAdvisor website and to systematically categorise different dimensions restaurant offer in Sarajevo (type of restaurant, type of cuisine, dietary restrictions, etc.). Systematic categorization of various dimensions of restaurant offerings in Sarajevo (restaurant type, cuisine type, dietary restrictions, etc.). This paper analyses more than 7,000 reviews of restaurants in Sarajevo written

by tourists until the end of November 2023. An extensive collection of reviews provided an insight into the gastronomic experience of local cuisine for tourists.

TOURISM AND GASTRO OFFER IN SARAJEVO CANTON

Sarajevo Canton is the administrative, political, economic and cultural centre of Bosnia and Herzegovina. Its tourism attractiveness is determined by its rich history and culture which are the main factors for the development of cultural, urban and gastro tourism. The main concentration of tourism attractions and complementary contents is located in the city centre itself, while some natural tourist attractions are located outside the defined border (Žunić, 2019).

Sarajevo Canton is the centre and generator of tourist movements in the Federation of BiH and Bosnia and Herzegovina, and in 2022 it will account for: 55.5% of arrivals and 55.1% of overnight stays in the Federation of BiH and 38.8% of arrivals and 37.3% of overnight stays in BiH (Federal Bureau of Statistics, 2023). The concentration of tourist activities in Sarajevo Canton in relation to BiH is also illustrated by Booking.com data, which show that 28.2% of all accommodation facilities in BiH are located in Sarajevo Canton (Booking.com, 2023).

If the period of the COVID-19 pandemic is excluded, the number of tourist arrivals and overnight stays in Sarajevo Canton is continuously increasing. Compared to 2014, the number of tourist arrivals in 2022 is 89% higher, and the number of overnight stays is 106% higher (Federal Bureau of Statistics).

In 2022 568,604 tourist arrivals were recorded, which is 67% more than in 2021. Also, 1,191,085 overnight stays were realised, of which 38.4% were tourists from Croatia, United Arab Emirates, Türkiye, Serbia, Saudi Arabia, and Germany (Department of informatics and statistics of the Sarajevo Canton, 2023). Although the Sarajevo Canton has a great potential for the development of various types of tourism that that allow for an extension of the tourist season, one of the basic characteristics of the tourism is its seasonality, which is characterised by short stays of tourists (Peštek et al., 2021).

The average stay of tourists in Sarajevo Canton is relatively short, ranging from 1.9 days (2014) to 2.1 days (2022). Sarajevo Canton is characterized by a high concentration of tourist activities in the municipalities of Stari Grad, Centar and Ilidža. In 2022, these three municipalities accounted for 80.0% of arrivals and 82.6% of overnight stays in Sarajevo Canton. In addition, these three municipalities together accounted for 44.5% of arrivals and 45.4% of overnight stays in the Federation of BiH, and 31.3% of arrivals and 30.8% of overnight stays in Bosnia and Herzegovina.

Traditional food and activities associated with food are an important part of the tourist offer in Sarajevo and tourists generally consider that the local gastronomic offer provides good value for money. Although different traditions and cultures influenced Sarajevo cuisine, „it was mostly coloured by the Ottoman influences” and tourists in KS most often prefer ćevapi, burek and baklava (Peštek and Činjurević, 2014). Local food has been included in promotional materials (e.g. brochures, guides etc.), to present Sarajevo as a tourist destination that is attractive to both „foodie” and „non-foodie” tourists.

Peštek et al. (2022) conducted a study on gastro tourism in the Sarajevo Canton, in which 52 tourist organisations (tourist agencies and tour guides) operating mainly on the territory of Bosnia and Herzegovina and the Sarajevo Canton participated. About 33% of travel agencies and 50% of tourist guides in Sarajevo Canton offer specialised gastronomic tours, and 92% of agencies and 86% of guides offer tourist tours that include a local gastronomic offer. The attitudes of travel agencies and tour guides in Sarajevo Canton towards the gastro offer and gastro tourism in Sarajevo Canton are presented in the following table (Table 1), where respondents rated their views with scores from 1 - strongly disagree to 5 - strongly agree.

Table 1. Attitudes of travel agencies and tour guides in Sarajevo Canton towards the gastro offer and gastro tourism

Attitude about gastro offer and gastro tourism in Sarajevo Canton)	Mean value
Gastro offer should be used more in the promotion of Sarajevo Canton	4.60
Gastro tourism improves familiarity with other cultures	4.50
Tourists generally believe that the local gastro offer if good value for money	4.35
Gastro tourism has positive economic impacton the development of Sarajevo Canton	4.27
The development of the gastro offer, preserves local culture and tradition	4.24
Gastro tourism opens up new business opportunities in sectors other than tourism	4.19
Tourists generally have a positive experience with the local gastro offer	4.16
Gastro tourism is a development opportunity for tourism in Sarajevo Canton	4.00
Sarajevo Canton's gastro offer reflects local culture and tradition	3.96
Foreign tourists ask us to include local gastro offer in the offer	3.96
Gastro offer has a positive impact on the image of Sarajevo Canton	3.92
Foreign tourists prefer the local gastro offer during their stay compared to the international offer	3.88
Gastro offer has a positive effect on the overall quality of tourism in Sarajevo Canton	3.85

Catering establishments that offer traditional dishes reflect local culture and tradition	3.67
The gastronomic offer in Sarajevo Canton is unique compared to the gastronomic offer in the region	3.52
Catering establishments that offer traditional dishes provide a unique experience for tourists	3.50
Gastro tourism has the potential to be the leading form of tourism in Sarajevo Canton	3.35
There are quality staff in Sarajevo Canton that can prepare traditional dishes	3.26
We are satisfied with the number of restaurants in Sarajevo Canton that offer traditional dishes	3.13
Gastro offer in Sarajevo Canton is unique compared to the gastro offer in Bosnia and Herzegovina	3.12
Catering establishments mostly offer local gastro offer on their menus	2.96
We are satisfied with the quality of the overall gastro offer in Sarajevo Canton	2.83
Gastro tourism is a popular form of tourism in Sarajevo Canton	2.80
We are satisfied with the Sarajevo Cantonope of the total gastro offer in Sarajevo Canton	2.63
Gastro tourism is a well-developed form of tourism in Sarajevo Canton	2.27
Gastro offer of Sarajevo Canton is effectively promoted	2.27
Decision makers in tourism in Sarajevo Canton pay attention to the development of gastro tourism	2.20
We are satisfied with the number of specialized gastro tours in Sarajevo Canton	2.17
We are satisfied with the number of tourist guides trained in gastro tourism	2.17

It is obvious that the position of gastro tourism in the overall experience of the Sarajevo Canton destination can be improved and that the system can be improved in the context of the overall development of the gastro offer and the positioning of the Sarajevo Canton as a gastronomic destination.

THEORETICAL FRAMEWORK

Alonso et al. (2013) pointed out that the long-term success of restaurants is based on product development, their positioning and the provision of marketing opportunities, that meets the demands and needs of customers. In addition, the choice of restaurants is also influenced by people's preference for the Internet and social platforms, as well as online channels for gaining experience.

Advances in technology and consumer behavior are having an impact tourism. The development of Internet applications in hospitality and travel industry has led to enormous number of online reviews (Tuominen, 2011). Several studies have found

that online reviews have become an important source of information for travelers when planning their trip (Dabholkar 2006; Hennig-Thurau et al. 2010; Onorati and Giardullo, 2020). The TripAdvisor platform is one of the most essential and widely used tools for travel planning as it provides information and reviews on various travel-related services. It is recognized for its extensive database of user-generated reviews and ratings covering a wide range of travel-related businesses, including hotels, restaurants, and tourist attractions. Travellers can share their experiences and provide feedback to help others make informed decisions. Restaurant reviews on TripAdvisor create a unique space where travellers are not only rate the food, but are also encouraged to internalise and understand a place through its culinary experiences (Everett, 2008; Onorati and Giardullo, 2020).

Ganzaroli et al. (2017) and Van der Zee and Bertocchi (2018), point out that TripAdvisor influences individuals' decisions, particularly in relation to the number of reviews, ranking, and the ease of geo-localisation of the restaurant. Indeed, TripAdvisor is considered a prominent example of a successful platform that leverages word-of-mouth to influence the global tourism market (Jeacle and Carter 2011; Onorati and Giardullo, 2020). Tourists primarily use TripAdvisor to search for restaurants at tourist destinations (Ganzaroli et al., 2017). Therefore, it presents a source for collecting data on tourists' preferences for this research.

Key distinction between traditional media and social media in terms of trustworthiness and gatekeeping needs to be emphasized. Traditional media have typically established editorial processes and professional standards to verify the accuracy of published content, whereas social media platforms enable for a variety of individuals and entities with varying levels of expertise and credibility to post reviews (Westerman et al., 2014). Personal experiences shared by real people can be perceived as authentic and relatable (Boyd and Ellison, 2007).

RESEARCH METHODOLOGY

This research is based on collecting and analysing of data and reviews from TripAdvisor related to 56 restaurants in Sarajevo that offer local cuisine. A total of 7,239 reviews submitted until the end of November 2023 were analysed.

All reviews of restaurants that offer local food and drinks were grouped by rating (excellent, very good, good, bad, terrible). Only reviews in English were included in the analysis, to avoid possible misinterpretation of those written in another language. Content analysis was performed using the software tool KH Coder. In addition, an analysis and systematic categorization of various dimensions of restaurants in

Sarajevo rated on TripAdvisor was carried out (restaurant type, cuisine type, dietary restrictions, etc.).

RESULTS AND DISCUSSION

In the analysed period (end of November 2023), a total of 470 restaurants in the Sarajevo Canton were rated on TripAdvisor. Most of these restaurants are located in the central part of Sarajevo – the municipality Stari Grad. Various dimensions of the restaurant were analyzed (Table 2).

In the first category, which related to the characteristics of restaurants, the most common were restaurants with reservations (35.7%) and table services (33.1%). Outdoor seating is available in 26.7%, while 25.3% has free wi-fi. Only 13% accepts credit cards, which is major disadvantage, especially for foreign tourists. Most restaurants are not accessible for wheelchair users. Only 2.5% of restaurants have non-smoking policy, although the passing of new laws in this area should bring changes in this category. Only 2.3% of the establishments are dog friendly (Table 2).

Of the total number of restaurants analysed, 305 of them offer all meals (breakfast, lunch and dinner), with prices varying depending on the services and meal times of individual restaurants. The majority of restaurants belong to the medium price category (34 %). Cheap meals are offered by 27.7 % of restaurants in Sarajevo, while only 2.12 % belong to the fine dining category.

In terms of the cuisine, Italian and Turkish restaurants are the most popular. Vegan restaurants are relatively new, but offer a wide range of dishes for vegans. In total, there 37 vegan and 79 vegetarian restaurants in Sarajevo. Considering the specificity of the diet of certain religions, visitors have specific requirements, such as halal food, which is proven by halal certificates. There are only 19 restaurants in Sarajevo that have a halal certificate, while 21 restaurants serve gluten-free meals. When it comes to the category of restaurants in Sarajevo recommended by TripAdvisor for different types of visitors, most restaurants are suitable for families with children (25.3 %) and for large groups (14.8 %) (Table 2).

Table 2: Various restaurant categories reviewed on TripAdvisor

Category		Number of restaurants	%	Category		Number of restaurants	%
Restaurant features	Delivery	39	8.2	Cuisine	Café	67	14.2
	Takeout	98	20.8		Pizza	51	10.8
	Reservations	168	35.7		Chinese	7	1.5
	Table Service	156	33.1		Barbecue	42	8.9
	Drive Thru	1	0.2		Turkish	36	7.7
	Accepts Credit Cards	63	13		Seafood	17	3.6
	Buffet	15	3.19		Arabic	15	3.2
	Family style	21	4.46		Asian	17	3.6
	Free Wi-fi	119	25.3		Italian	76	16.1
	Jazz Bar	1	0.2		Steakhouse	14	3.0
	Live Music	11	2.3		Dietary restrictions	Vegetarian Friendly	79
	Outdoor Seating	123	26.7	Vegan Options		37	7.8
	Parking Available	43	9.1	Halal		19	4
	Playgrounds	6	1.3	Gluten Free Options		21	4.4
	Private Dining	21	4.5	Good for	Families with children	119	25.3
	Serves Alcohol	113	24		Large groups	70	14.8
	Sports bars	2	0.4		Romantic	65	13.8
	Television	49	10.4		Kids	64	13.6
	Non-smoking	12	2.5		Bar scene	15	3.2
Dog Friendly	11	2.3	Business meetings		43	9.1	
Wheelchair Accessible	77	16.3	Hidden Gems		12	2.6	
Price	Cheap Eats	131	27.7		Local cuisine	56	12.0
	Mid-range	160	34		Scenic view	7	1.4
	Fine Dining	10	2.12		Special occasions	43	9.1

Marked as „good for local cuisine“are 56 (11.9%) restaurants. As traditional cuisine is an important segment of the tourist offer in Sarajevo, the ratings of restaurants that offer local cuisine were specially analysed, to better understand the local culinary scene and the preferences of tourists interested in authentic gastronomic experiences.

The distribution of restaurants with local cuisine in different price categories gives an insight into the variety of options available to tourists. The larger number of mid-range price restaurants (29) indicates a good balance between affordability and quality in Sarajevo's local gastro scene. Although there are only five, the presence of fine dining restaurants suggests that there is a range of culinary experiences available for different preferences and budgets. Total of 14 restaurants can be described as good value for money (cheap eats category).

According to the result of text mining result, 7,239 reviews of 56 restaurant labelled as „good for local cuisine“ were sorted and collected (Figure 1). Most restaurants have more than 100 reviews, with only a few have less than 10 reviews. One restaurant received 911 reviews, and there are three restaurants in total that have collected over 500 reviews each.

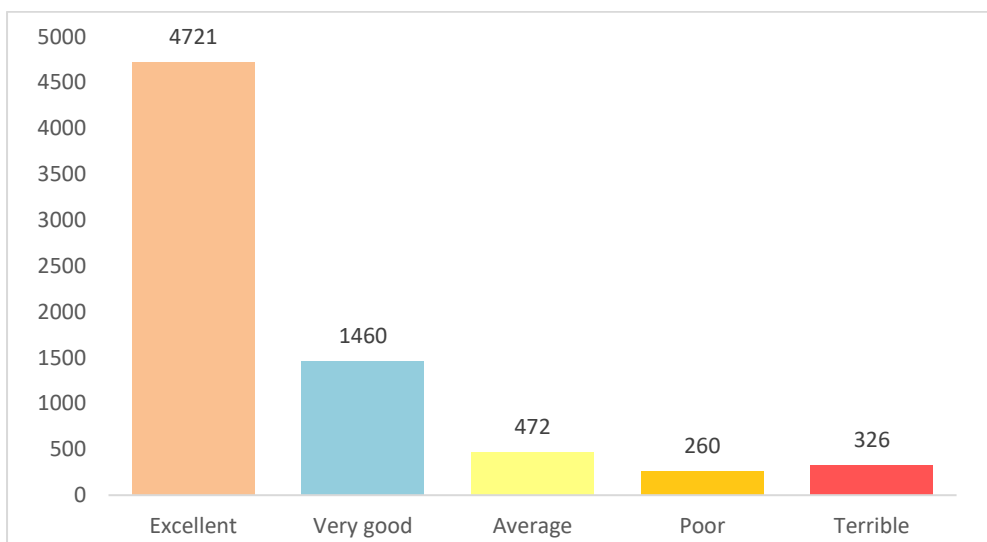


Fig. 1. Number of reviews by category

The majority of the reviews are positive, with the highest percentages falling into categories „Excellent“ (65.2%) and „Very Good“ (20.2%). The categories „Average“, „Poor“, and „Terrible“ have lower percentages, which indicates that the overall sentiment of the reviews tends to be positive.

The word frequency analysis shown in Table 3 presents the list of the top 20 words used by the visitors in the reviews to describe their experience. These words are crucial in representing important aspects of visitors' experiences. In addition, all words were refined in the Excel and checked for synonyms. For example, „ćevap”, „ćevapi“, and „ćevapčići” were merged into „ćevapi”. This refinement process is essential for ensuring that the analysis accurately reflects the visitors' experiences by merging synonymous terms and avoiding variations due to letter case.

Table 3: The most frequently used in TripAdvisor reviews

Word	Total frequency
food	4.960
place	3.339
restaurant	3.156
good	3.118
Sarajevo	2.541
great	2.259
service	1.700
Bosnian	1.534
eat	1.526
nice	1.514
recommend	1.452
best	1.435
try	1.341
really	1.156
delicious	1.103
local	1.074
come	1.060
traditional	944
visit	853
ćevapi	713

Words such as „food“, „place“, „restaurant“, „good“, „Sarajevo“ and „great“ (Table 3) are among the most frequently used in TripAdvisor reviews for the local cuisine in Sarajevo. The prevalence of these positive and descriptive words suggests a generally positive sentiment among visitors.

Co-occurrence network analysis provides a method to understand the relationships between words in a text, providing a more complete image of the destination based on reviews. KH Coder used nouns, verbs, and adjectives from reviews and created a co-occurrence network to understand relationships between highly co-occurring words.

Three groups of frequently occurring words are identified. The largest and most relevant group is organized around words like „food“ and „restaurant“ co-occurring with „good“, „nice“, and „recommend“. The second group consist of the words „Sarajevo“ and „place“, co-occurring with verbs like „try“, „visit“, and „eat“, as well as the adjective „best“. The categorisation of the words into groups provides insights into the thematic relationships within reviews. The larger and more relevant group represents positive sentiments related to food and restaurant experiences, while the second group, organized around „Sarajevo“ and „place“, highlights positive recommendations and experiences related to trying, visiting, and eating (Figure 2).

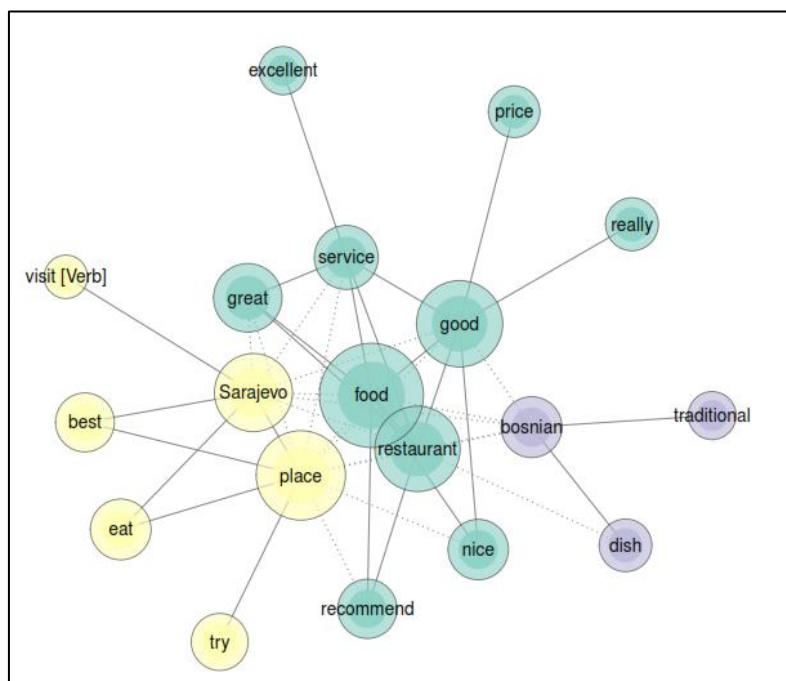


Fig. 2. Co-occurrence network analysis of frequently occurring words

CONCLUSION

Gastro tourism contributes positively to the tourism development of Sarajevo Canton, concurrently playing a role in the preservation of local culture and tradition. The analysis undertaken in this study sought to provide understanding into the dining experience offered by Sarajevo's restaurants specializing in local cuisine. Various factors, including the food quality, service, and the relationship between price and quality, have been related to tourists' satisfaction with dining in Sarajevo.

In order to categorize and assess the quality of TripAdvisor online reviews for local cuisine restaurants in Sarajevo, text analytics were employed. According to the results of the analysis of 7,239 reviews of 56 restaurant, majority of the reviews predominantly express positivity, i.e. tourists have positive experiences with the local gastro offer. These results align with a study on gastrotourism in Sarajevo Canton, indicating that tourists generally perceive the local gastro offer as providing good value for money. Additionally, tourists tend to prefer the local gastronomic options over international alternatives during their stay.

Furthermore, meaningful relationships between words through the analysis of an extensive volume of big data were identified. A word frequency analysis revealed the high frequency of positive words, which implies visitor contentment with their experiences. Positive feedback is often associated with mostly used words in the reviews like "good," and "great" indicating overall satisfaction. Utilizing co-occurrence network analysis, relationships between words in reviews offered a comprehensive understanding of the destination. Categorizing words into groups provided insights into thematic relationships within reviews. The largest group centers around words like "food" and "restaurant," co-occurring with "good," "nice," and "recommend," highlighting positive sentiments related to food and restaurant experiences.

This study makes a substantial contribution to existing literature and provides valuable insights for practitioners seeking to incorporate local cuisine into Sarajevo's tourist offer. However, primary limitation of this study is associated with the limited number of restaurants and the small geographical area in which the research was carried out. It is necessary to conduct future research with a broader geographical scope.

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DEVELOPMENT OF CREATIVE ENTREPRENEURSHIP IN TUZLA CANTON TOURISM

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Abstract: The Tuzla Canton has a large number of valuable areas of cultural and historical heritage, which reflect diversity, authenticity, and which represents a significant potential in the development of cultural entrepreneurship in the field of tourism. The paper presents examples of creative entrepreneurship significant for the development of modern tourism in the Tuzla Canton. The goal is to present Tuzla Canton as a tourist destination for the development of a new culture of entrepreneurship that can ensure profitability, increase employment and raise the standard of living of the population. The possibilities for the development of creative enterprises in the Tuzla Canton are great, but it is necessary to seriously involve the ministries and other entities for the development of tourism in the process of design and development of the tourism strategy and the promotion of the tourism market.

Key words: cultural entrepreneurship, Tuzla Canton, tourism.

INTRODUCTION

The term creative entrepreneurship is more broadly affirmed by the UK-SEE Creative Industries Forum regional project in the development of creative industries in the Balkan countries of Serbia, Croatia, Montenegro, Bulgaria, Bosnia and Herzegovina. (Mikić, 2013). The creative economy represents a new phase of socio-economic development, especially in developed societies, and more widely in the world. The importance of creativity and creative industries for economic development, especially at the local and regional level, has been confirmed by many international organizations, such as UNESCO, the European Commission, UNDP, UNDP-UNCTAD, WIPO, etc. The UN General Conference in 2010 adopted a resolution on culture and development, where creative industries were recognized as an important development segment for solving the problem of poverty, strengthening the identity of local communities, creating a better investment climate and a favorable environment for investing in local communities, and stopping migration to urban centers. . At the EU level, the "Europe

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2020" strategy underlines the role of creative industries in encouraging the smart and sustainable development of European countries (Creative Industry in Sarajevo Canton). Cultural industries in Bosnia and Herzegovina include a variety of activities, from books, films, the audiovisual domain, to craft products and design, and are related to the preservation and improvement of cultural heritage.

As institutions, they represent a special economic sector oriented towards the future. The cooperation of cultural activities and cultural industries can improve the economic development of smaller and larger territories, municipalities and cities in terms of population employment. The municipality of Tuzla is one of the examples in recognizing the possibility of developing creative entrepreneurship, which gave rise to this research, where the possibilities of connecting cultural activities and the development of cultural entrepreneurship in the wider area of the Tuzla Canton were considered. After the last war (1995), the territory of Bosnia and Herzegovina administratively includes two entities and one district. The territory of the Federation of Bosnia and Herzegovina is organized on a cantonal basis. (Official Gazette TK 9/06, 2008). Cantons are administrative-political communities, which gather municipalities, and there are ten of them. The Tuzla canton is located in the northeastern part of Bosnia and Herzegovina, within which there are 13 municipalities, covering an area of 2,652 km² with a population of 477,278. It is connected by traffic to all parts of Bosnia and Herzegovina. The main road is Županja-Tuzla-Sarajevo-Mostar, in addition to exiting the international corridor E-70 Zagreb-Belgrade, it connects parts of the Pannonian and continental regions with the Adriatic Sea (Government of Tuzla Canton, 2013). In the last decade of the twentieth century (since 1998), air traffic was established via the Tuzla International Airport (Tourist Association of Tuzla Canton, 2014). The main administrative, cultural, and economic center of the canton is the municipality of Tuzla. In the continuation of the paper, the values of the Tuzla Canton are presented.

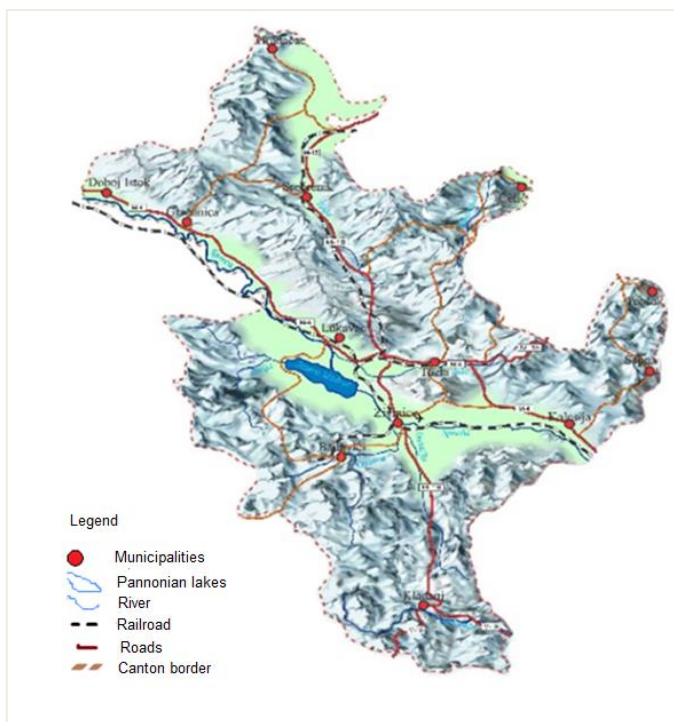


Fig. 1. Geographic position of TK
(Source: map made by the authors)

METHODOLOGY

The paper deals with the dominant tourist resources and shows how the resources of the creative and cultural industry help the development of modern tourism in the Tuzla Canton. The aim of the paper was to present the Tuzla Canton as a tourist destination for the development of creative entrepreneurship that can ensure profitability, increase employment and raise the standard of living of the population. The paper presents the cultural values of the Tuzla Canton, on the basis of which the elements whose properties can be valorized for the development of creative entrepreneurship have been singled out. The research methodology required field work and the use of literature. Different methods were used in the work, such as analysis method and comparative method.

RESULTS AND DISCUSSION

Ambient wholes as a resource in the development of creative entrepreneurship

Recognizable and valuable cultural heritage is made up of ambient units in which objects built in different time periods can be singled out, and which can be included in various creative activities. Objects of this cultural layer are represented by parks, ethnic

settlements and fortified cities. During the war, most of the architectural heritage was significantly damaged and destroyed. Some of the institutions in the field of cultural heritage protection have lost their status, budget and documentation, and some lack experts. Personnel, financial and organizational conditions are necessary for carrying out cultural activities.

This is precisely why more attention should be paid to creating databases of creative resources, protecting mapping, encouraging their networking and stronger cooperation in order to increase their visibility both in the local community and at the cantonal level. The possibilities of developing creative entrepreneurship have been recognized in the Tuzla Canton. Somewhat greater importance in terms of the development of creative entrepreneurship was achieved by the Creative Cities project, which enabled the reconstruction of “Soni Trg” in Tuzla (Archive of Tuzla Municipality, 2012).



Fig. 2. Museum-tourist complex Soni trg in Tuzla (Source Photo by the authors, 2022.)

Fig.3. Tourist bus in Tuzla (Source Tourist board of the city of Tuzla.)

The city's tourist offer has been supplemented by the construction of artificial Pannonian lakes and the Archaeological Park, which represents the reconstruction of part of the former Sojenica settlement and the way of life of the Neolithic inhabitants (Photomonography Tuzla, 2007: Copyright, Bosnia ars, Tuzla, p.25).

The city's tourist offer is enriched with a tourist bus that can be used by visitors who want to get to know the museum-tourist complex “Soni trg”, the archaeological park, the Sojenica settlement and other tourist attractions of Tuzla (Archive of the Panonika enterprise, 2022.Tuzla).



Fig.4.The Sojenica settlement next to the Pannonian Lakes in Tuzla
(Source: Archives of the company Panonika, Tuzla, 2022.)

When we talk about objects of ethno architecture, a particularly significant resource in the development of creative entrepreneurship is the multi-house complex “Etnoavlija Mačkovac”. The ethno-complex was built at the Mačkovac excursion site, which belongs to the municipality of Banovići. Etnoavlija represents a replica of several different ethno-objects from the area of Northeastern Bosnia from the end of the 19th century. In the part of the souvenir shop, there are artisans who make handicrafts, so that visitors who want to buy a souvenir can see the way it is made on the spot (Nezirović,2018). Ethno-houses are actually souvenir shops where more than 3,000 ethnological objects are exhibited: copper, silver, wooden and ceramic handicrafts, handicrafts made of wool, linen and thread (Government of Tuzla Canton, in 2013 the Ministry of Trade, Tourism and Transport of Tuzla Canton).



Fig.5. Complex of houses Etnoavlija Mačkovac
(Source : Photo by the authors, 2022.)

During the long historical development in this area, different cultural influences of the East, West, and Mediterranean were mixed, different peoples, religions and customs permeated, which was significantly reflected in the cultural monuments that reflect the diversity and authenticity of tourism. The objects of this cultural layer are fortified cities that can be used as a resource in the development of creative entrepreneurship.

The best preserved fortresses in this region are located in Srebrenik and Gradačac. Since 1997, the regular annual event "Srebrenik - the open city of art" has been held at Srebrenik Fortress, which confirms that it has been valorized in the tourist sphere. The present-day appearance of the Srebrenik fortress has great touristic importance, as an important defensive stronghold, and it is mentioned by: travel writers, writers and historians. (Srebrenik -open city of art. Srebrenik.info).



Fig. 6. "Srebrenik - open city of art" event
(Source: Srebrenik- open city of art, Srebrenik)

The fortress in Gradačac has significant cultural value, it can be said that it is the best-preserved fortress in Posavina and one of the well-preserved fortresses in Bosnia and Herzegovina. It has been declared a national monument. It has a good geographical location and very good traffic accessibility. In addition to the above, it is an important construction facility where cultural events, meetings of singers, writers and businessmen are organized. The tower became the cultural center of this part of Posavina. As a tourist resource, it is present in: paintings, engravings, postcards and souvenirs. The building of the fortress, as a spatial-cultural-historical unit, has aesthetic and curious properties due to its construction style, it can be classified as an independent and complex tourist resource, it is easily noticeable and recognizable to visitors, which is why it is suitable for tourist valorization and presentation. For adequate valorization for tourist purposes, in order to present itself as a quality tourist resource in the future,

in addition to the fortress, tourist capacities should be expanded, which would enable the organization of various contents.

The material aspects of the culture of the people who live in this area include a number of cultural elements such as folk crafts and artistic handicrafts that are manifested through local crafts and entrepreneurship, the production of national costumes, national cuisine and elements of spiritual culture: folklore, music, folk customs, which without a doubt, it represents an experience for yourself and for the people who preserve and nurture their traditions.

Folk crafts and artistic handicrafts as creative entrepreneurship

Goldsmithing is an important artistic activity in the national life of the Bosnian population. Practicing different trades, such as: silversmithing, goldsmithing, carpentry (hollowing and carving different geometric shapes), making wooden vessels, weaving, knitting, embroidery, crocheting, among the inhabitants of this area, are the basis for making souvenirs.

The production of weaving and knitting with elements of the art of tapestry technique and geometric shapes developed with the creation of folk costumes. Unfortunately, the last war in Bosnia and Herzegovina significantly affected the culture and traditions of the inhabitants. A large part of the national costume was destroyed during the war, and many customs disappeared. In this area, we can mention businesses in Breške and Živinice that strive to preserve the tradition of making folk costumes.

The elements of artistic crocheting in lace making are expressed *by "keranje"*, for which the members of the Gračaničko keranje association are especially famous. Both associations present their products at various exhibitions and shows throughout Bosnia and Herzegovina.

Bosnian carpet making is expressed among the population from the vicinity of City of Kladanj. This tourist motif is developed by the association Bosfam from Tuzla. The members of this association make: woolen products, carpets, clothing and souvenirs. The home craft population is known for its knitting technique, which has elements of art. This handicraft technique is expressed in the production of souvenirs for gifts or for personal use. Of the woolen handicrafts with elements of artistic knitting, the recognizable souvenir is the knitted house slippers (*priglavci*), which have achieved fame with their performance. In the area of TK, the famous handicrafts are in the kera - lace technique, which is nurtured by women from Gračanica. The members of the "Gračaničko keranje" association strive to maintain the tradition of this craft, and their souvenirs are very valuable. The aforementioned associations present their products at various exhibitions and shows and are very well known in Bosnia and Herzegovina. According to their unique and aesthetic values, decorative lace items, which are

produced as souvenirs in Gračanica, can be classified as a complementary tourist resource, together with other resources they enrich the tourist offer of Gračanica, the Tuzla Canton and the entire region.

Folk cooking

The culinary skills of the population of this area are manifested in the preparation of culinary specialties. Culinary arts are an important ethno-social tourism resource, which enables the development of tourism, enriches the tourist offer as a whole. Traditional dishes that are known in this area include: sarma, okra, sogan dolma, dried meat, cheese, honey, homemade jam, jam, homemade cakes. Drinks include various juices and homemade herbal teas; among alcoholic drinks, the local brandy - šljivovica - is recognizable. According to the geographical location of the area: Podrinja, Semberije and Posavine, special types of dishes are available to visitors in the tourist offer.



Fig. 7. Buregdžinica “Sač“ u Tuzli
(Source: <https://radiokameleon.ba/2019/12/buregdzinica-sac-u-tuzli>)

The interests of visitors are increasing, so they are looking for dishes prepared just for them. These are home-cooked dishes with a variety of culinary specialties, adapted to the ethnic characteristics of this area. In order to encourage culinary heritage and gastronomic identity in the region of Northeastern Bosnia, the following are necessary: professional tourist orientation staff, gastronomic map and guide for ethnic and eco food, dishes for vegetarians and diabetics.

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CONCLUSION

The cultural basis of the Tuzla Canton opens the possibility for the improvement of creative entrepreneurship. The use of cultural-historical heritage for tourism purposes enables a contribution to the social development of the population. Therefore, for the development of creative entrepreneurship in the area of Tuzla Canton, greater cooperation of all tourism entities and organizers is needed, which primarily refers to the cooperation of the Ministry of Tourism and tourist boards, to include events for larger and organized groups of visitors in their program contents. Events based on tradition, folklore and the way of doing business of the population represent folk customs, beliefs, rituals and old ways of doing business of the population and are the reasons for the arrival of visitors. Promotional conditions such as catering services, sale of souvenirs and home-made products should be initiated at events.

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POTENTIAL OF CREATIVE TOURISM DEVELOPMENT IN MONTENEGRO AND ITS BENEFITS TO SUSTAINABLE DEVELOPMENT OF DESTINATION

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Abstract: The results of global market research have long been pointing to the fact that the importance of the creative economy is constantly increasing, with notable synergies with tourism appearing as a side effect, offering significant potential for increasing demand and developing new products, experiences and markets. This process results in a transition from conventional models of cultural tourism to new models based on intangible culture and contemporary creativity, interaction with the local population and active contribution to the sustainable development of visiting environment. All of the above are determinants of creative tourism, which UNESCO defined in 2006 as an engaged and unique tourist experience, with active learning about art, heritage or the special character of a place and establishing a connection with those who live there and create that culture of life. Bearing in mind the increasing demand in the domain of creative tourism, as well as the fact that significant results have been achieved in the region of southern Europe in the design and planning of creative and authentic tourist contents and products, the question arises as to whether Montenegro has the prerequisites for the development of this specific model of tourism and whether it has the potential to position itself on the tourist market as an attractive destination for creative tourists.

The aim of this research is to explain in more detail what is meant by creative tourism, how it can impact the sustainable development of the destination and to analyze the possibilities of developing creative tourism in Montenegro, taking into account current tourism indicators and tourism development strategy.

Key words: creative economy, creative tourism, sustainable development, Montenegro

INTRODUCTION TO CREATIVE TOURISM

The introduction of the term "creative tourism" in scientific literature is attributed to Greg Richards and Crispin Raymond, who in 2000. were the first to connect cultural tourism and creativity in a unique definition of creative tourism. Creative tourism was initially recognized as a market niche within cultural tourism, which, in addition to basic cultural content, offered tourists the opportunity to participate in creative ("arts & crafts") activities during their stay in the chosen destination, while these models were also noted during the 90s. Twenty years later, creative tourism is described as a phenomenon that has the potential to influence the development of tourism and can play

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a significant role in differentiating and changing the tourist experience (Richards, 2008). This form of tourism offers visitors the opportunity to develop their creative potential by learning through experiences specific for the place where they spend their vacation (Richards, 2003). The emphasis is on authentic experiences that will help them understand the cultural specifics of the destination they are staying in (Landry, 2008). Also, creative tourism can be a way to develop smaller and more useful tourism models that emphasize the specifics of the environment, cultural sustainability, social inclusion and improvement of the local quality of life through "alternative" tourist destinations (Duxbury, 2021). The UNESCO definition from 2006 contributed to a closer understanding of the concept of creative tourism, which emphasizes travel aimed at engaging and authentic experience, with active learning about art, heritage or the special character of a place and establishing a connection with those who live and create there. life culture. The concept of creative tourism is linked to several different elements that are an indispensable part of that concept:

- active participation (Binkhorst, 2007; Richards & Raymond, 2000),
- co-creativity (Binkhorst, 2007; Richards & Raymond, 2000),
- authentic experience (Binkhorst, 2007),
- connection with the local community (Hull & Sassenberg, 2012; Richards, 2011; Richards & Wilson, 2006),
- skills development (Briggs, 2005; Richards & Raymond, 2000).

Taking into account the above, it can be concluded that the development of creative tourism to the destination can bring numerous benefits that contribute to the long-term sustainable development of the local community, as opposed to mass tourism, which has already reached saturation on both the supply side and the tourist demand side. The primary motives of today's tourists are much more related to the original experience of the environment they visit, than to the superficial viewing of natural or cultural assets, which, among vast similar sights, quickly lose their attractiveness. Today, they prefer engagement and involvement in processes and activities that will allow them, even for a short time, to feel as a part of a different tradition, culture and environment.

EXAMPLES OF SUCCESSFUL PRACTICE IN CREATIVE TOURISM

Among the destinations cited as examples of positive practice in creative tourism, the countries of Southern Europe are most often mentioned. The reason is the fact that there are situated the most visited tourist locations that have been feeling the burden of mass tourism for a long time and the devastating consequences that come as a result of uncontrolled and excessive tourist traffic in places that do not have the capacity to cope with this dynamic of activity, nor serve such a large number of visitors in an adequate way. The advantages of creative tourism refer to redirecting the focus of tourists to other locations in the destination (often smaller and rural areas), to which the interest of

visitors will spill over, because of an interactive and authentic offer based on local specifics. One example of such an approach is Portugal and their CREATOUR project, which brought together 40 institutions/organizations that through 5 research centers from 2016 to 2020 have developed and implemented 40 initiatives in the field of creative tourism in smaller cities and towns across the country (Duxbury, Bakas, Castro, Silva, 2021.). The aforementioned initiatives aimed to embody the specificities of each environment, local tradition, culture, landscape and activities through which these specificities are manifested. Each idea is characterized by the fact that it is centered on the interaction of visitors and local residents through joint participation in creative activities inspired by the natural and cultural resources of the local community. They can be realized through workshops, parades, exhibitions or other types of manifestations that not only contribute to the promotion of the destination and a richer tourist experience, but also have positive economic effects for the destination, without jeopardizing its sustainable development.

Examples of such successful initiatives in Portugal are as follows:

- "Casa do Barro" - Workshop for making pottery and decorating pottery dishes with cultural and historical motifs of Reguengos de Monsaraz;
- "Play Evora" - Family activity "Discover Evora" through games, drawing and creative writing workshops in cooperation with local guides;
- "Verde Novo" - A cycle of activities for making cotton fabrics, from picking cotton in the field to making fabrics, with exhibitions of works and stories about the old skills of local women from Norte Province;
- The Algarve region offers a stay with shepherds and help in keeping the herd with additional creative activities - making baskets from wicker or palm leaves;
- The city of Amares organizes a five-day parade during which workshops are organized for learning local dialects, learning folk dances, making traditional instruments, etc.

Interesting examples can also be found in France, where the small town of Perpignan offers numerous creative activities to tourists looking for original experiences. Located between Barcelona and Toulouse, Perpignan has a dual identity - both Catalan and French. There are 20,000 hectares of vineyards in this region, which makes it a perfect destination for wine tasting from Roussillon, but also for art workshops where wine is used as a material for painting. In addition, tourists are offered the opportunity to learn the techniques of decorating ceramic objects or making mosaics, because the place is also known for this type of artistic creation. Catalan culture includes many festivities and local parades, such as the one dedicated to the "sardana" dance, whose steps visitors can learn with a local folklore group. The capital of Cyprus, Nicosia, has also in the past actively worked on diversifying its offer and developing authentic contents and locations for tourists, through numerous initiatives coordinated by the national tourism organization. "Ngage Culture & Creativity" is a tourism sub-brand developed to highlight Nicosia's cultural and creative assets such as museums, galleries, craft workshops and various art spaces. The result are numerous educational and artistic workshops, exhibitions, festivals of performing arts, experimental theater and similar interactive manifestations whose goal is to brand the city as a cultural and creative

destination. The following destinations confirm that there are numerous examples of attractive content from the domain of creative tourism outside the European continent:

- Bangkok, Thailand - offers fruit carving workshops to visitors. arranging flowers, making ceramic objects or objects made of wicker and leaves, lessons in traditional dances, Thai massage or Thai boxing;
- Medellin, Colombia – the possibility of active participation in the traditional flower parade, photography lessons at famous locations, lessons in cooking local dishes or learning national dances;
- Kingston, Jamaica – in the city that is considered the cradle of reggae music, creative tours have been developed that introduce visitors to six musical genres and subgenres whose founders created it in Kingston.

BENEFITS OF CREATIVE TOURISM FOR THE SUSTAINABLE DEVELOPMENT OF DESTINATION

There are numerous ways in which creative tourism is able to contribute to the sustainable development of an environment, of course, with the active role of all relevant factors in that destination - administration at the local and national level, tourist boards, local economy, cultural and creative organizations and entrepreneurs, etc. The non-profit organization Creative Tourism Network (CTN), founded in 2010, singles out the following among the many virtues of creative tourism:

- Compliance with the new demands of tourists who are eager for unique experiences;
- Diversification of the offer without large investments, only by optimizing the existing intangible heritage;
- Positive effects on the profitability of cultural infrastructures thanks to new demand;
- Quality tourism with high added value and purchasing power;
- Non-seasonal nature of tourism, which enables a better distribution of tourist traffic throughout the year;
- Geographical redistribution - less interest of creative tourists in "tourist hotspots";
- Self-confidence of the locals thanks to the new interest in their culture and traditions;
- Empowerment and employment of the local community;
- Social cohesion through the co-creation of meaningful storytelling;
- Sustainability that relies on authenticity and creativity as the main resource.

In CTN, whose leader is the recognized author in this field, Greg Richards, point out that the development of creative tourism encourages local communities to diversify the tourist offer, making small entrepreneurs more proactive because they become able to create new products without the need for large investments in material infrastructure, but using their creativity to attract the interest of tourists. Also, they emphasize that

intangible tourism products can help the destination to include in its offer locations that are usually not part of conventional tourist routes, as well as to stimulate the introduction of more environmentally friendly tourist practices that are not applicable for mass tourism.

The OECD report on tourism and the creative economy from 2014 states that the importance of the creative economy continues to grow, and as a side effect, important synergies with tourism are emerging, offering significant potential for increasing demand and developing new products, experiences and markets. Following, it is elaborated that new connections are driving the transition from conventional models of cultural tourism to new models of tourism based on intangible culture and contemporary creativity and it is emphasized that active policies are needed so that countries, regions and cities can realize the potential benefits of connecting tourism and creativity. Also, the report indicates that creative industries today offer various opportunities for improving the quality and attractiveness of local communities, through supporting this tourist model and stimulating creative exports.

As part of the European Commission's URBACT II program in 2011, an initiative was developed that dealt with the role of creative clusters in less populated areas, in which institutions from Spain, Italy, Portugal, Hungary, Romania, Finland and Great Britain participated. It pointed out the necessary prerequisites for achieving goals that are based on creative strategies and that contribute to the active participation of all representatives of the local community:

- Local leadership as a driver of development;
- Leaders of change as the driving force of creative transformation;
- Community cooperation and engagement;
- Territorial integration into creative networks and partnerships;
- Avoiding local conflicts and social gentrification;
- Providing visibility to local creative people;
- Local educational systems adapted to creativity;
- Flexible, temporary and accessible creative spaces;
- Promoting well-being and quality of life.

Although the benefits of implementing the creative tourism model can be numerous, especially in less developed or less populated and rural areas, there are still negative effects that can occur if the entire process is carried out without a carefully designed strategy, clear goals, precisely defined role holders and support of local community. Comprehensive planning for the development of creative tourism is the key to ensuring positive visitor experiences, benefits for local residents and minimization of negative impacts, which means that tourism planning must be locally driven and focused on the links between cultural resources and the life of the community itself (Fernandes, 2012).

TOURISM IN MONTENEGRO

The data of the Statistical Office of Montenegro (MONSTAT) related to 2022 point out that 2.18 million tourist arrivals and 12.43 million overnight stays were achieved that year, mostly in coastal towns (93.8%), followed by the capital (2.9%), northern region (2%) and other towns (1.3%). Of the total number of overnight stays, 95.5% were made by foreign tourists and 4.5% by domestic tourists, while in the structure of foreign tourists, the most overnight stays were made by tourists from Serbia - 25.5%, followed by Russia 16.45%, BiH 16.4%, Germany 5.9%, Ukraine 4.9%, Kosovo 4%, United Kingdom 3.3% and from other countries, a total of 30.1% of overnight stays.

As far as financial indicators are concerned, revenues from tourism in 2022 were in amount of 997 million euro, which is 275 million euro more than in 2021, and only about 50 million euro less than the record year of 2019. It is interesting that revenues from tourism in the fourth quarter of 2022 were 123 million euros, which is the highest revenue ever registered in that period - in the fourth quarter of 2019, revenues from tourism were 67 million euro. According to the report of the World Travel and Tourism Council (WTTC), when looking at the data for the period from 2009 to 2019 in Montenegro, it can be stated that the number of tourists increased by 119%, the number of overnight stays by 91%, and the total revenues for 92%. The total (direct and indirect) contribution of the tourism and travel sector to GDP is about 30%, the total contribution of employment is also about 30%, and the share of tourism in exports is over 50%. When it comes to the structure of the tourist offer, data from the Ministry of Economic Development and Tourism indicate that 470 accommodation facilities with a total of 45,222 beds are currently registered in Montenegro, with the largest share of high-category accommodation facilities (4 and 5 stars) amounting to 45,75%. Montenegro as a tourist destination is divided into eight tourist clusters, which differ from each other in socio-cultural, historical, traditional, natural and economic characteristics, and at the same time represent the basis for a unique and specific tourist product of Montenegro. In November 2022 Government had adopted new Tourism Development Strategy of Montenegro until the year 2025, which also identified a new vision, mission and credo for the future development of tourism in Montenegro. Within this document Montenegro is envisioned as a country that “manages the destination in a sustainable way, creating an innovative, green and inclusive tourist product, influencing the increase in tourist consumption, reducing seasonality, regional disparity, with the aim of raising the standard of living of the local population and the satisfaction of tourists”. Mission is for Montenegro to “become a globally recognizable tourist destination until 2025”, while the credo is “Montenegro promises. Explore it.”.

Based on the above, guidelines for future activities have been defined in the direction of ensuring the full and high-quality valorization of all potentials in a dynamic and

optimal manner, in accordance with current market circumstances, while respecting the principle of sustainability, which refer to the following operational goals:

- Operational objective 1 – Improved regulatory framework in tourism with formalization of tourist traffic;
- Operational objective 2 – Improved touristic and supporting infra and supra structure;
- Operational objective 3 – Improved quality and quantity of accommodation capacities;
- Operational objective 4 – Improved quality of the diversified tourist product;
- Operational objective 5 – Improved human resources, knowledge and skills in tourism;
- Operational objective 6 – Development of digital, innovative solutions and new technologies in tourism;
- Operational objective 7 – Montenegro - a globally recognized tourist destination.

The strategy further points out that the analyzes of the situation in the tourism sector during the previous period indicated numerous limitations to faster development, which are the main cause of the still present short period of operation of the tourism industry during the year, as well as the imbalance of the tourist offer between the coastal and northern regions of the country. In this regard, three main "concentrations" have been identified that should be reduced in the following period:

- 95% of tourist traffic (night stays and income) is realized on the coast,
- 75% of tourist traffic is realized in the summer months,
- 70% represents the share of individual (private) accommodation in total capacities.

POTENTIALS FOR CREATIVE TOURISM DEVELOPMENT IN MONTENEGRO

In the report on tourism and the creative economy from 2014, the OECD defines sustainable creative tourism as the integrated management of creative tourism activities and experiences in cooperation with the local community, with the creation of social, ecological and economic benefits for all stakeholders in order to achieve the preservation of cultural and natural heritage and sustainable development of tourism. This definition helps create a clearer picture of the prerequisites that are necessary for the development of creative tourism, as a specific form of tourism in Montenegro. It emphasises that for successful strategic and operational action in this direction, the following are necessary:

- the existence of appropriate tourist demand;
- appropriate management system - clearly defined competencies, program goals, regulatory framework;
- active participation and support of all stakeholders - representatives of the administration, tourist organizations, creative creators and associations, local communities, etc.;

- natural and cultural heritage as an incentive for creative activities;
- tourist contents based on creative experiences;
- implementation in accordance with the principles of smart and sustainable development of the destination.

As for tourist demand, according to the World Tourism Organization (WTO), by 2030, the growth rate in tourist movements will be around 3.3%, and the number of tourists will be 1.8 billion. In the WTO report from 2017, it is further stated that the modern tourist expects an intensive vacation in which different tourist products are combined, he is sophisticated and wants to get acquainted with the tangible and intangible cultural heritage of the tourist destination - "to live like a local", it is stated in report, it has become the manner of many tourists, because they are looking for authentic experiences on their annual vacation. The aforementioned data indicate the fact that tourist demand in the segment of cultural and creative tourism will continue to grow, and that it is realistic to expect that part of that demand will also be directed to Montenegro. The interest already exists because, according to the data of the national tourist organization based on surveys conducted among tourists in Montenegro, for 28.9% of tourists, getting to know the natural beauty and cultural sights, manifestations and events is one of the leading reasons for coming. When it comes to the regulatory framework, certain guidelines and role holders have already been defined through the Tourism Development Strategy of Montenegro until 2025, as well as through the Cultural Tourism Development Strategy with Action Plan until 2023. The last document identified creative tourism as intangible cultural tourism that is based on familiarizing tourists with the traditional way of life of the local population, learning the local language, participating in local events and local crafts. It is also noted that among the intangible heritage in tourism valorization, the performing arts (folkloric and musical heritage) achieved the most significant reach, presented through numerous manifestations, festivals and celebrations held in the territory of Montenegro. The cultural tourism development strategy further cites the wealth of authentic, intangible cultural assets as significant advantages, as well as the wealth of legends and myths with almost every location, which requires expert design in the field of content for visitors, but also a significant potential for the creation of authentic souvenirs. When it comes to problems and limitations, this document emphasizes the inadequate distribution of intangible cultural assets, their devaluation through poor presentation and insufficient representation through current events. The action plan that defines programs, measures, carriers, financial and other frameworks for the implementation of priorities, among others, identifies the program area of stakeholders in cultural tourism whose evaluation is a necessary measure to be taken in order to successfully achieve strategic goals.

Primary stakeholders include local authorities, destination marketing organizations, destination operators of tourist attractions, transport companies, restaurants, hotels, residents and tourists. Among the goals of the primary stakeholders of the local

community, the preservation and promotion of cultural heritage, preservation of cultural identity, redistribution of income, creation of conditions for local business to benefit from local resources, better access to public services, increased opportunities for education, increased employment and contribution to a better quality of life stand out. The goals of tourists as primary stakeholders were also presented - improvement of personal experience, new knowledge about cultural assets, personal confirmation, family bonding through various activities and establishment of new friendships during group activities. The Chamber of Commerce, local community groups, media, building owners, tenants, banks, etc. are mentioned as secondary stakeholders. whose goal is to redistribute income and create conditions for local business. Among the extremely important stakeholders in this process, although they are not explicitly mentioned in the strategy itself, it is necessary to highlight the representatives of the creative industry in Montenegro. In the Cultural Development Program of Montenegro 2016-2020, creative industries are defined as activities in the domain of culture, aimed at generating income or profit, inclusion in the business sector, i.e. the economy, which make a contribution to sustainable development at the local and national level and are recognized in the fields of architecture, arts and crafts, design, photography, fashion and other applied arts, festivals and events, digital arts and new technologies in culture, audiovisual, music-stage and performance activities, the fields of publishing and literature and fine visual arts. It also states that, from the aspect of cultural heritage, the protection and preservation of traditional crafts and creative industry skills represent a potential resource and development category for the future design of small and medium-sized enterprises and family businesses. According to research by the Institute for Entrepreneurship and Economic Development (IPER), the gross added value of cultural and creative industries (CCI) in 2018 amounted to EUR 58 million, which represents 1.5% of the gross added value at the level of Montenegro, while the total number of business entities in CCI amounted to 2031, which represents 3.5% of the total number registered at national level.

Among the further prerequisites for the development of creative tourism in Montenegro, natural and cultural heritage and tourist content based on creative experiences are certainly key. In the part of the Strategy for the Development of Cultural Tourism of Montenegro, which refers to the resources of cultural tourism, it is stated that there is a large number of immovable cultural assets in Montenegro, namely cultural-historical units, cultural-historical objects and localities, as well as movable cultural assets and intangible heritage which, well valorized and presented, represent a key component of the development of cultural tourism. The most attractive basis are considered to be the cultural properties listed as the UNESCO World Heritage (the agglomeration of Kotor, Perast and Risan, the Venetian fortifications and the Durmitor necropolis), cultural properties listed on the national tentative list, cultural and historical entities - urban and rural agglomerations and cultural-historical objects with special reference to sacral

objects. Also, five national parks (Durmitor, Biogradska Gora, Lake Skadar, Lovćen and Prokletije) have recorded an increase in visitors year after year, while nature parks - new protected areas that are particularly attractive from the aspect of wildlife observation and birdwatching activities - attract an increasing number of interested tourists. With such a rich natural and cultural heritage, there are countless opportunities to valorize the mentioned heritage through tourist facilities that will offer tourists a creative and authentic experience on site or somewhere else, but inspired by characteristics of those locations. Examples of creative, educational and entertaining activities in which tourists could actively participate through interaction with the local population already exist in Montenegro, and following could be singled out:

- Wine and gastronomy tours - visits to local wineries and producers of traditional local specialties (wine cellars in Crmnica and Piperi, prosciutto and cheese in Njeguši, olives and olive oil in Bar and Ulcinj, etc.). As part of the visit, tourists can also participate in grape harvesting, olive collection, olive oil pressing, preparation of cheeses for drying, and leave with souvenirs in the form of mini packages of local foods;
- Events presenting the local cultural, gastronomic and other specificities of the destination - Peraška Fašinateda, Bokeška Noć, Mimosa Festival, Grad Teatar Budva, Dani vina i ukljeve Virpazar, Dani kamelija, Kostanijada, Dani mimoze, Podgoričko kulturno ljeto, etc.;
- Folkloric dances and learning traditional dances and playing old instruments – Kolo bokeške mornarice, Crmničko Oro, dance with sword, fiddle playing technique;
- Workshops of traditional crafts - learning how to knit Dobrota lace or work on decorating folk costumes with local craftsmen;
- Research of archaeological sites - participation in the research of underwater archaeological sites, sunken ships, etc. or localities on land, such as the remains of Illyrian buildings, mosaics, necropolises;
- Staying in ethno-villages and katuns - getting to know the old way of life of the locals and participating in daily duties in the household and on the farm (planting and harvesting fruits, drying herbs, preparing winter shelter, making objects from wool or wood, riding horses, etc.) ;
- Stay in art colonies - education and artistic creation based on natural and cultural motifs of Montenegro, enriched with additional content ("paint & wine" workshops, etc.).

The above suggestions are only a small part of the possibilities for offering creative content to tourists in Montenegro, which are practically unlimited, if they are planned and designed in an adequate and sustainable way, with the involvement of all relevant actors, ensuring of appropriate resources (spatial, technical, etc.), promotion and good communication with identified target groups.

SWOT ANALYSIS

SWOT analysis represents one of the most frequently used techniques for assessing the advantages and disadvantages of a specific tourist product or offer, as well as opportunities and threats in the immediate and wider environment that can affect development and placement on the market. This type of analysis is an effective tool for optimizing available resources, predicting future market trends and minimizing risks through adequate and timely action. The following is a SWOT analysis of creative tourism in Montenegro, which aims to indicate the potential for the development of this specific form of tourism in this destination.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Location in one of the leading tourist regions in the world (Southern Europe - Mediterranean); - Part of a fairly economically and security-stable region (NATO member, member of the EURO zone, candidate for the EU); - Part of the European region with the most favorable climatic conditions; - Rich cultural and historical heritage spread in all geographical areas; - Three material goods among UNESCO protected areas; - The tradition of various local and international events and festivals; - Five national parks, along with numerous other natural attractions; - A rich offer of tourist products based on active and adventure tourism combined with natural heritage; - Well-developed bathing and winter tourism; - Rich offer and recognizability of eno-gastronomic national specialties; - Strategic commitment to diversification of the tourism product of Montenegro; - Mapped creative industries and identified links with the development of cultural tourism; - Existence of guidelines for the development of the cultural and creative industry; - Strategic commitment to the further development of intangible cultural tourism; 	<ul style="list-style-type: none"> - Weak connection between culture and tourism; - Seasonal concentration of tourists; - Geographical concentration of tourists (more than 90% in the coastal area); - Deficit of qualified human resources; - Weak knowledge of foreign languages and new technologies among employees in culture and tourism; - Very low level of use of digital technologies in the interpretation of natural and cultural heritage; - Unsatisfactory state of a large part of cultural assets (necessary reparation); - Unsatisfactory maintenance of part of the natural heritage and ineffective environmental protection measures; - Unclear system of competence of local self-governments and higher instances; - Weak capacities of management structures in terms of preparing applications, designing and managing projects financed by the EU and other international funds; - Weak transport infrastructure; - Weak signaling (road signs, etc.) in areas of natural and cultural heritage; - Weak involvement of the local population in cultural and creative content; - Insufficient support for creative entrepreneurship and creative association;

<ul style="list-style-type: none"> - Certain elements of creative tourism have already been implemented as new contents of the tourist offer in Montenegro. 	<ul style="list-style-type: none"> - Inadequate promotion of cultural and creative content on the tourist market; - The potential of intangible cultural heritage is not sufficiently recognized and is little used in the tourist offer.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Cultural and creative tourism is gaining importance worldwide; - The demand for products based on cultural and creative tourism is constantly increasing; - Mass tourism and passive vacations show a decreasing tendency; - The preferences of high-paying tourists are towards sustainable forms of tourism; - The offer based on creative tourism contributes to the extension of the tourist season and the extension of the average stay of tourists; - The offer based on creative tourism contributes to a better geographical distribution of tourist traffic (greater representation of smaller and rural areas); - There is an increasing awareness of the tourist potential of the natural and cultural heritage of Montenegro; - There is an increasing awareness of the importance of the further development of tourism as a leading economic branch in Montenegro. 	<ul style="list-style-type: none"> - Weak functioning of state and local bodies (too frequent changes of authorities and managers at all levels in the previous period); - Unfavorable investment environment due to political instability; - Insufficient budget investments; - Tourist expansion of neighboring countries, primarily Croatia and, more recently, Albania; - Proximity to competing cultural assets in neighboring countries; - Tradition of manifestations of a similar type in the surrounding area; - Weak initiative of the local community; - Weak support and motivation of creative entrepreneurship; - Insufficient quality of service for high paying tourists.

RECOMMENDATIONS FOR CREATIVE TOURISM DEVELOPMENT IN MONTENEGRO

The previous analysis has pointed to the significant potential of Montenegro in the domain of creative tourism, as well as numerous opportunities caused by the weakening of mass tourism and the increase in demand for an authentic, active and creative tourist experience. According to that, following is a proposal of measures that should be implemented in Montenegro in order to develop the tourist offer based on creative tourism:

- Development of a strategy or program for the development of creative tourism with an action plan and identified priority areas of action, operational goals and key stakeholders;

- Defining mechanisms for better intersectoral cooperation of culture (creative industries directorates) and tourism;
- Strengthening the capacity of administrative bodies in the preparation and implementation of projects in the field of valorization of cultural heritage and creative industry towards the EU and other international funds;
- Investments in the revitalization / reparation of cultural assets;
- Investments in the preservation of natural heritage (revision of spatial planning documentation);
- Strengthening the capacities of small and medium-sized creative entrepreneurship;
- Incentive for local associations of creative entrepreneurship;
- Raising awareness of the demand for creative and interactive tourist content within local communities;
- Investments in local project ideas that involve visitors in creative content (workshops, manifestations, research, etc.);
- Ensuring creative spaces / environments / locations for demonstrations of various types of interactive activities (performing arts, workshops, exhibitions, etc.);
- Development of the concept of a longer tourist stay that includes more original experiences in different geographical areas (thanks to the small territorial scope);
- A more effective strategy for the promotion of tourist content innovated / enriched with creative experiences (use of digital technologies);
- Education of tourist intermediaries about new contents and services that offer tourists original and creative experiences;
- Raising awareness among tourists and locals about the connection between creative tourism and sustainable development of the local community (creative content contributes to sustainability).

The above mentioned measures represent strong recommendations for further action in the direction of the development of creative tourism in Montenegro, with an emphasis on long-term sustainability, promotion of authenticity and active participation of all stakeholders, the most important of which are the local population and the local economy with its creative potential. It is precisely for this reason that strengthening capacity and raising awareness of the necessary diversification of the tourist product in this direction are indispensable, in order to adequately position Montenegro on the map of creative tourism destinations.

CONCLUSION

Montenegro is a tourist destination on the Mediterranean, recognized for its well-developed summer tourism and rich natural and cultural heritage, which are the leading reasons for tourists' visits. Tourism has a particularly high share in the country's GDP, which is why it is of strategic importance that the tourism product of Montenegro be differentiated, aimed at reduced seasonality, better geographical distribution of tourist traffic and based on the principles of smart & sustainable development. In the process of diversifying the tourism offer, it is necessary to take into account the current trends in the tourism market and the directions in which the global tourist demand is moving. The analysis of the indicators in this area shows a departure from the tendencies of mass tourism, especially after the Covid 19 pandemic, and the need to satisfy tourist needs through experiences different from just passing through a destination and passive sightseeing. Today, tourists are eager to interact, connect with the local environment and customs, actively participate in traditional events and express creativity through the acquisition of authentic knowledge and skills. The epithets that dominate are authentic, creative, unique, exciting, unusual... and these are the emotions that the tourist offer should evoke today. The above mentioned represents the basic elements of creative tourism, a specific form of tourism that was recognized as such in the early 2000s, and whose principles are fully aligned with the strategic and operational goals of tourism development in Montenegro. Also, the contents and activities in the domain of creative tourism are based on the motives of the natural and cultural heritage of the destination, where Montenegro has an extremely rich heritage in relation to the very small territorial scope and population. Bearing this in mind, it can be concluded that the development of creative tourism in Montenegro would contribute to a better valorization of natural and cultural heritage, a reduction in the seasonal concentration of tourists, an increase in tourist traffic in less developed places, greater involvement of local communities and their sustainability. Through the research of legal regulations in the field of culture and tourism, as well as an overview of the current tourist offer and its capacities for further development, it was determined that there are numerous potentials for designing new products and contents based on creative tourism in Montenegro. However, it is necessary to engage more intensively in the area of strengthening the capacities of tourism development providers, public information and education about the creation and promotion of innovative tourist offers, as well as stable and long-term investment in new project ideas that will stimulate the development of creative content and activities.

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MOTIVATION FOR EMPLOYMENT IN HOSPITALITY INDUSTRY

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Abstract: The paper uses a quantitative research approach, including data matching through an online survey. The survey contained 30 questions. The survey link was distributed to respondents via e-mail and social networks. The research was conducted during November and December of 2022. The convenience sample included 107 respondents, citizens of Bosnia and Herzegovina. The paper aims to investigate the motivation for working in the hospitality sector (hotels and resorts), that is, the problems, advantages, and disadvantages of working there. The research results showed that the respondents would work in the tertiary sector, including the hotel industry. The greatest interest is in the positions of marketing and sales, reception, and reservations. Jobs such as room maintenance, technical maintenance, and serving food have the least interest. The majority (72%) of respondents had no experience in catering. 40.2% of the respondents claim they are well-versed in technologies, and 46.7% believe they are excellent at communicating with people.

Keywords: motivation; employment; hotel industry; restaurant industry; Bosnia and Herzegovina

INTRODUCTION

In recent years, tourism has become one of the most vital and fastest-growing economic sectors in Bosnia and Herzegovina. Tourism is an economic branch that records constant annual growth in Bosnia and Herzegovina, which has brought Sarajevo, but also Bosnia and Herzegovina, to the very top of the list of the fastest-growing tourist destinations in Europe. However, there is little investment in tourism in Bosnia and Herzegovina, especially in personnel, although tourism could become a strategic economic branch

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that will contribute to economic growth, economic prosperity, and the development of the national economy (Čaušević, 2020; Čaušević, Mirić, Avdić, Avdić and Džaferagić, 2021; Čaušević, Mirić, Drešković and Hrelja, 2020).

Tourism is an important sector for employment and is highly dependent on quality human resources capable of designing and delivering a competitive tourist offer. Tourism offers a wide range of employment opportunities, from the least demanding jobs to higher management positions, in different locations and various branches of this sector. These jobs contribute to the development of companies and tourist destinations themselves. They can also help people living in remote locations to return to the labor market, reduce unemployment and offer employment opportunities to everyone, regardless of age, skills, and previous experience. However, finding and retaining the right personnel remains a challenge for the sector, compounded by demographic trends and other influences that are reducing the available labor pool in some countries. Human resources and the labor market represent one of the most important challenges for Bosnia and Herzegovina. However, the basic finding is that neither human resources nor the labor market keeps pace with the development of tourism in Bosnia and Herzegovina (Radić, Peštek, Čatić, Tomin Vučković, Činjurević & Pale, 2021).

In the first quarter of 2022, more than 3,700 job ads and over 8,600 jobs were published on the MojPosao.ba portal, and the largest number of ads were related to the IT industry, catering, and tourism. Positions in tourism and catering have become in demand and popular throughout the year, and not only seasonally, as was the case before (N1 TV, 2022).

A dynamic environment and the fact that you are constantly in contact with different people is considered the main advantage of working in the hospitality industry. That should be supplemented with the fact that catering workers are extremely kind due to their job description, which improves their personal qualities. Given that it is a service activity, it is clear why kindness is always insisted on. Knowledge of at least one foreign language is mandatory for every hospitality worker, which is one advantage of working in the hospitality industry because of the need to invest indirectly in additional education. One of the disadvantages of working in the hospitality industry is that, in most cases, hospitality workers complain that they are constantly on their feet, which is particularly tiring for them physically. In addition, working hours, which are usually late into the night, and frequent trips, which affect the quality of life of the individual and his environment, can also be classified as a disadvantage of working in the hospitality industry (Oxford Academy, 2019). From the above, it can be concluded how important human resources are for developing tourism in Bosnia and Herzegovina.

METHODOLOGY AND RESEARCH RESULTS

The paper used a quantitative research approach, including data matching through an online survey. The survey contained 30 questions. The survey link was distributed to respondents via e-mail and social networks. The research was conducted during November and December of 2022. The convenience sample included 107 respondents, citizens of Bosnia and Herzegovina. The paper aims to investigate the motivation for working in the hospitality sector (hotels and restaurants), that is, the problems, advantages, and disadvantages of working there. Descriptive statistics were used in the analysis and interpretation of the obtained data. The first part of the survey referred to the demographic characteristics of the respondents. The largest number of respondents were female, 72.9%, while 27.1% were male. When it comes to the highest level of education, the largest number of respondents indicated high school (46.7%), primary education (30.8%), and higher education (18.7%). The largest number of respondents is in the age group up to 20 years (54.2%), followed by 29.9% of respondents aged 21-25 years. The next question was about educational orientation, where the majority of respondents indicated tourism (20%), tourism and environmental protection (16%), and catering (11%).

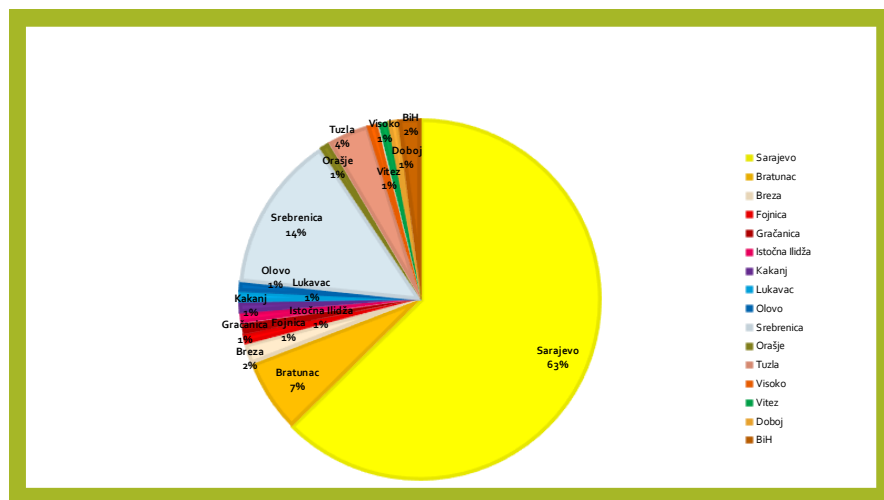


Fig. 1. Place of residence
Source: Research results, 2022.

Fig. 1 shows that the largest number of respondents is from Sarajevo, 63%, and Srebrenica, 14%.

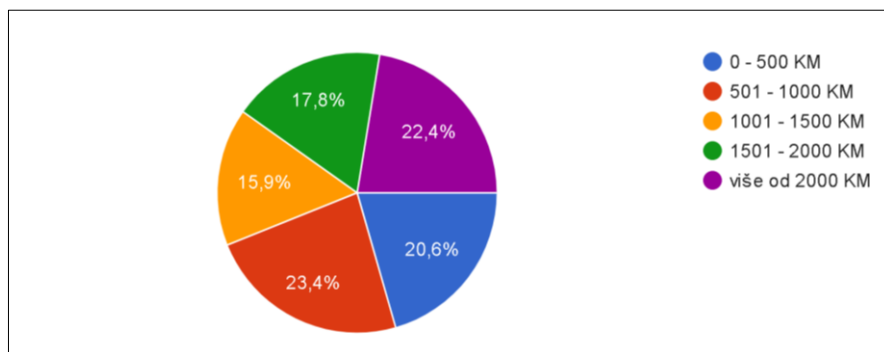


Fig. 2. Monthly household income
Source: Research results, 2022.

The largest number of respondents have a monthly income of 500 to 1,000 BAM (23.4%), while 22.4% have a monthly income of over 2,000 BAM.

Regarding the current work status, the largest percentage of respondents are pupils (42.1%), followed by students (36.4%), and 15.9% are employed. The largest number of respondents would like to work in the tertiary sector (education, healthcare, tourism, and administration), namely 93.5%.

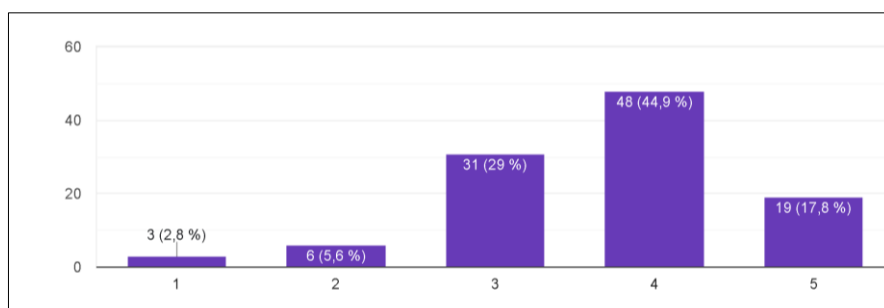


Fig. 3. Satisfaction with current job/school
Source: Research results, 2022.

When asked how satisfied they are with their current job, i.e., the school they attend (where 1 means I am not satisfied, 2 - acceptable, 3 moderately satisfied, 4 - very satisfied, and 5 - delighted), the largest number of respondents (44.9%) answered that they are very satisfied, while 29% gave a rating of 3 (moderately satisfied) and 17.8% of the respondents are delighted with their current job or school.

To the question "How good are you at communicating with people" the largest percentage of respondents answered that they are excellent at communication (46.7%) and very good at communication (38.3%). The largest number of respondents believe that teamwork at work/school is indispensable (45.8%) and very important (34.6%). The majority of respondents (81.3% in total) gave ratings of 4 and 5 to the question "How well do you handle technology" (that is, they are very well and very well versed in technology).

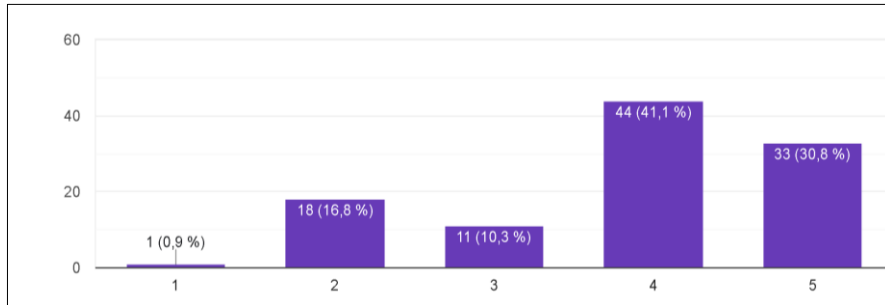


Fig. 4. Would you do a job that involves travel?

Source: Research results, 2022.

Graph 4 presents the answers to the question, "Would you do a job that involves travel?". The largest percentage of respondents (41.4%) answered yes (4), and 30.8% of respondents answered that travel is their priority (5).

72% of respondents have no experience in the hospitality sector (hotel and restaurant industry), while 26.2% of respondents worked seasonally.

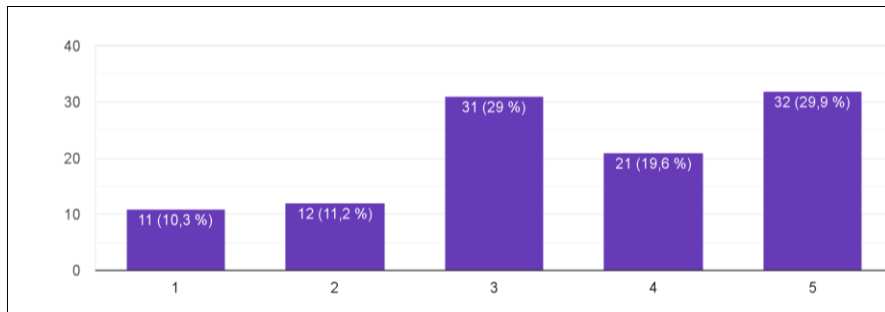


Fig. 5. How interested are you in working in the tourism sector?

Source: Research results, 2022.

The highest percentage of respondents, 29.9%, answered that they were extremely interested in working in the tourism sector, 29% of respondents answered that they were moderately interested, and 19.6% of respondents that they were very interested.

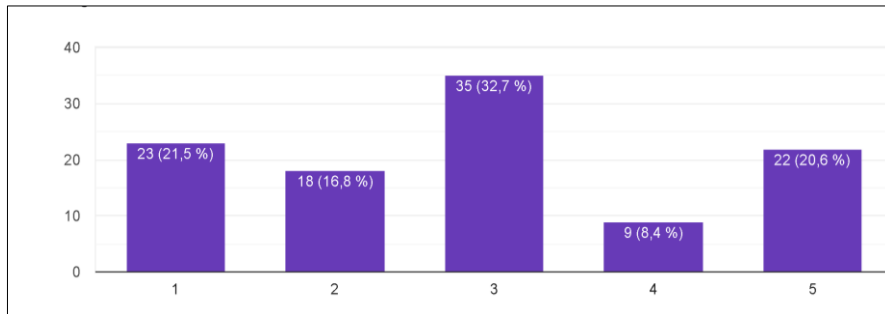


Fig. 6. How interested are you in working in the hospitality sector (hotel and restaurant industry)?

Source: Research results, 2022.

However, the respondents gave somewhat lower ratings than the previous question related to work in the tourism sector. Namely, 32.7% of respondents answered that they were moderately interested in working in the hospitality sector, while 21.5% of respondents answered that they were not interested in working in the hotel and restaurant industry. When asked which position in the hotel industry they would like to work in, more than half of the respondents, more precisely 52.3%, chose the position of marketing and sales, followed by reception and reservations. The smallest percentage of respondents want to work in the service of technical maintenance, security, and room maintenance. As the most important items in the business environment, respondents consider a pleasant working atmosphere, followed by a collegial relationship, opportunities for advancement, high salary, and job security.

The following graph shows the respondents' answers to the question, "Would you change your current education/occupation for employment in the hotel industry?" (where 1 means I am not interested in the hotel sector, and 5 - yes, I would definitely change my current job).

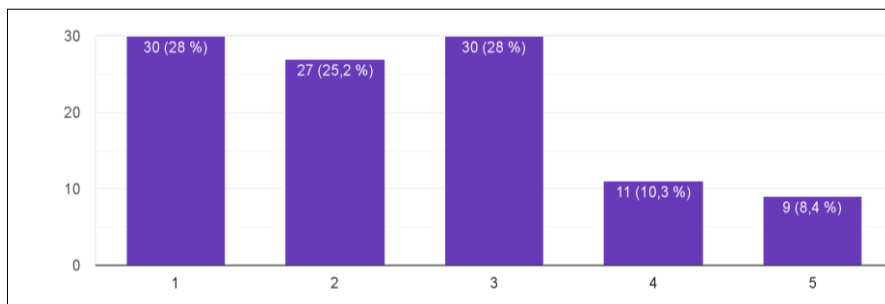


Fig. 7. Would you change your current education/occupation for employment in the hotel industry?

Source: Research results, 2022.

The largest number of respondents stated that they would not because they are not interested in the hotel sector or that they are not sure, while only 8.4% of respondents said that they would definitely change their current job to work in the hotel sector.

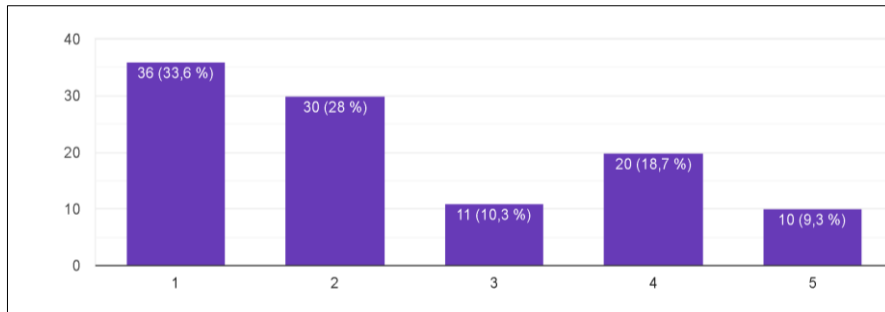


Fig. 8. Is working during holidays a problem for you?

Source: Research results, 2022.

The largest number of respondents would be bothered by working during holidays and would not work (33.6%), while 28% would also be bothered but would make an exception. 18.7% of respondents stated that they would work if they had to.

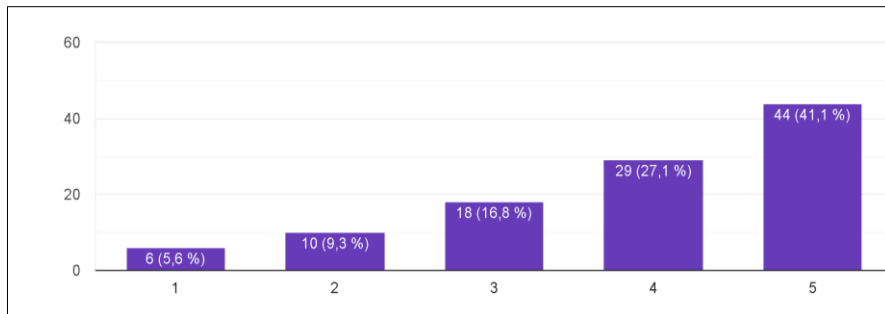


Fig. 9. How motivating is it for you to work in the seasonal period? Source: Research results, 2022.

The largest number of respondents do not mind working during the season and would work if they had to (73 respondents in total).

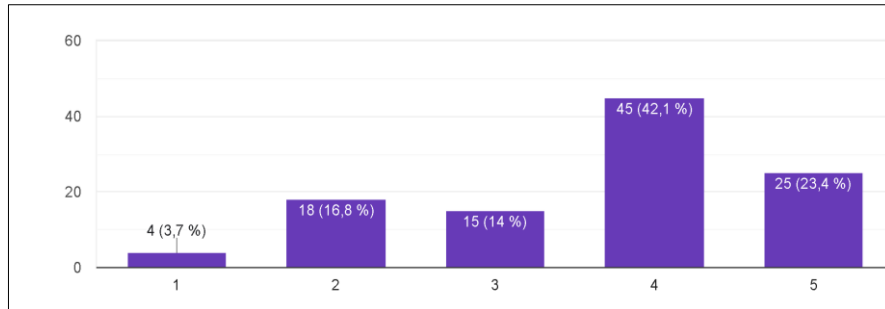


Fig. 10. Do you expect a great financial benefit from working in the hotel sector?
Source: Research results, 2022.

From Graph 10, it can be concluded that respondents expect significant income (70 respondents). More than 50% of respondents (more precisely 52.4%) stated that they expect progress in their careers, i.e., advancement in positions in the hotel industry. Respondents said hotels should offer higher salaries, incentives during the season, and a balance between work in and off-season, to be desirable employers.

CONCLUSION

Research shows that 70% of women are interested in work. The respondents are mostly from Sarajevo, but there are also a lot of respondents from other areas near Sarajevo. The survey was mostly taken by the younger population, up to 20 years old. Most respondents indicated that they would work in the tertiary sector, including the hotel industry. The greatest interest is represented in the positions of marketing and sales, reception, and reservations. Jobs such as room maintenance, technical maintenance, and serving food have the least interest. The majority (72%) of respondents had no experience in catering. 40.2% of the respondents claim they are well-versed in technologies, and 46.7% believe they are excellent at communicating with people.

The ambiance and collegial relationship are the most important for respondents (72%). The majority of respondents (42.1%) declared that they expect financial benefits from working in the hotel or restaurant industry. Of all the respondents, only 8.4% emphasized wanting to move to the hospitality sector, while 10.3% would move if they had to. Only 20.6% of respondents stated they are interested in the catering sector, while 32.7% are moderately interested. 29.9% of respondents are interested in working in the tourism sector; however, specifically in the hospitality industry, this number drops to 20%.

Employers should motivate the working population to work in the hospitality sector through monetary incentives and flexible working hours. These financial incentives can be in the form of a salary supplement for working during holidays or for overtime work during the season. It is also necessary to organize training on working in a hotel that will attract the population to highlight the advantages of working in the hotel industry, such as travel, meeting new people and cultures, etc.

The first limitation of the research is that the data was collected through an online survey, and only respondents with Internet access could participate. Also, the sample is small, and most respondents are from Sarajevo, so the results cannot be generalized for the whole of Bosnia and Herzegovina. It is recommended that the sample be larger and more diverse and that a qualitative research approach be included.

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DIGITAL TRANSFORMATION OF OPERATIONS IN HOSPITALITY INDUSTRY – LITERATURE REVIEW AND SURVEY FROM MONTENEGRO

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Abstract: Tourism and hospitality is very complex and sensitive industry based on selling experiences, feelings, excitements and long lasting memories. With such a high stake, all hospitality companies need to thoroughly explore market needs and present themselves as most confident and reliable service providers, in order to be competitive, innovative and attractive to the guests, but at the same time to maintain efficiency, quality and sustainability of all daily operations. Digital transformation has proved itself to be powerful tool that enables companies to gain competitive advantages, such as improved customer services, more efficient cost control and creation of new business models. Purpose of this study is to explore how digital transformation of hospitality operations can be of benefit to these enterprises and which operations were significantly enhanced by this process. In addition to a literature review regarding the above mentioned issues, as a foundation of this research, a survey was also conducted among hospitality companies in Montenegro with purpose to explore the use of digital technologies in hospitality operations, namely food and beverage service, and their awareness on benefits of these tools for both quality of service and cost control. Results of the survey have shown that there is a high level of awareness about benefits of digital technologies for overall business results among hospitality companies in Montenegro, but the lack of skills in use of digital technologies for business purposes is still evident and represents a significant obstacle to adopting new solutions and developing new business models.

Key words: digital transformation, hospitality operations, food and beverage service, Montenegro

INTRODUCTION

Hospitality industry, as integral part of tourism, is extremely sensitive business and susceptible to the influence of wide range of internal and external factors. Global shifts and changes reflect strongly to hospitality business processes, which can significantly harm its market position or strongly improve it, depending on its ability to anticipate the

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needs of its target groups and innovating its business model according to them. Though many circumstances in recent years were more limiting or even restrictive factor of influence on hospitality industry (pandemic, war, inflation etc.), age of digital transformation enables hospitality establishments all over the world to overcome those obstacles by using all available technology solutions in order to ensure maximum efficiency and productivity of their operations, but still maintain customer-centric orientation along the way. Today we are witnessing such an extreme predictions, like the one made by Forbes magazine in 2021, that presented staff-less boutique hotels as future for Millennials and Gen-Z, who will use only their mobile phone to order and consume all hotel services that are at their disposal. In the aftermath of Covid-19 pandemic, all contactless options are still desirable from the guests' point of view, being at the same time cost effective for the management. In area of primary digital technologies, mobile phones and social networks are widely used as tool for searching / booking / reviewing hospitality services, while both the staff and the management rely on them as efficient marketing and promotion tool which also enables invaluable direct and immediate communications with potential guests. Cloud computing has found its purpose as storage of vast amount of financial and accounting informations, while big data analysis provides important reports on current trends and business results. Smart rooms equipped with various types of sensors are inevitable in sustainable tourism, which is imperative nowadays, so Internet of Things also has its important part in the whole process. It should be mentioned that hospitality industry is the second biggest buyer of IoT devices worldwide, after the health industry (Fischbach, A. 2019). When it comes to secondary digital technologies, first robot in hotel industry was robotic butler introduced by Aloft Hotel Cupertino in 2014, while Hilton and IBM as partners created concierge robot Connie, powered by IBM's super computer AI Watson. Also, having in mind that hotels are selling experience, rather than products or services, virtual reality has already being used as a marketing tool that enables potential guest to experience hotels rooms and facilities in advance, which will help them make fast and easy booking decision. All of the above mentioned is in line with key motive for this research – exploring the use of digital technologies in hospitality operations and digital transformation of hospitality processes as a great benefit for this industry, since it enables higher efficiency and lower business costs, while at the same time strenghtens guest relations and customer loyalty. In order to provide a better insight in this matter, this research is meant to identify scientific papers on the topic of digital transformation of hospitality operations and conduct a literature review where results of content analysis will present current state of digital transformation of hospitality operations in practice. Furthermore, it will explore the use of digital technologies in hospitality establishments in Montenegro, namely food and beverage service, and their awareness on benefits of these tools for both quality of service and cost control.

Within the research, answers should be provided for 3 following research questions:

- **RQ1.** Do available research papers provide strong enough framework of theory foundations for use of practitioners in hotel industry?
- **RQ2.** Which hospitality operations are being positively influenced by its digital transformation?
- **RQ3.** What is the level of awareness among hospitality companies in Montenegro in regards to benefits of digital technologies in operations?

This paper is structured in a way that, after introduction, the methodology of the literature review is explained, followed by description of its results and a presentation of conducted survey. Next are limitations to the research process, recommendations for other researchers and at the end, conclusion based on delivered research results.

METHODOLOGY OF LITERATURE REVIEW

In order to conduct this research, first step was to perform a literature review as systematic data processing approach based on literature search and screening, as well as data extraction and analysis. A literature review is a way of synthesizing research findings to show evidence on a meta-level and to uncover areas in which more research is needed, which is a critical component of creating theoretical frameworks and building conceptual models (Snyder, H. 2019). In general, it demonstrates a starting point for existing knowledge of a study, which will enable establishing the research gap and be a laying foundation for composing background of the study, problem statement and purpose of the study (Mahrool, F. 2020). Following establishing of research protocol, article selection process was performed using the PRISMA method (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) which has presented the results of the process of searching, screening and extracting articles most relevant for the research topic. Above mentioned research steps were meant to provide answer to the first research question related to the current state of scientific papers in the area of digital transformation of hospitality operations. After the selection process, extracted articles were a subject of content analysis as a qualitative research technique which purpose is *to organize and elicit meaning from the data collected and to draw realistic conclusions from it* (Bengtsson, M. 2016). Content analysis of reviewed articles provided answer to the second research question related to digital transformation of specific hospitality operations. Research protocol was based on selecting literature from 4 digital databases – Summon, Scopus, Web of Science and Google Scholar and the search was conducted in December of 2022. Used search term was “*digital transformation of hospitality operations*” contained in the title and/or abstract and/or keywords, limited to journal articles. Open access to full text of the article was

mandatory search filter, as precondition for content analysis. The only database that didn't provide search filter "journal article" or "full text available" was Google Scholar, demanding manual analysis of offered papers, so the selection criteria was topic relevance, which resulted with selection of 12 articles among 70 top relevant be included in this research.

After selection process was completed, 14 articles remained to be included in the study and subjected to further analysis by full text review.

LITERATURE REVIEW RESULTS

Since one of the purposes of this research was to identify scientific papers on digital transformation of hospitality operations and conduct a literature review, following are the results that will present current state in research of above mentioned topic.

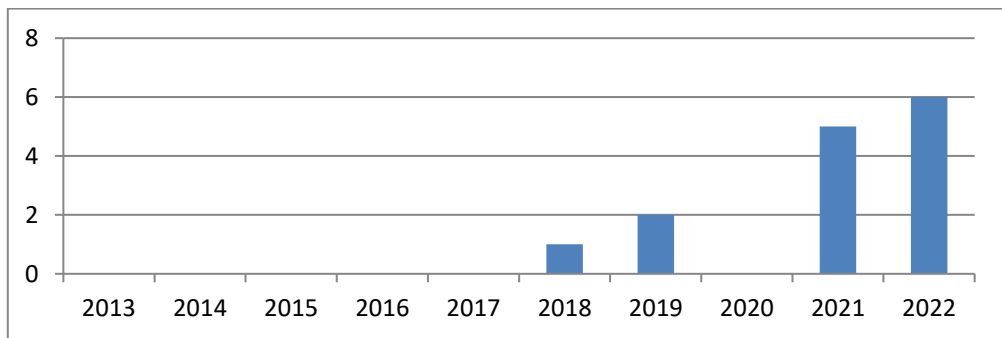


Fig. 1. Number of published articles 2013-2022

Though during the search no limitation has been set regarding the year of publishing, no article prior to 2018 was identified. There was only one article published in 2018, followed by 2 in 2019. In 2020 no articles were published, probably because of the Covid 19 pandemic which had huge impact on hotel industry, but at the same time became new driver for many researchers whose articles published in 2021 and 2022 were mostly related to changes in business models and hotel operations caused by the pandemic. Number of articles increased after 2020, with 5 relevant articles published in 2021 and 6 in 2022.

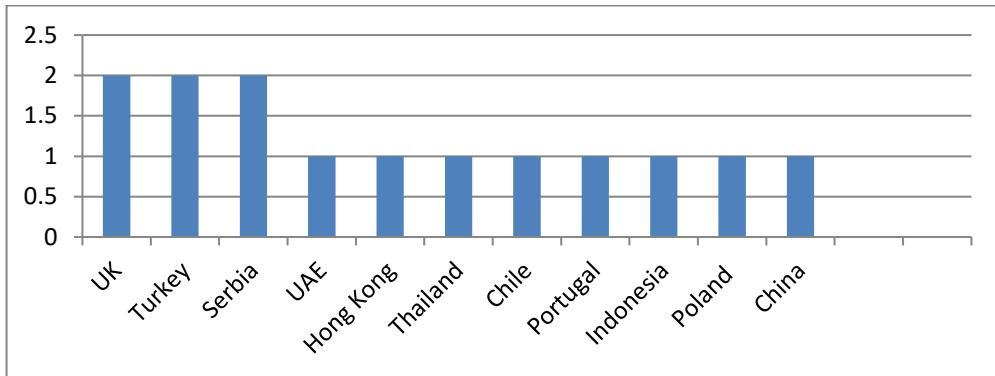


Fig. 2. Geographical distribution of research articles

Geographical distribution of research articles according to the institution’s country of origin shows that research topics on digital transformation in hotel industry were being mostly explored along European and Asian continent. It is consistent with statistics about world tourism ranking and most visited touristic destinations, where among top 10 sites, 7 are in Europe and 2 in Asia (China and Thailand). Countries with greatest number of international visitors have very well developed tourism industry, representing one of key drivers to their economy, which can be the main reason of continuous researches on topics that can significantly increase their competitiveness on tourism market.

Table 1. Types of research techniques used and size of the research sample

Research Topic	Research Technique	Size and Type of the Sample
“Voice Assistants in Hospitality: Using Artificial Intelligence for Customer Service”	Semi-structured interviews	7 hospitality technology providers 21 VA consumer (international)
“IT Strategy in the Hotel Industry in the Digital Era”	Literature review Content analysis	75 articles, reports and web blogs
“Digital Transformation in the Chilean Lodging Sector: Opportunities for Sustainable Businesses”	Semi-structured interviews Case studies	4 hotel managers from Chile

“Hospitality Digital Marketing and Transformation Technology Challenges”	Questionnaire Analysis	41 hotel representative from Serbia
“COVID 19: The Catalyst for Digital Transformation in the Hospitality Industry?”	Questionnaire Analysis	51 hotel manager from Portugal
“Autonomous Enterprise as a Model of Hotel Operation in the Aftermath of the COVID-19 Pandemic”	Computer Assisted Web Interview Principal Component Analysis Cluster Analysis	273 hotel representatives from Poland
“Digital Transformation, Operational Efficiency and Sustainability: Innovation Drivers for Hospitality’s Rebound in the United Arab Emirates”	Exploratory Analysis Technique Interviews	7 hotel managers from UAE
“Effects of Digital Transformation on Human Resources Planning in Hotel Businesses”	Qualitative analysis (interviews)	15 hotel human resource managers from Turkey
“The Development Model for Digital Transformation of Hotel in Thailand”	Quantitative Research (questionnaires)	260 hotel representatives from Thailand
“Sustainable Digital Transformation in Hospitality Industry: Study of the Hotel Industry in Indonesia”	Questionnaire Analysis	101 hotel and resort leader from Indonesia
“Digital Transformation and Revenue management: Evidence from the Hotel Industry”	Semi-structured interviews	23 hotel revenue managers from Jordan

“Readiness of upscale and luxury branded hotels for digital transformation”	Semi structured interviews	11 hotel representatives from Asia
“The Dilemma of Digital Transformation of China’s Hotel Industry and the Construction of Technology Platform”	Literature review Case studies	China, number not identified
“Digital Transformation of Tourism”	Collection and analysis of available surveys	Serbia, number not identified

As presented above, most common used research tools were semi-structured interviews and questionnaires, that served as foundation for further qualitative or quantitative analysis. Semi-structured interviews are widely used in qualitative research, since there is no strict set of questions, as interviewer is rather to explore the framework of central themes, which can be more productive in data collecting process. On the other hand, same characteristics can make them less objective. When it comes to questionnaires, they have strict form of questions which enables data collection from large target audience whose answers can often be easier to measure and analyze, rather than using different research instruments. They can serve for both qualitative and quantitative research. Analysis of methodologies used in reviewed articles shows that authors mostly used research samples from their own country (11 of 14 did), while only 2 articles included international group of respondents (participants of international summit in first case and international travellers in second case). Other 12 authors based their research on case studies from hotel industry representatives in their countries, which may be considered as certain limitation, due to different law regulations, availability of various digital technologies, different types of tourism offers and similar factors that may vary from one country or region to another.

Table 2. List of key hospitality operations that were identified in reviewed articles as positively influenced by digital transformation

Research Topic	Hospitality operations positively influenced by its digital transformation
“Voice Assistants in Hospitality: Using Artificial Intelligence for Customer Service”	Customer service, Room service, Front office, Maintenance
“IT Strategy in the Hotel Industry in the Digital Era”	Customer service, Front office, Reservations, Housekeeping
“Digital Transformation in the Chilean Lodging Sector: Opportunities for Sustainable Businesses”	Customer service, Front office, Reservations, Sales
“Hospitality Digital Marketing and Transformation Technology Challenges”	Customer service, Marketing
“COVID 19: The Catalyst for Digital Transformation in the Hospitality Industry?”	Marketing, Human resources
“Autonomous Enterprise as a Model of Hotel Operation in the Aftermath of the COVID-19 Pandemic”	Customer service, Reservations, Sales
“Digital Transformation, Operational Efficiency and Sustainability: Innovation Drivers for Hospitality’s Rebound in the United Arab Emirates”	Customer service, Marketing, Front office, Food & beverage
“Effects of Digital Transformation on Human Resources Planning in Hotel Businesses”	Human resources
“The Development Model for Digital Transformation of Hotel in Thailand”	Customer service
“Sustainable Digital Transformation in Hospitality Industry: Study of the Hotel Industry in Indonesia”	Customer service, Marketing

“Digital Transformation and Revenue management: Evidence from the Hotel Industry”	Reservations, Finances
“Readiness of upscale and luxury branded hotels for digital transformation”	Customer service, Marketing, Sales
“The Dilemma of Digital Transformation of China’s Hotel Industry and the Construction of Technology Platform”	Customer service
“Digital Transformation of Tourism”	Customer service, Reservations

Results presented above show that authors of 11 out of 14 articles that were included in this research recognize customer service as business process in hospitality that has been the most positively influenced by digital transformation and use of available digital technologies. It can be a matter of further discussion if customer service is business process for itself, as it was most often mentioned in these articles, or it is a common aspect of every hospitality operation, usually divided on front operations (guest relations) and back office duties (data management). For purpose of this review, common authors’ opinion will be adopted and customer service will be considered as hospitality operation which implies communication with guests in order to make them confirm their reservation, upgrade the sales during their stay, become a part of loyalty program as frequent guest and spread positive reviews about the establishment.

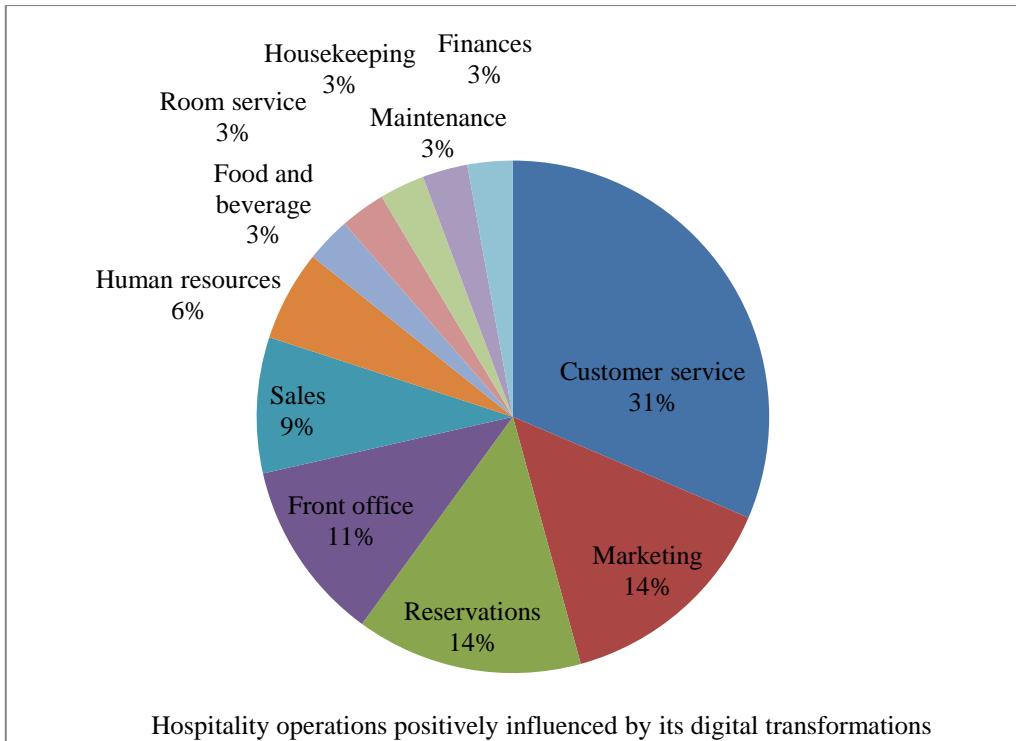


Fig. 3. shows which hospitality operations in selected research papers were most commonly mentioned as the ones with the significant positive impact by being digitally transformed

SURVEY RESULTS

One of the purposes of this research was to explore what is the level of awareness among hospitality companies in Montenegro in regards to benefits of digital technologies in hospitality operations.

In order to do so, survey was selected as primary method of data collection which is a unique way of gathering information from a large cohort. Advantages of surveys include having a large population and therefore a greater statistical power, the ability to gather large amounts of information and having the availability of validated models. Survey consisted of 20 questions with multiple choice options on predefined answers, as the best model for proper measurement and comparing the results and also enabling the participants to be time efficient. It was distributed among 40 different hospitality establishments in Montenegro between April 15th and May 15th of 2023, having in mind seasonality in their work and the fact that most of them start their business in late spring, preparing for high season which usually starts in mid July.

Structure of survey participants was as follows:

- 75% hotels and restaurant categorized with 4* and 5*, so establishments promising high quality of service;
- most of the companies small and medium sized – 80% have capacity up to no more than 300 guests;
- based on location, 82,5% situated in more developed cities, such as Podgorica, Budva, Kotor and Tivat;
- 77,5% of participants have declared that they are mostly satisfied with current dynamics of their business operations.

In regards to use of digital technologies, results are following:

- 77,5% consider that use of digital tools can improve business results;
- 80% of participants confirmed they are already using various mobile of web applications in food and beverage service;
- if use of digital tools would save in number of employees and time for food and beverage preparation and service, 57,5% participant confirmed they would use it;
- among 42,5% of participants who were against using the digital tools, 70% didn't want to elaborate further on that matter, while remaining 30% have opted for different reasons (employees are not qualified – 15%, cannot afford extra costs – 10%, not familiar with digital technologies – 5%).

LIMITATIONS AND RECOMMENDATIONS

Key limitation of this study, in regards to conducted literature review, is a small number of articles related to research topic with open access, as it negatively affect the representativeness of the sample. However, since full text reading was necessary to enable qualitative analysis of research material, excluding this search filter was not an option. This research has discovered a lack of scientific papers that provide holistic approach to digital transformation of operations in all hospitality departments, but rather explore different aspects of digital transformation of certain processes or services. There was no case study available on digital transformation of operations in all departments (overall business experience), which can provide insight in complexity, pre-requisites, as well as advantaged and disadvantages of this process to the practitioners. Recommendation for future researches is to further explore the topic of digital transformation of hospitality operations, in order to increase the number of available research results which can be strong and reliable framework of theory foundations for development of business strategies and decision making in hospitality industry. In

regards to conducted survey in Montenegro, limitations were identified in research sample which should be expanded and for research model also to be changed in order to be more representative (possibly semi-structured interviews with decision makers). Since there is a high level of awareness about benefits of digital technologies in hospitality industry, while the lack of skills in their use is still evident, recommendations are directed towards further education of target groups about efficient use of digital tools and techniques in all business processes.

CONCLUSIONS

Implementation of new technologies is a requirement for hospitality industry which is constantly being challenged to change and transform according to needs and demands of their guests, as well as to turbulent market trends. While it is convenient to use digital tools to solve a problem or to facilitate a certain situation, it is not until the whole process is being digitally transformed, when full benefits of the new operation model can be recognized.

As “experience based industry”, it is not realistic to expect that all hospitality operations and services can rely exclusively on digital technologies, but it has to be acknowledged that they can improve operational efficiency, productivity and sustainability. Most evident positive impact by digital transformation was made in the area of customer service, providing direct communication to customers all over the world, enabling them to present guests with a preview of their product and highly personalized service during their stay. The conducted literature review has shown that researchers recognize benefits of digital transformation to customer service processes in this industry, though its impact on other hospitality operations (both front and back office) still remains to be further explored. When it comes to exploring awareness of practitioners in hospitality industry in Montenegro, further education about benefits of digital technologies is highly recommended, together with upgrade of knowledge and skills in use of digital tools and services.

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