

THE IMPORTANCE OF MANAGEMENT IN DEVELOPING CITY TOURISM IN SERBIA

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Abstract: Tourism today plays an increasingly important role in the economy, and its further growth depends on the coordinated development and adaptation of the tourist product to modern market trends, where different forms of tourism of special interest are gaining more and more importance. City tourism is one of the special forms of tourism that offers this branch of the Serbian economy a long-term competitive advantage. The main strength of the city's tourist destination is the attraction complexes, which have two functions - to attract the guest and fulfill his expectations. The potential of this demand can be fully utilized by a planned and coordinated approach to the development of this tourist product. The development of urban tourism will also mean a better place for residents to live, and economic benefits for the entire community will be brought not only by higher tourist demand, but also by increased consumption of the local population stimulated by a more attractive place to live created by the development of tourist facilities. Despite numerous attractions and values, Serbian tourist products have not been properly marketed, adequately developed, nor presented and commercialized on the international tourist market. Serbia must significantly raise the competitiveness and attractiveness of tourist products through respectable world experiences and its own innovations, relying on those products and business sectors in tourism that have a global perspective and where Serbia can build global competitiveness.

Keywords: tourism, city tourism, economic development, management, international economy

1. Introduction Trends in management and planning of modern tourism

Determining the basic objectives of tourism development is a central issue within the strategic planning of tourism at the macro level. Their importance is particularly emphasized by the need to harmonize relations between all activities that meet the needs of tourists. The heterogeneity of these activities makes it necessary to have a standardized framework defined by the state and its bodies. The basic or priority goals of tourism development, within the framework of strategic planning, can be very numerous, diverse, and often conflicting (Jovanović, Đoković, & Gilić, 2024). According to OECD research, most countries consider the following as the main strategic goals of tourism development: stimulating economic growth, increasing foreign exchange inflows, and increasing employment. In addition to these basic goals, the following goals are also stated: creating a favorable image of the country, protecting nature, protecting cultural and historical heritage, improving the quality of life, protecting consumers, and encouraging economic development in cities. Planning in tourism appears in numerous forms (development, infra-

structure, organization, human resources, promotion, and marketing); structures (various governmental, quasi-governmental, and non-governmental organizations); scales (international, transnational, national, regional, about position and sectors) and arrangements (for development, implementation, evaluation and fulfillment of planning objectives) (Pavlović, Perić, & Milunović, 2023). However, planning is very rarely dedicated only to tourism. Instead, tourism planning is a set of economic, social, and environmental considerations that reflect the diversity of factors that influence tourism development. Therefore, planning and management in urban tourism appear to be the subject of organizations that have different goals, rather than specially designed tourism organizations (Hall, 2008).

The proper planning process that stands out in an urban destination planning project has a rational approach that focuses on solving problems using a process that promises to implement specific tasks (Cvijanović, Vujko, & Bojović, 2023; Čolić, Gavrilović, & Selenić, 2022). In such a process, the following steps are visible: problem identification, goal setting, whole area analysis, local area analysis, detailed

studies, planning concepts and options, guidelines, education and involvement of local residents, detailed designs, implementation, administration and evaluation.

Each tourist destination uses planning and management mechanisms to cope with the problems arising from the development of tourism. Some of the problems can be: increased risk of fire, theft, atmospheric pollution, traffic congestion, and damage to architectural and archaeological integrity (Boniface, 2013).

Tourism, as one of the most important service sectors and a complex socio-economic phenomenon, attracts the attention of both researchers of this phenomenon and those responsible for economic development, to which tourism significantly contributes (Đukić, & Kojić, 2023). The exceptional place that tourism has in the development plans of many countries indicates the fact that these countries recognize the opportunities that tourism provides for economic development, revitalization of cities and villages, development of the cultural sector, increase in employment, improvement of the infrastructure of destinations, etc. Knowledge of the numerous benefits arising from the successful development of tourism

led to a high degree of competition in the tourist market, and the tourism sector responded to the changes in tourist demand, which were observed after the 80s of the last century, with a diverse offer of tourist products of selective types of tourism. Among these types of tourism, city tourism occupies a special place, so according to the estimates of the World Tourism Organization, 30 percent of all trips today include some form of urban tourism, and it is predicted that this demand will increase by 15 percent per year, which has faster growth than tourism as a whole, which is confirmed by numerous studies, including those from the World Tourism Organization (2001).

Modern tourist demand is directly influenced by all the changes that are taking place in the tourist market today. Competition in the tourist market has recently become increasingly fierce - not only among countries in one region but also among regions on a world, global level. An increasing number of existing and new destinations are fighting for tourists. The difficult possibility of substituting the choice of a destination within one region grows into the possibility of substituting the choice of a destination in another region of the world, regardless

of its distance. Changes caused by globalization processes directly affect the bearers of business activities within the tourism sector (Raletić, Ratković, & Dašić, 2015). If a segment of the tourism market wants to become competitive, it cannot avoid joining global groups because, otherwise, it will be pushed out of the market.

Many authors see the causes of changes in modern tourism as changes in the value system, which influenced the establishment of a new lifestyle. New, completely different tourist needs and new forms of tourism are emerging from the aforementioned relationship, which is being developed to meet newly created needs (Ratković, Pavlović, & Anđelković, 2017). There was an affirmation of such life needs that completely changed the industrial model of tourism. Emphasis was placed on its individualization by the new lifestyle that was changing, among other things, under the influence of globalization processes.

New tourist needs require the adjustment of the tourist offer to the requirements of the tourist demand. Reconciling these opposites, which are the product of global society, is not possible without an active approach to changing the current to-

urism policy (Ratković, Grubić, & Tasić, 2012).

To respond to the increasingly complex and diverse demands of demand on the tourist market as efficiently as possible, the operators of tourist activities strive to integrate their business activities. The process of globalization of the tourist market is the process of internationalization of tourism and catering activities. In this way, there is a business connection between domestic and foreign companies, and thus diversification of activities across the borders of the national tourism industry. This process is one of the newer ones, better known as a megatrend in the tourist market (Ratković, Raletić, & Dašić, 2016).

The twenty-first century presents numerous significant inquiries, especially within the realm of tourism. Among these is the challenge of determining the types of tourism that will captivate travelers. Various authors, in their writings, articulate forecasts of megatrends that are expected to play a central role in future tourism dynamics. The WTO emphasizes five mega-trends (2001):

- Eco-tourism has transitioned from being characterized as an 'ecologically and socially res-

possible journey' to a 'journey incorporating natural elements', thereby creating avenues for development and funding for protected areas.

- Cultural tourism encompasses a range of options, from small markets with niche interests to large groups visiting cultural landmarks during holidays, each with distinct focuses.
- Theme tourism is centered on specific interests and constitutes a relatively niche market. While special interests offer certain benefits, they also present challenges related to factors such as climate and location.
- Adventure tourism represents a modest yet growing segment of the population eager to explore mountain peaks, ocean depths, the Antarctic, and even outer space.
- Cruising enables individuals to experience a wide array of attractions within a limited time-frame.

International tourism in the world is constantly increasing. Competition in the world tourism market is becoming increasingly competitive, not only among countries of one region but also among regions on a global level. For tourists, the most important thing is to spend little

money on most services, so good prices in plane traffic help those cross great distances and meet new destinations with the same or even less spending. In this way, even the furthest destinations that have better conditions become serious competitors in the world tourism market.

2. The role of urban tourism as an increasingly important component of modern tourism

Today, the city's tourist destinations are considered to be among the most visited locations in Europe, with the cultural sector serving as a vital resource for the advancement of this type of tourism. Gaining insight into the motivations behind tourists visits to cities is essential for comprehending the urban tourism phenomenon. A comprehensive investigation into the reasons tourists choose particular locations necessitates a psychological examination of tourist behavior, particularly regarding their motivations. It can generally be concluded that tourists are drawn to cities due to the unique functions they provide and the variety of offerings available. Shaw and Williams (2002) elucidate the significance of cities in the tourism landscape, positing that cities possess a geographical concen-

tration of amenities and attractions designed to meet the needs of both tourists and residents. Researchers observe urban tourism from three distinct perspectives (Shaw & Williams, 2002):

1. Towns are heterogeneous by nature, which means that they are different in size, location, function, looks, and inheritance.
2. They are multi-functional because they at the same time provide different functions.
3. Urban tourist functions are very rarely consumed exclusively by tourists, but they are used by the local population too.

To identify the forms and trends characteristic of urban tourism, research conducted by the European Touristic Committee was referenced. The key characteristics of urban tourism include (Mazanec & Wöber, 2010):

- The typical visitor of a town is younger than 35 (42%), well-educated, and with higher incomes;
- Except for young, towns are often visited by older guests, there is a strong correlation between the height of personal income and traveling to towns, so Europeans with the highest personal incomes travel to towns four times more than those with the lowest incomes,
- Women visit towns more than men,
- The most represented market segment is couples without children so-called DINKS (double income no kids), and the least couples with kids (only 20%),
- Tourists in towns more than others stay in hotels (42%) and travel by plane (43%), although in town they often come by cars (34%), and every third visitor stays with relatives or friends,
- Recommendation from relatives and friends is the main source of information (31%), usage of the internet (19%), and tourist brochures (17%),
- Among foreign visitors to most European towns, most of the tourists come from boarding countries (the exceptions are tourists from Germany, Great Britain, and France who are important market segments without consideration of distance),
- The most important emotive markets in European urban tourism are Germany and British which generate more than 40% of all travel;
- Except for Germans and British people, among foreign visitors to most towns the most represented are tourists from the USA, Italy, France, and Japan, and more commonly to towns Europeans

from developed small countries of north-west Europe,

- Sightseeing is the most often activity of visitors to towns, and the main motives for visits are an introduction to cultural and historical inheritance, enjoyment in the atmosphere, food and drink, shopping,
- Because of often attractions people travel to towns more than because of occasionally organized cultural events,
- Museums are the most visited attractions (51% of answers) in almost all towns,
- Visitors to the towns are more likely to spend more than traditional resting and swimming tourists.

Analysis of motivation for tourist journeys (including business travels) identifies the following reasons that explain why people go on holiday to urban tourist destinations:

- Fulfillment of a wish
- Shopping
- Wish to escape from everyday life
- Tendency for relaxation and holiday
- Chance for a game
- Prestige, since different destinations can provide a person to be seen in society
- Social interaction
- Chances to learn

Since it is possible to identify these reasons, it is possible to classify the tourists. For example, Cohen points four types of touristic passengers (Cohen, 1972):

1. *The mass tourists* – go on holidays which are organized in details. Their contact with the domestic community is minimal.
2. *The individual mass tourist* – uses similar advantages as mass tourists, but wants to visit other sights whose visit is not organized by the agency.
3. *The explorers* – organize their journeys by themselves and want to experience the social and cultural living style of the community they visit.
4. *The drifters* – do not want any contact with other tourists, they want to live with the domestic community.

Based on stated sources on the European touristic market, there are these long-term trends in urban tourism:

- The participation of domestic guests in the structure of visitors has increased in most European cities,
- The usage of the internet grows during the organization of visits to cities,
- The usage of planes is increasing when people are arriving in cities

because of low-cost companies that offer better flights,

- Big cities are still destinations that must be seen but there is growth in interest for a visit to smaller (unknown) cities;
- Because of curiosity people more and more travel to cities from middle, eastern and southern Europe and new members of the spread EU, so more intensive growth is predicted for eastern-European cities from Bulgaria and Romania, including cities from Serbia,
- The competition is more and more harsh for every visitor, but the offer is higher than the demand,
- Attention is higher and higher for the creation of especially recognizable urban products with an emphasis on authenticity (cooking, urban infrastructure, fashion, atmosphere, ambiance, etc.),
- There is a trend of connection of traditional cultural experience and new interesting actions of accommodation in cities,
- Visits to cities grow faster than traditional holidays in Europe.

3. Tourism trends in Serbia

Tourism is one of the fastest-growing economic activities in Serbia. According to data from the Ministry of Tourism and Youth of the Republic of Serbia in 2023, the total number of tourist arrivals in the Republic of Serbia was 4,192,797 (an increase of 8.4% compared to 2022), of which 2,058,492 were domestic tourists (a decrease of 1.8%). That is, they participated with 49.1% of total arrivals. The number of foreign tourist arrivals was 2,134,305 (an increase of 20.4% compared to 2022), which represents a share of 50.9% in total tourist arrivals. The largest number of foreign visitors to Serbia comes from neighboring countries, but also from other European countries. Serbia's income from foreign tourists increased by 127 percent in the last five years. It is estimated that 2.5 billion euros was Serbia's income from foreign tourists in 2023. Foreign exchange inflow from tourism in the first quarter of 2024 amounted to 575 million euros, which is 127 percent more than in the period January-March 2019 when income from foreign guests amounted to 252 million euros (Source: Ministry of Tourism and Youth of the Republic of Serbia).

Table 1: Tourist arrivals in Serbia

Year	ARRIVALS						Share in the total number of arrivals in Serbia (in %)	
	Total	Index	Domestic	Index	Foreign	Index	Domestic	Foreign
2016.	2.753.591	113,0	1.472.165	112,8	1.281.426	113,2	53,5	46,5
2017.	3.085.866	112,1	1.588.693	107,9	1.497.173	116,8	51,5	48,5
2018.	3.430.522	111,2	1.720.008	108,3	1.710.514	114,2	50,1	49,9
2019.	3.689.983	107,6	1.843.432	107,2	1.846.551	108,0	49,9	50,1
2020.	1.820.021	49,3	1.374.310	74,6	445.711	24,1	75,5	24,5
2021.	2.591.293	142,4	1.720.054	125,2	871.239	195,5	66,4	33,6
2022.	3.869.235	151,8	2.096.472	131,6	1.772.763	185,5	54,2	45,8
2023.	4.192.797	108,4	2.058.492	98,2	2.134.305	120,4	49,1	50,9

Source: Ministry of Tourism and Youth of the Republic of Serbia

In the course of 2023, a total of 12,440,935 overnight stays by tourists were realized (an increase of 1.6% compared to 2022), of which domestic tourists achieved 6,858,331 overnight stays (a decrease

of 5,582,604 overnight stays (an increase of 13%), that is, they participated with 44.9% in the total number of overnight stays.

Table 2: Tourist overnight stays in Serbia

Year	OVERNIGHT STAYS						Share in the total number of nights in Serbia (in %)	
	Total	Index	Domestic	Index	Foreign	Index	Domestic	Foreign
2016.	7.533.739	113,3	4.794.741	113	2.738.998	113,7	63,6	36,4
2017.	8.325.144	110,5	5.150.017	107,4	3.175.127	115,9	61,9	38,1
2018.	9.336.103	112,1	5.678.235	110,3	3.657.868	115,2	60,8	39,2
2019.	10.073.299	107,9	6.062.921	106,8	4.010.378	109,6	60,2	39,8
2020.	6.201.290	61,6	4.936.732	81,4	1.264.558	31,5	79,6	20,4
2021.	8.162.430	131,6	5.732.833	116,1	2.429.597	192,1	70,2	29,8
2022.	12.245.613	135,6	7.306.219	127,7	4.939.394	149,3	59,7	40,3
2023.	12.440.935	101,6	6.858.331	93,9	5.582.604	113,0	55,1	44,9

Source: Ministry of Tourism and Youth of the Republic of Serbia

of 6.1%), that is, they participated with 55.1% in the total number of overnight stays, while foreign

tourists achieved 5,582,604 overnight stays (an increase of 13%), that is, they participated with 44.9% in the total number of overnight stays.

of stay of tourists in Serbia in 2023 was 2.96 days, with domestic tourists staying for 3.33 days and foreign tourists for 2.61 days.

In 2023, Belgrade recorded a total of 1,384,616 tourist arrivals (an increase of 17.4% compared to 2022), whereby the number of domestic to-

A total of 842,124 tourist arrivals were registered in the mountain centers in 2023 (an increase of 4.7% compared to 2022). The number of domestic tourist arrivals was 653,063 (a decrease of 0.9%), while the number of foreign tourist arrivals was 189,061 (a 30.4% increase).

Table 3: Tourist arrivals by types of tourist places in 2023

2023.	ARRIVALS					
	Total	Index	Domestic	Index	Foreign	Index
Spa centers	685.540	97,4	564.972	92,6	120.568	128,4
Mountain centers	842.124	104,7	653.063	99,1	189.061	130,4
Other places	2.779.997	113,0	928.985	101,9	1.851.012	119,6
Belgrade	1.384.616	117,4	193.346	97,9	1.191.270	121,2
Novi Sad	234.708	107,2	80.113	95,1	154.595	114,8
Niš	156.808	115,1	67.700	109,2	89.108	120,0
Subotica	154.940	92,6	68.960	104,4	85.980	84,9

Source: Ministry of Tourism and Youth of the Republic of Serbia

urist arrivals was 193,346 (a decrease of 2.1%), and the number arrivals of foreign tourists amounted to 1,191,270 (a growth of 21.2%).

A total of 685,540 arrivals were recorded in spa towns in 2023 (a drop of 2.6% compared to 2022), of which domestic tourists made 564,972 arrivals (a drop of 7.4%), and foreign tourists 120,568 (growth of 28.4%).

According to data from the Ministry of Tourism and Youth of the Republic of Serbia, the total number of overnight stays in Belgrade in 2023 was 3,453,132 (an increase of 8.6% compared to 2022), with domestic tourists achieving 482,796 overnight stays (a decrease of 3.3%), and foreign 2,970,336 (growth of 10.8%).

Table 4: Overnights of tourists by types of tourist places in 2023

2023.	OVERNIGHTS					
	Total	Index	Domestic	Index	Foreign	Index
Spa centers	2.813.388	92,1	2.402.214	88,9	411.174	116,3
Mountain centers	2.819.429	100,7	2.292.806	96,6	526.623	123,2
Other places	7.149.809	106,8	2.440.986	97,6	4.708.823	112,3
Belgrade	3.453.132	108,6	482.796	96,7	2.970.336	110,8
Novi Sad	567.926	101,2	159.035	93,1	408.891	104,8
Niš	335.350	120,9	156.269	108,4	179.081	134,5
Subotica	351.285	87,6	148.863	96,9	202.422	81,9

Source: Ministry of Tourism and Youth of the Republic of Serbia

Table 5: Tourist arrivals spa centers in 2023

2023.	ARRIVALS					
	Total	Index	Domestic	Index	Foreign	Index
Spa centers	685.540	97,4	564.972	92,6	120.568	128,4
Vrnjačka Banja	194.140	93,5	162.447	88,5	31.693	131,9
Sokobanja	148.907	92,8	137.188	89,1	11.719	180,6
Bukovička Banja	33.279	125,5	27.356	127,3	5.923	118,0
Banja Koviljača	23.754	95,5	18.004	91,7	5.750	109,9
Gornja Trepča	11.620	77,8	10.654	75,4	966	118,2
Vranjska Banja	3.051	117,3	2.817	117,1	234	120,0
Banja Kanjiža	8.549	93,4	6.032	93,2	2.517	93,8
Novopazarska Banja	3.193	105,2	1.359	79,4	1.834	138,6
Banja Vrdnik	89.873	113,2	64.252	99,9	25.621	170,2
Banja Rusanda	1.597	81,7	1.460	78,7	137	137,0
Banja Palić	40.279	84,6	22.768	89,2	17.511	79,2
Selters Banja	3.695	192,0	3.544	205,6	151	75,5
Lukovska Banja	33.509	95,2	25.955	85,9	7.554	152,4
Gamzigradska Banja	175	26,2	112	19,7	63	63,0
Ribarska Banja	11.442	87,1	11.077	87,3	365	82,2
Sijarinska Banja	10.968	88,7	10.716	87,9	252	150,0
Banja Vrujci	14.568	77,8	13.886	76,8	682	107,4
Niška Banja	6.967	103,2	5.418	97,9	1.549	127,4

Source: Ministry of Tourism and Youth of the Republic of Serbia

In spa towns, the total number of overnight stays by tourists was 2,813,388 (7.9% decrease compared to 2022). Domestic tourists registered 2,402,214 overnight stays (11.1% decrease) and foreign tourists registered 411,174 overnight stays (16.3% increase).

Table 5: Tourist arrivals spa centers in 2023

2023.	OVERNIGHTS STAYS					
	Total	Index	Domestic	Index	Foreign	Index
Spa centers	2.813.388	92,1	2.402.214	88,9	411.174	116,3
Vrnjačka Banja	686.556	90,8	587.974	87,0	98.582	123,1
Sokobanja	656.489	85,5	624.176	83,3	32.313	176,6
Bukovička Banja	91.520	147,5	75.380	161,1	16.140	105,9
Banja Koviljača	177.731	98,9	101.835	89,5	75.896	115,1
Gornja Trepča	96.988	75,6	84.719	71,8	12.269	119,7
Vranjska Banja	23.761	106,7	22.331	112,3	1.430	59,9
Banja Kanjiža	49.426	98,1	42.125	101,1	7.301	83,7
Novopazarska Banja	7.714	106,8	3.817	90,6	3.897	129,4
Banja Vrdnik	220.027	109,0	157.380	96,3	62.647	162,6
Banja Rusanda	15.182	85,5	14.175	83,5	1.007	130,9
Banja Palić	89.992	73,7	53.728	83,1	36.264	63,1
Selters Banja	50.321	269,3	49.164	278,1	1.157	114,6
Lukovska Banja	189.115	92,3	162.933	87,6	26.182	139,2
Gamzigradska Banja	500	17,9	231	9,4	269	82,3
Ribarska Banja	61.637	78,6	59.874	78,8	1.763	73,2
Sijarinska Banja	77.134	82,4	76.210	82,1	924	119,1
Banja Vrujci	68.594	69,6	65.706	69,2	2.888	80,0
Niška Banja	36.715	94,6	31.793	91,2	4.922	125,0

Source: Ministry of Tourism and Youth of the Republic of Serbia

A total of 2,819,429 overnight stays were registered in mountain centers (an increase of 0.7% compared to 2022), of which domestic tourists had 2,292,806 overnight stays (a decrease of 3.4%), and foreign tourists had 526,623 overnight stays (growth of 23.2%).

A total of 685,540 arrivals were recorded in spa centers in 2023 (a drop of 2.6% compared to 2022), of which domestic tourists made 564,972 arrivals (a drop of 7.4%), and foreign tourists 120,568 (growth of 28.4%).

The average length of stay in spas in 2023 is 4.10 days (4.25 days for locals and 3.41 days for foreigners).

In spa centers, the total number of overnight stays by tourists was 2,813,388 (7.9% decrease compared to 2022). Domestic tourists registered 2,402,214 overnight stays (11.1% decrease) and foreign tourists registered 411,174 overnight stays (16.3% increase).

Table 6: Overnights Stays Spa centers in 2023

2023.	OVERNIGHTS STAYS					
	Total	Index	Domestic	Index	Foreign	Index
Spa centers	2.813.388	92,1	2.402.214	88,9	411.174	116,3
Vrnjačka Banja	686.556	90,8	587.974	87,0	98.582	123,1
Sokobanja	656.489	85,5	624.176	83,3	32.313	176,6
Bukovička Banja	91.520	147,5	75.380	161,1	16.140	105,9
Banja Koviljača	177.731	98,9	101.835	89,5	75.896	115,1
Gornja Trepča	96.988	75,6	84.719	71,8	12.269	119,7
Vranjska Banja	23.761	106,7	22.331	112,3	1.430	59,9
Banja Kanjiža	49.426	98,1	42.125	101,1	7.301	83,7
Novopazarska Banja	7.714	106,8	3.817	90,6	3.897	129,4
Banja Vrdnik	220.027	109,0	157.380	96,3	62.647	162,6
Banja Rusanda	15.182	85,5	14.175	83,5	1.007	130,9
Banja Palić	89.992	73,7	53.728	83,1	36.264	63,1
Selters Banja	50.321	269,3	49.164	278,1	1.157	114,6
Lukovska Banja	189.115	92,3	162.933	87,6	26.182	139,2
Gamzigradska Banja	500	17,9	231	9,4	269	82,3
Ribarska Banja	61.637	78,6	59.874	78,8	1.763	73,2
Sijarinska Banja	77.134	82,4	76.210	82,1	924	119,1
Banja Vrujci	68.594	69,6	65.706	69,2	2.888	80,0
Niška Banja	36.715	94,6	31.793	91,2	4.922	125,0

Source: Ministry of Tourism and Youth of the Republic of Serbia

A total of 842,124 tourist arrivals were registered in the mountain centers of Serbia in 2023 (an increase of 4.7% compared to 2022). The number of domestic tourist arrivals

was 653,063 (a decrease of 0.9%), while the number of foreign tourist arrivals was 189,061 (a 30.4% increase).

Table 7: Tourist arrivals mountain centers in 2023

2023.	ARRIVALS					
	Total	Index	Domestic	Index	Foreign	Index
Mountain centers	842.124	104,7	653.063	99,1	189.061	130,4
Zlatibor	348.922	161,0	248.639	155,4	100.283	176,7
Kopaonik	151.181	102,9	116.493	100,0	34.688	114,1
Tara	68.387	124,7	62.110	123,1	6.277	142,1
Mokra gora	12.521	84,2	8.063	77,4	4.458	100,0
Divčibare	57.772	145,3	54.308	144,7	3.464	154,8
Fruška gora	93.688	115,0	67.158	102,0	26.530	169,5
Zlatar	22.003	101,7	19.892	98,1	2.111	156,8
Rudnik	4.126	426,2	4.046	526,1	80	40,2
Stara planina	13.854	91,1	11.725	89,0	2.129	104,9
Goč	20.150	161,4	19.646	163,2	504	111,5
Golija	2.326	120,2	2.244	122,4	82	81,2

Source: Ministry of Tourism and Youth of the Republic of Serbia

Table 8: Overnights stays in mountain centers in 2023

2023.	OVERNIGHTS STAYS					
	Total	Index	Domestic	Index	Foreign	Index
Mountain centers	2.819.429	100,7	2.292.806	96,6	526.623	123,2
Zlatibor	1.096.979	162,8	843.438	161,9	253.541	166,0
Kopaonik	589.907	100,8	455.030	98,1	134.877	111,4
Tara	258.185	142,0	242.736	142,1	15.449	140,4
Mokra gora	25.359	77,6	18.169	73,1	7.190	91,7
Divčibare	200.331	171,5	187.597	170,2	12.734	192,1
Fruška gora	215.441	118,9	148.662	105,8	66.779	164,3
Zlatar	85.826	96,7	81.692	94,8	4.134	165,2
Rudnik	25.587	416,9	24.997	622,4	590	27,8
Stara planina	51.598	85,2	44.996	83,2	6.602	101,8
Goč	100.863	168,2	99.103	168,9	1.760	136,8
Golija	10.638	113,6	10.110	111,1	528	202,3

Source: Ministry of Tourism and Youth of the Republic of Serbia

A total of 2,819,429 overnight stays were registered in the mountain centers of Serbia (an increase of 0.7% compared to 2022), of which domestic tourists had 2,292,806 overnight stays (a decrease of 3.4%), and foreign tourists had 526,623 overnight stays (growth of 23.2%).

The average length of stay in mountain centers in 2023 is 3.35 days (3.51 days for locals and 2.79 days for foreigners).

4. Urban tourism management in Serbia

At present, the primary tourist attraction in Serbia consists of its urban centers. Data from the Republic Bureau of Statistics indicates

that the foremost cities for tourism are Belgrade, Novi Sad, Niš, and Subotica. Collectively, these four cities welcomed over 1,931,000 tourists, both domestic and international, resulting in 4,707,000 overnight stays. This accounts for 47% of the total tourist revenue and 38% of the overall overnight stays in Serbia. Furthermore, these cities attracted more than 70% of the foreign tourists and their corresponding overnight stays in the country. When considering the statistics for other cities, the figures are even more pronounced. The current prominence of urban tourism, compared to other segments of Serbia's tourism offerings, can be attributed to their unique characteristics as cultural, historical, business, and admini-

strative hubs, alongside the political, economic, and social development of the nation. The future role of these cities in the tourism sector will be influenced by the strategic direction and policies governing tourism development, which may lead to fluctuations in their participation in the overall tourism market.

Belgrade is the most important domestic tourist destination which is seen through its participation in touristic turnover in the Republic of Serbia. Out of total touristic turnover on the level of the Republic, the city participates with 32.5% of arrivals and 27% of overnight stays. According to data from the Republic and Urban Bureau for statistics, 60% of arrivals and overnight stays of foreign tourists in the Republic are realized in Belgrade itself.

City tourism can be viewed as a complex system of organizing resources and processes that functions in a dynamic and multi-conditional environment, to create economic values for cities and consumers of hospitality-tourist services (Cohen, 1972). With a concrete system, committed funds are transformed into valuable results for consumers and business owners. This conversion of funds is carried out under conditions of constant changes in the environment, which define

opportunities, dangers, and limitations for the city's tourism and hospitality companies. These are the main reasons why cities must constantly adapt to the changing conditions in the environment. This, at the same time, presupposes a constant change in the scope and structure of the resources and employees involved in the adaptation of the functional characteristics of the organization and technological processes, and the redefinition of value criteria for consumers and company owners.

Environmental influences, means, and value criteria are dynamic and multidimensional, so it is necessary for city tourism and hospitality companies to precisely define and at the same time realize a large number of goals, which must necessarily be mutually compatible and integrated.

All components of urban tourism management should be viewed integrally because this approach is the most current in the process of managing marketing, finances, and human resources. Under the given circumstances, the integral concept of management is derived from this. The integral concept of management consists of strategic, operational, and tactical management. Such a model of organizing integral

management ensures the adaptation of assets to changing environmental conditions and the complete realization of defined business results. Constant control and assessment of achieved results create conditions for maintaining a consistent relationship between the organization and its environment.

The challenge and complexity of urban tourism stem from the multi-dimensional nature of the environment, the complex structure of the resources employed, and the results achieved. The focus of urban tourism management activities is on achieving a consistent and stable relationship between the environment and the company (Page & Connel, 2020).

Environmental elements that have an impact on the management of urban tourism do not only refer to the structure and behavior of consumers - guests - and distribution channels in the market. Opportunities and dangers arise from the complex mechanism of competition, but also from the influence of the state and instruments of economic and tourism policy.

Resources and employees in urban tourism are also multi-dimensional. The structure of the employees consists of managers, specialists for individual functional jobs, as well as

a wide circle of employees in numerous operational and professional jobs. The basic assets come to the fore in the physical characteristics of the city's tourism and catering companies. It is about the number and size of assets, location, and other business conditions.

An analysis of the current situation reveals that Serbia possesses the necessary conditions to develop a long-term tourism offering and enhance its image as a city tourism destination. Research indicates that visitors, both foreign and domestic, are particularly drawn to cultural and historical heritage, museums and galleries, performances, sports events, and various other activities during their time in urban areas. However, the lack of effective management of urban tourism resources as attractions has led to visitor dissatisfaction with the available offerings in this sector.

This oversight not only hinders the opportunity to cultivate a more favorable image based on these attractions over time but also fails to leverage the wealth of appealing resources present in Serbian urban destinations. Furthermore, it prevents the utilization of existing potential tourist demand, which could generate additional revenue for maintenance and development.

To initiate a systematic approach to developing Serbia as a city tourism destination, it is essential to enhance the quality of presentation and interpretation of urban tourism resources. Additionally, it is crucial to facilitate easy access to information regarding the offerings of urban tourism destinations for visitors and the entire tourism distribution system.

In this context, the strategic objective for the development of urban tourism in Serbia over the coming years should be to establish a substantial array of tourism products that are well-presented, modernly interpreted, and professionally promoted (Garača, Ratković, & Raletić, 2013). These products should be integrated into the offerings of urban tourism destinations, creating an image of destinations that are rich in thoughtfully curated tourism experiences. This approach aims to ensure visitor satisfaction, stimulate spending, extend the tourism season, attract new market segments, and boost domestic demand.

To achieve the strategic objective, it is essential to establish specific conditions. Given the demand from both international and domestic visitors, the following priorities should be addressed (Page & Connel, 2020).

- Foster a positive environment that encourages the development of urban tourism products.
- Implement an organizational framework and mechanisms for inter-sector collaboration.
- Enhance the knowledge and skills required for the creation of high-quality tourism products.
- Elevate the standards of interpretation, equipment, and overall quality of urban tourism offerings.
- Refine the information flow, promotion, and distribution systems for urban tourism products.

5. Conclusion

Serbia is one of the few countries with an extremely high-quality and diverse basis for the successful development of tourism. It has numerous natural motifs, a rich cultural and historical heritage, and an enviable geographical and traffic position. Cultural and historical monuments, healing mineral spas, mountains, villages, and a large number of events, form the basis of tourism in Serbia. International roads and railway lines passing through Serbia connect Western and Central Europe with Asia and Africa. The main lines of air traffic between West and East and North and South

also pass through this country. Although Serbia has a wide base and pronounced differential advantages for the development of tourism, the only way to use them is to first remove the influence of those factors that have negatively affected the tourist flows and the development of this area and to make the necessary structural adjustments of a strategic nature. As a potentially new tourist country that is still looking for its place in the tourist market, while respecting global trends and processes on the market, Serbia has good opportunities to use its current „low profile“ position, because it can learn from good and bad experiences.

Serbia possesses diverse and significant potential for the development of urban tourism, yet only a fraction of this potential has been realized. As one of the largest cities in the Balkans, Belgrade boasts considerable tourist appeal that remains underutilized. The city serves as a hub for culture, tradition, art, sports, and business. Serbian tourism products are not sufficiently developed or marketed within the international tourism arena, despite the presence of numerous attractions and cultural assets. To enhance its competitiveness, Serbia must significantly improve the

appeal of its tourism offerings by drawing on respected global practices and fostering its innovations, focusing on tourism products and sectors that possess a global outlook and where Serbia can establish a competitive edge on the world stage.

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ZNAČAJ MENADŽMENTA U RAZVOJU GRADSKOG TURIZMA U SRBIJI

Sažetak: Turizam danas ima sve značajniju ulogu u privredi, a njegov dalji rast zavisi od koordinisanog razvoja i prilagođavanja turističkog proizvoda savremenim tržišnim trendovima, gde različiti oblici turizma od posebnog interesa dobijaju sve veći značaj. Gradski turizam je jedan od posebnih oblika turizma koji ovoj grani srpske privrede nudi dugoročnu konkurentsku prednost. Glavna snaga gradske turističke destinacije su kompleksi atrakcija, koji imaju dve funkcije – da privuku gosta i ispune njegova očekivanja. Potencijal ove potražnje može se u potpunosti iskoristiti planskim i koordinisanim pristupom razvoju ovog turističkog proizvoda. Razvoj urbanog turizma značiće i bolje mesto za život stanovnika, a ekonomsku korist za celu zajednicu doneće ne samo veća turistička potražnja, već i povećana potrošnja lokalnog stanovništva stimulirana atraktivnijim mestom za život. nastala razvojem turističkih kapaciteta. Uprkos brojnim atrakcijama i vrednostima, srpski turistički proizvodi nisu adekvatno plasirani, adekvatno razvijeni, niti predstavljeni i komercijalizovani na međunarodnom turističkom tržištu. Srbija mora značajno da podigne konkurentnost i atraktivnost turističkih proizvoda kroz respektabilna svetska iskustva i sopstvene inovacije, oslanjajući se na one proizvode i poslovne sektore u turizmu koji imaju globalnu perspektivu i gde Srbija može da gradi globalnu konkurentnost.

Ključne reči: turizam, gradski turizam, privredni razvoj, menadžment, međunarodna ekonomija