

SERVICE DESIGN IN THE FUNCTION OF TOURISM DEVELOPMENT

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Abstract

Creating a tourist service is a complex process which requires expertise. Achieving the quality of the tourist service from the perspective of the users is a demanding process, because service is perceived by each user in their own unique way. That is why it is necessary to design a tourist service to satisfy the customer and also achieve the quality at the same time. The process requires the preparation of the draft from the aspect of the needs of service users. An effective and efficient tourism service needs to be prepared: effectiveness refers to a good definition and achievement of desired effects, and efficiency to saving resources, while maintaining quality. One of the specifics of the service is the inability of corrections if an error occurs, as corrections are only possible in the next service cycle. The aim of the paper is to design a quality tourism service and to define the necessary strategies for improving tourism development.

Key Words: *tourism service, service design, tourism, development, strategies*

JEL classification: *Z32, Z39*

Introduction

Modern civilizational changes have influenced the modern business world. This has created a need to improve the quality of services. The adjustment is necessary because of the following: the contemporary business is being increasingly transformed from the industrial into the service world, the vast majority of new companies belong to the service sector, products which consumers will take away with them are not usually created as a result of

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service industries, services and tourist products can not be replaced if the customer is not satisfied with them, services are directed towards satisfying people's needs, a large number of activities are dependent and based on valid information, and finally, a service is a large number of activities whose aim is to satisfy the needs of potential consumers.

The above stated reasons are a prerequisite for the successful business operations of tourist companies and organizations which deal with tourism. Hence, they have to, following tourists' requests, form their database and through analysis create a service that will meet the expectations of their consumers. The estimations are that the consumption in tourism could be over two thousand billions of US dollars, which would make tourism a leading world industry (Vojnović et al., 2013).

It is well-known that Serbia is a state attempting to join the EU, which means that it needs to harmonize its own regulations with the EU regulations in all segments (Simić–Antonijević et al. 2015).

In order to create tourism services which can support Serbian tourism, keeping in mind that services have become strategically important and an important source of income, it is necessary to determine:

- the start of measuring the quality of service,
- the significance of providing the quality of tourism services,
- the design and flow diagram of tourism services,
- the efficiency and efficacy of the service,
- the techniques for improving the quality of service and staff training,
- tourism staff training, and
- control in providing tourism services.

The start of measuring the quality of service Model Servqual

Unlike the total quality management (TQM), which is directed towards the quality of products, the concept of SERVQUAL (SERVICES QUALITY Model) is aimed at defining the quality of services. It was developed in 1983 with the goal of examining three key components:

- What is the quality of services?
- What creates problems in the quality of services?
- What business systems can do in order to overcome the problems and improve the quality of service?

The application of the model began two years later (Parasuraman et al., 1985). SERVQUAL model provides the necessary conceptual frame for the research of the quality of services. The model is based on the definition of the quality by which the quality is reached if the service users obtained what they expected instead of getting what was considered to be the best in some other context. In this model, the quality is based on the judgement of a service user.

The significance of quality in the tourism service design

The efficiency of the tourism industry and the unfolding of business processes in the the service systems depends on the quality, correct management and orientation towards the market. The quality is achieved by promotional activities aimed at consumers and by defining the measurements for the employees working in tourism (Vojnović & Jevremović, 2007).

The quality management of a tourism service is identical to the quality management of a product. It begins with the emergence of a need for a service, continues logically as a service design, then preparation for the service realization and ends with the service realization and its quality rating.

The important difference between the quality management of a service compared to that of a product is the non-material aspect of the service. Therefore, if there is a deviation related to the designed process, it is not possible to make a correction. It is only possible in the next cycle when the service is repeated. For this reason, the quality of the provided service is rated from the point of view of a user and a provider of the service. This is a so-called service quality loop.

In the quality management process, after the need for the service has been expressed, the next stage is the service design. This stage consists of creating the specification of the service and the specification of the procedures for delivering the service. Service specification is the description of the service which is provided, and service delivery specification sets up the means and methods which should be used in order to provide the service.

When designing a service, it is necessary to do the following:

- predict potential changes in the demand for service,

- do analysis so as to avoid errors or accidental shortcomings, and
- create a plan for the service in unpredicted circumstances (Vojnović & Kutin, 2007).

The process of service delivery is done on the basis of goals and policy and the capabilities of service organization. Services must fit into the demands of the environment regarding health, safety and legal regulations. The control of tourism service delivery should be an integral part of the entire process of service providing. The control of each stage of the service and the complete satisfaction of the user with the service must be made possible.

Quality assurance and quality control are some of the key elements for the successful management of a company in the field of tourism. The efficiency of the industry depends on the quality of service and adequate orientation towards the market. The organizations which deal with tourism business must be aware of the importance of quality and hence take appropriate actions in order to create it.

There is one more problem which has to be addressed: the expectations of tourism services users change over time, which requires additional relevant analyses. When all aspects are taken into account, the following question arises: how to define quality so that it is equally acceptable for all participants? The quality rating is transferred from tourism organizations, whose task is to ensure quality, to consumers of tourism services. In order to make this effective and acceptable, it is necessary to get familiarized with the needs, habits and surroundings from which the users of tourism services come, as well as their economic standard.

When forming the quality of tourism services, it is not recommended to strive for the best possible quality but rather for the quality that is best for "its own consumer", whose expectations must previously be very clearly understood.

Tourism service design

Planning in tourism appears in the form of different approaches, from individuals who plan their holiday, through business entities which are planning future strategies to achieve the appropriate development or business goals, to the countries which plan the role of tourism in their future economic and social development, all the way to the intergovernmental and

international organizations and institutions that are planning their future activities. Therefore, planning should be seen as a process, not as a current event (Vukotić & Vojnović, 2016).

Chart 1: *Priority, critical and key processes in tourism service.*

Process mark	Name of the process important for tourism service design	Priority	Critical	Key
PR 01.00	Determining the users' needs and demands for the tourism service	*	*	*
PR 01.01	Contact – conversation with a service user	*	*	*
PR 01.02	Summary of users' needs and demands	*	*	*
PR 02.00	Tourism service design according to the users' demands	*	*	*
PR 02.01	Written record of the tourism services users' needs		*	*
PR 02.02	Registering and singling out the users' main needs	*	*	*
PR 03.00	Stipulation of the tourism service	*	*	*
PR 04.00	Subcontracting the service with subcontractors			
PR 05.00	Realization of the service in accordance with the users' needs	*	*	*
PR 06.00	Control of tourism service delivery	*	*	*
PR 07.00	Monitoring users' needs satisfaction	*	*	*
PR 08.00	Overcoming the discrepancy between the realized and stipulated service	*	*	*
PR 09.00	Corrective and preventive measures related to the tourism service	*	*	*
PR 10.00	Analysis and service reassessment			

Source: *Authors, 2020*

Tourism service design is a transformation of all disposable information into a concrete service specification in such a way that it supports the goals, policy and expenses of the tourism organization. The service specification should include a precise representation of the service which is being provided. When designing a tourism service, it is necessary to make a list of **priority, critical and key processes for this industry**. After defining the process, it is necessary to define all three indicators of success and determine a unit of measurement and frequency of measurement for each of them.

Subsequently, the system for indicators measurement should be established, so that a measuring instrument and frequency of measurement are created for the defined indicators.

Chart 2: *List of indicators of success*

Process name and mark	Performance/Indicator of process success		
	Name	Unit of measurement	Measurement frequency
PR 01.00 Determining the users' needs and demands for the tourism service	Contact – conversation with a service user	[1]	Monthly
	Summary of users' needs and demands	[1]	Monthly
PR 02.00 Tourism service design according to the users' demands	Written record of the tourism services users' needs	[1]	Quarterly
	Registering and singling out the users' main needs	[1]	Quarterly
PR 06.00 Control of tourism service delivery	Number of reports on external check-up	[1]	Monthly
	Number of reports on internal check-up	[1]	Monthly
PR 07.00 Satisfaction of users' needs monitoring	Number of complaints and objections	[1]	Annually
	Number of non-renewed contracts	[1]	Annually
PR 08.00 Overcoming the discrepancy between the realized and stipulated service	Number of reclamations	[1]	Monthly
	Percentage of measures based on reclamation/objection. <i>Managing the service discrepancy.</i>	[%]	Monthly
PR 09.00 Corrective and preventive measures related to the tourism service	Number of measures planned to improve the service	[1]	Quarterly
	Number of orders for implementing corrective and preventive measures	[1]	Quarterly
PR 10.00 Analysis and service reassessment	Percentage of external check-ups which were not found in the internal check-up	[%]	Annually
	Percentage of ordered and implemented measures	[%]	Annually

Source: *Authors, 2020*

Determining the users' needs and demands for the tourism service

Service users' needs and demands are determined based on the received feedback during and after services delivery. If necessary, service users are asked to provide additional information (the questionnaire filled in by a user). Upon receiving all relevant information and documentation, the creation of the strategy for service improvement begins. Corrections are related to the next cycle of service providing, because a service is non-material and it is only possible to improve it subsequently. When a service is organized, and a user requires the delivery of an offer written on a tender form, that form is filled in according to the enclosed request. Deviations from the conditions prescribed by tender are included in the report that goes with the offer – tender. The reassessment of the draft of the offer is done for a few reasons:

- to satisfactorily respond to all client's unclear, incompetent and ambiguous demands,
- to prevent the situation in which the offered elements differ from the original demands, and
- to make the service provider capable of meeting the defined demands.

On that occasion, technical, commercial and legal elements are analyzed. **Technical elements** of the offer include the service specification, volume, quality and job deadline, as well as the distribution of contracting parties' obligations.

Commercial elements of the offer include the price, conditions and payment deadlines.

Legal aspect of the offer includes the formal legal accuracy, completeness and validity of the offer (the existence of all obligatory clauses, the accuracy of the data, etc.).

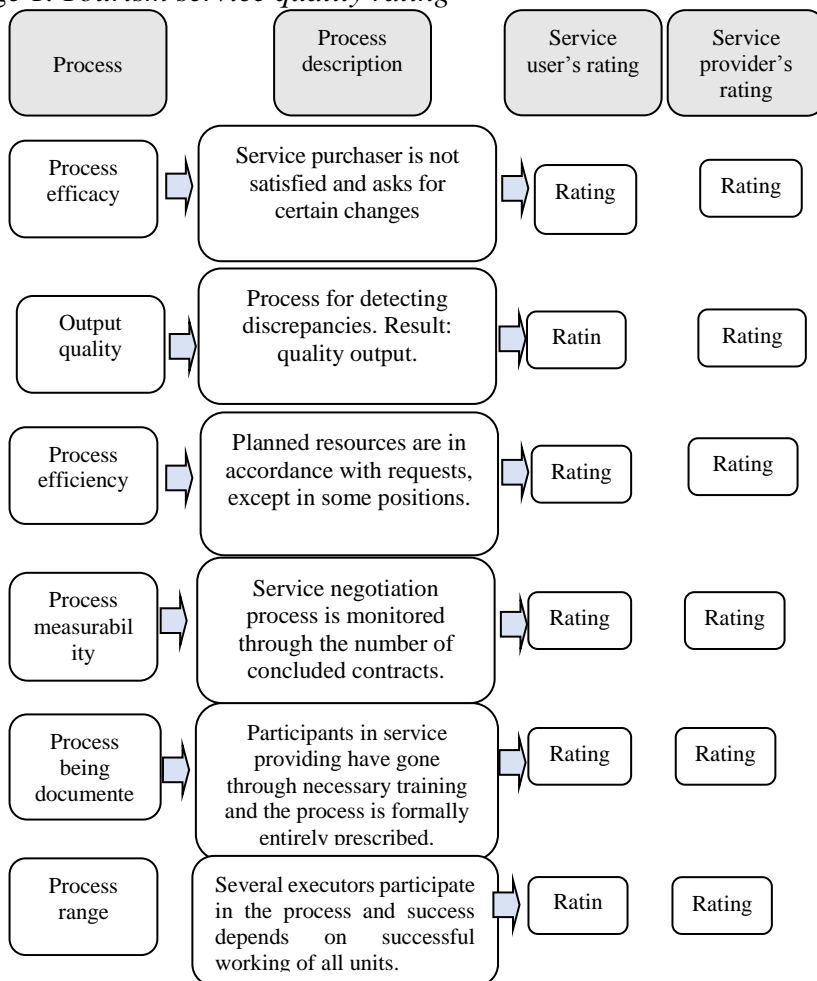
Upon reassessment and removal of discrepancies, if any, the offer is signed by the director. The offer is considered reassessed and approved when it is signed by the director. After the reassessment, the offer is registered in accordance with the *Rulebook on office and archive operations* and forwarded to the client by telefax, post or email, depending on the client's preference. The offer is being harmonized with a potential client until the consent of will of both parties is achieved, or until the termination of the procedure if the consent can not be achieved. If the consent with the client is achieved, the preparation of the draft contract begins. Contracting documentation is composed of a contract and its annexes. The contents of the contract normally include the following contracting elements: the exact

names and addresses of contracting parties and their names as defined in the further text, their representatives, the subject of the contract, the price, the method of payment, the deadline, the obligations of the service provider, the obligations of the service user, the penalties and premia, other and concluding provisions.

Tourism service rating

The quality is achieved if a certain tourism product or service has met its consumers' expectations. The rating is done by the provider and user of the service (Vojnović & Grujić, 2017).

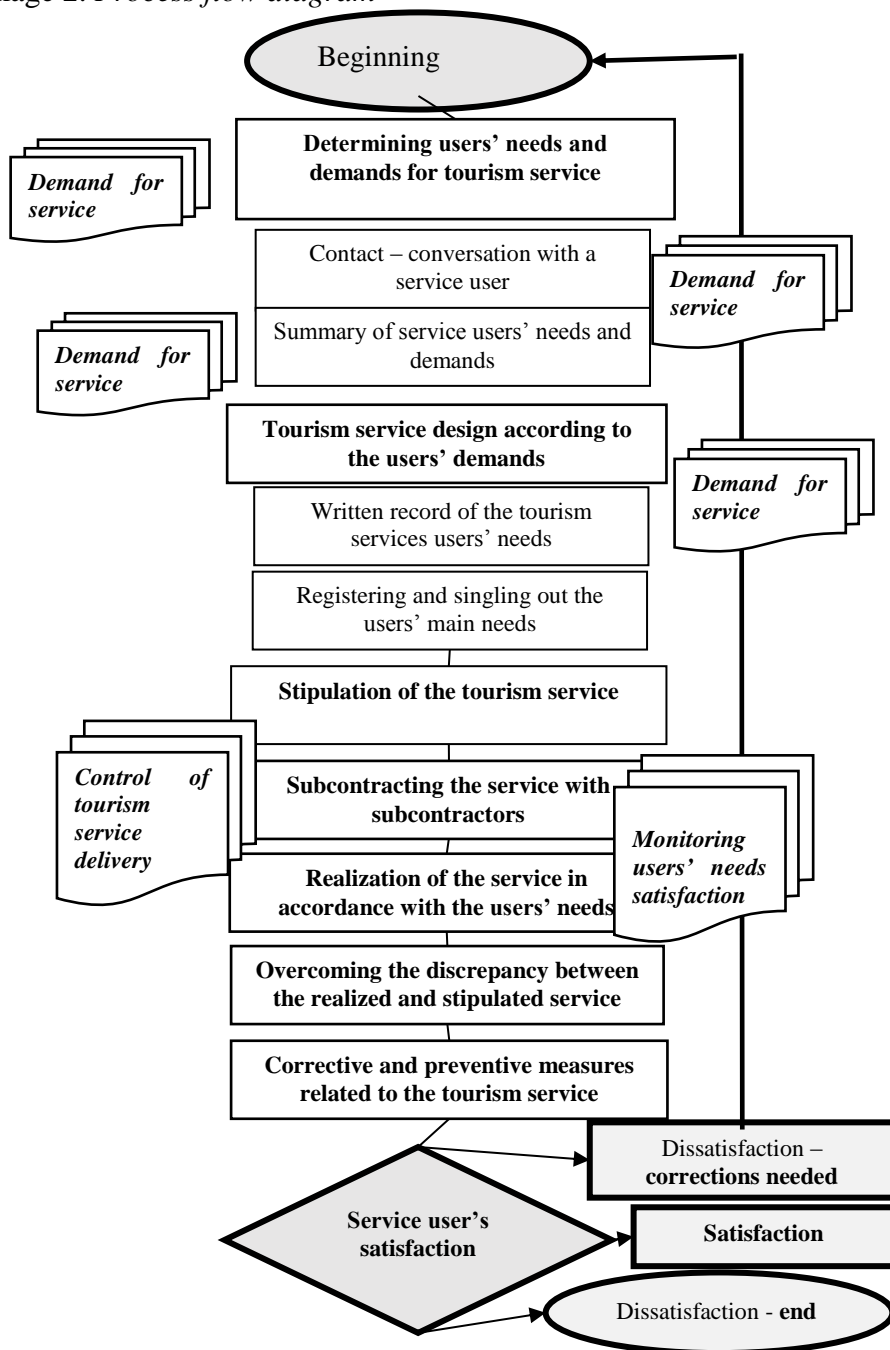
Image 1: *Tourism service quality rating*



Source: *Authors, 2020*

Flow diagram of the tourism service design process

Image 2. Process flow diagram



Source: Authors, 2020

In the tourism service design, the activities appear which:

- add value to the service,
- do not add value to the service and
- do not add value to the service but are obligatory.

According to this criterion, the activities are classified as follows:

Chart 3: *Activities in the tourism service and added value*

Activity	Evaluation		
	Adds value	Does not add value	Obligatory but does not add
Determining users' needs and demands for tourism service			X
Tourism service design according to the users' demands	X		
Stipulation of the tourism service		X	
Subcontracting the service with subcontractors		X	
Realization of the service in accordance with the users' needs	X		
Overcoming the discrepancy between the realized and stipulated service		X	
Corrective and preventive measures related to the tourism service	X		

Source: *Authors, 2020*

The output quality, duration time and measurability of the process of providing tourism service

The output quality should stem from the process through corrective measures which are set up based on the service users' objections. The data always have to be reinforced by evidence and presented in written form. The needs for corrective measures are related to the detected discrepancies in the processes of stipulation. The obligation of the management representative is to register and note the detected problem. In order to set up necessary corrective measures, the service users' reclamations and

objections are used. The process output of good quality is a contract harmonized with the needs and demands of tourism services purchasers. The duration of the process depends on the intensity and quantity of objections during the delivery of tourism service. In any case, corrective measures should be created at the shortest notice and in accordance with the procedure. The time necessary for corrective measures should not be long, although there can be exceptions depending on the complexity and size of the service. The process of tourism service delivery is measurable and the register of reclamations, complaints and objections is kept: number, main causes, structure. The measurability relies on the processes used for relations with consumers, reclamations, complaints, objections and monitoring users' needs satisfaction.

The efficacy and efficiency of the process

A solid procedure is necessary for the preparation of the tourism service draft. A quality manager is responsible for this preparation.

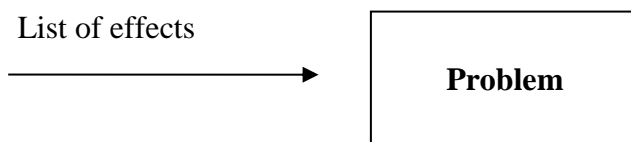
When preparing a draft for obtaining the *effective service*, the author should use the achievements of the profession and practice described in the draft. The existing practice and experiences are important. The cooperation with all participants in the process of service design and executors of certain activities is crucial. For this reason, it is necessary to ensure a document on the service whose content is such that it will satisfy future users' needs. When defining a procedure/instructions/agenda, the author also defines appropriate forms of internal origin which are used in the process, as well as written documents created during defined activities. The existing good practice is used as much as possible. The *efficacy and adequacy* of corrective measures (whether they are well-defined and whether they gave desired results) are analyzed during management system reassessment, in accordance with the procedure. *The process efficiency* requires that the company is utterly efficient in the process of service delivery concerning the saving of resources, without impairing the quality. Efficiency is mostly achieved through hiring staff for providing quality tourism services. The adequate organizational structure and good teams for realization of activities are important. The team is formed for the realization of stipulated services. The composition of the team is determined based on the type of the service. The team is managed by a manager. Team members are responsible for the realization of activities that were assigned to them within the stipulated service. The manager makes sure every team member is familiar with the plan of realization and the deadlines. Tourism as an

activity which affects employment and employment enhancement is characterized by the fact that the rise in the turnover requires an adequate increase in the number of employees (Vojnović & Grujić, 2019).

Techniques for the improvement of tourism service quality

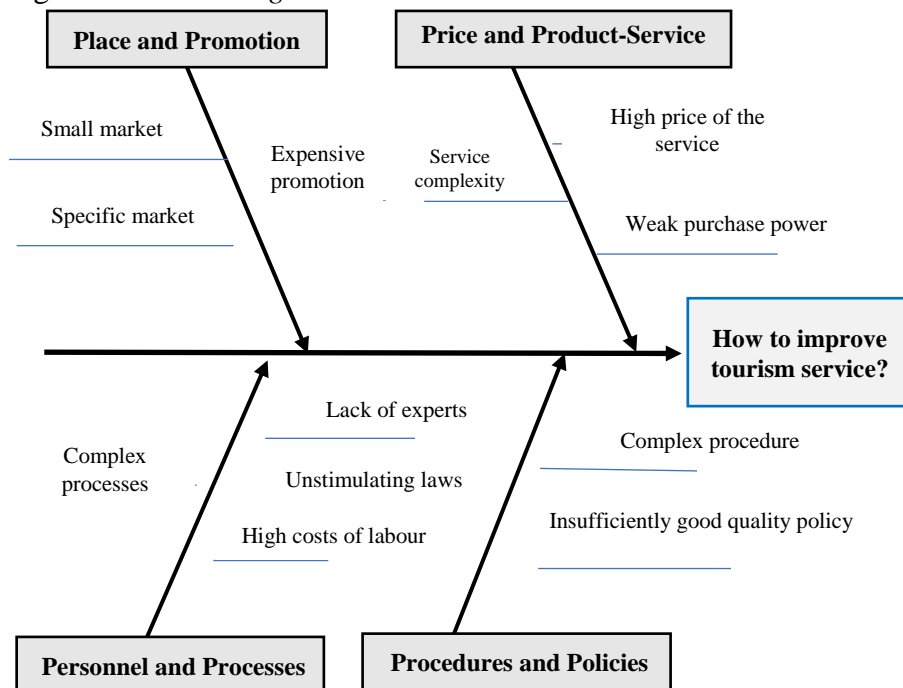
Techniques and methods for the creation and improvement of service quality also include graphical methods: Pareto, diagram, Ishikawa diagram, histograms and similar methods (Vojnović, 2008). Ishikawa diagram (fishbone diagram) is a result of a general analysis of the causes that have certain effects within an observed phenomenon.

Image 3: *Basic Ishikawa diagram*



Source: *Vojnović, 2008*

Image 4: *Ishikawa diagram 8P*



Source: *Authors, 2020*

The improvement of the process of tourism service design is possible with using 8P–Product/Service, Price, Place, Promotion, People/Personnel, Processes, Procedures, Policies. This type of Ishikawa diagram is perfectly suitable for services and marketing.

Tourism staff training and managing the business process in quality services design

The training of staff in tourism is directed towards the organization management and it includes the responsibility for managing both individual processes and the entire business system. It is aimed at problem solving, employees' motivation strengthening, helpfulness increase, work process and individual actions improvement.

The training of staff in tourism has the following objectives:

- gaining self-confidence in the process of service delivery,
- better dealing with the assigned tasks,
- more knowledge about tourism service and its importance,
- more efficient solving of everyday problems in the process of service delivery,
- company's profit increase, earnings increase and so forth (Bizjak, 2002).

The management and improvement of tourism service quality is a continual process, so the staff training should be engaging and based on work and learning. The acquired skills must be further advanced and upgraded.

There are several activities which are important for the management of business process in tourism sectors:

- firstly, it is necessary to define quality and describe its characteristics,
- define and explain the benefits of the activities which provide a quality service to all users,
- quality assurance should include all employees, with particular engagement of the manager of the entire service-providing organization.

According to this, the model of service business system consists of two parts:

- **Hidden part**, which refers to the organization of the service system so that it provides managerial support to tourism staff, in the direct delivery of the service.
- **Visible part**, which refers to the environment in which the service is purchased, sold and in which it exists, the main factors here being: *physical surroundings, personnel and consumer.*

Business process management in the creation of tourism services of good quality includes managing, directing and monitoring. In the process of managing the service, the manager performs the following activities:

- directs and ensures the implementation of adopted procedures and programs,
- directs tasks and ensures the targets are achieved,
- monitors the staff in accordance with the requests, procedures and tourism norms,
- gives personal contribution to the newly hired staff training.

In keeping with this, it is necessary to train persons who will manage business process and create quality tourism services.

The training of staff is also oriented towards the understanding of responsibility for and importance of managing business in tourism, getting familiar with the ways of managing and their usage, and cooperation between superiors and subordinates.

Tourism service quality control

In order to control a tourism service or tourism product quality, it is first necessary to establish their characteristics in order to satisfy a particular consumer's or a targeted market's needs.

For example, one of the common criteria is the size of a bed, which has to meet certain standards, but it is not stressed anywhere that the bed has to be comfortable, although it is implied. Similarly, a hotel room must have a bathroom, but it is not stated anywhere that the bathroom must be clean although it certainly has to.

Material and non-material factors are also of great significance for quality, and for this reason both should be constantly controlled according to the established criterion.

The control procedure is the following:

- introducing certain criteria,
- obtaining information on achieved quality,
- comparing achieved quality to the established criteria,
- if the quality deviates from the established criteria, the measures for their harmonization are introduced,
- the check-up of the introduced measures' effectiveness (Živković & Gligorić, 2002).

The success of the control depends on the following:

- helping tourism staff in quality improvement, when necessary,
- preventing mistakes and failures at the beginning, in order not to correct them later,
- implementing programs as planned,
- changing working procedures whenever needed in order to reach the set goals.

Conclusion

Managing service quality has reached the point where it is treated as a strategic category. Service quality approach was created in the USA and then developed in Japan and Europe. Today, it can be said that quality management has become inevitable and this is true everywhere in the world. However, there are still significant difficulties in service implementation. They are even more present in Serbia, although there is a positive trend in our country as well.

The main reasons for this are:

- quality is mostly oriented towards products whereas the awareness related to services is still not sufficiently high,
- team work, as the most critical element of service delivery, is still in its infancy,
- the lack of professionals, both in managerial and executive jobs in tourism,
- tourist organizations are still not sufficiently capable of effectively adapting to the changes in the surroundings.

From the point of view of tourism companies, the benefits which should stem from the application of the concept of quality tourism services are the increased competition strength and the economies of scale, which equals

the motivation of consumers to use the service again, and the acquisition of new buyers. Such approach to the quality has great effects on profit, which unambiguously promotes the business performances of service companies and directly affects the entire economic development. (Stefanović et al., 2012).

The quality of service is crucial for achieving the efficacy and efficiency of tourism systems business operations. To sum up, reaching these goals requires being familiar both with the significance of the service and knowledge about service design. The necessary elements are the familiarity with the techniques and tools for achieving quality in service delivery, staff training and team work.

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