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TOURISM AND NEW ECONOMIC CHALLENGES

Turizam i novi ekonomski izazovi

Abstract

Tourism has evolved into a global phenomenon - one of the most important economic sectors and social activities of our time. Today, it contributes directly to 5% of the world's GDP, one in 12 jobs globally and is a major export sector for many countries, both in the developing and developed world. The next 20 years will be of continued growth for the sector. They can also be years of leadership: tourism leading economic growth, investment processes, social progress and environmental sustainability. To make this possible we need to make tourism a priority in national policy decisions, foster competitive and responsible business models and practices and increase cooperation between the public and private sectors.

The future brings enormous opportunities for tourism to take centre stage in the political and economic agenda, seeking recognition for its contribution to economic growth and development. It also brings added challenges and responsibilities for tourism sector to take the lead in mitigating its potential negative impacts on host communities and the environment.

Key words: *tourism, GDP, growth, trade balance, investments, awareness*

Sažetak

Turizam se razvio u globalni fenomen - jedan od najvažnijih privrednih sektora i društvenih aktivnosti našeg vremena; ova delatnost beleži 5% u svetskom BDP, a svaki 12. zaposleni radi u ovoj oblasti. Turizam predstavlja glavni izvozni sektor za mnoge zemlje, kako za razvijene, tako i za zemlje u razvoju. Napredak razvoja ovog sektora se posebno očekuje u narednih 20 godina. Istovremeno, to će biti godine u kojima će turizam biti pokretač ekonomskog rasta, investicija, opšteg društvenog napretka i održivosti životne sredine. Da bi se ovo ostvarilo, neophodno je da turizam dobije prioritet u donošenju nacionalnih politika ekonomskog razvoja, uz negovanje konkurentnih i odgovornih poslovnih modela i praksi, kao i unapređenjem saradnje između javnog i privatnog sektora.

Budućnost će turizmu doneti ogromne mogućnosti u smislu zauzimanja centralnog mesta na političkom i ekonomskom planu, potvrđujući na taj način njegov doprinos ukupnom ekonomskom razvoju. Vodeća uloga u otklanjanju negativnih uticaja na životnu sredinu i lokalne zajednice predstavlja dodatni izazov i odgovornost za turizam.

Ključne reči: *turizam, BDP, rast, trgovinski bilans, investicije, podizanje društvene svesti*

Introduction

International tourist arrivals, globally, grew by 4.4% in 2011 to 980 million (up from 939 million in 2010), according to the latest UNWTO World Tourism Barometer., in a year characterised by a stalled global economic recovery, major political changes in the Middle East and North Africa and natural disasters in Japan. By region, Europe (+6%) was the best performer, while by subregion South-America (+10%) topped the ranking. Contrary to previous years, growth was higher in advanced economies (+5.0%) than in emerging ones (+3.8%), due largely to the strong results in Europe, and the setbacks in the Middle East and North Africa. With growth expected to continue in 2012, at a somewhat slower rate, international tourist arrivals are on track to reach the milestone one billion mark later this year.

„International tourism hit new records in 2011 despite the challenging conditions,” said UNWTO Secretary-General, Taleb Rifai. For a sector directly responsible for 5% of the world's GDP, 6% of total exports and employing one out of every 12 people in advanced and emerging economies alike these results are encouraging, coming as they do at a time in which world urgently need levers to stimulate growth and job creation.

Available data on international tourism receipts and expenditure for 2011 closely follows the positive trend in arrivals. Among the top ten tourist destinations, receipts were up significantly in the USA (+12%), Spain (+9%), Hong Kong (China) (+25%) and the UK (+7%). The top spenders were led by emerging source markets – China (+38%), Russia (+21%), Brazil (+32%) and India (+32%) – followed by traditional markets, with the growth in expenditure of travelers from Germany (+4%) and the USA (+5%) above the levels of previous years.

UNWTO forecasts international tourism to continue growing in 2012 although at a slower rate. Arrivals are expected to increase by 3% to 4%, reaching the historic one billion mark by the end of the year. Emerging economies will regain the lead with stronger growth in Asia and the Pacific and Africa (4% to 6%), followed by the Americas and Europe (2% to 4%). The Middle East (0% to +5%) is forecast to start to recover part of its losses from 2011.

Tourism's contribution to global economic balances

Tourism's role in the economy is often perceived as being limited to the hospitality industry (cafes, hotels and restaurants) and outbound and inbound travel agencies and carriers, which form the leading service sector in many countries. However, the economic impact of tourism is much greater, since many inputs are needed in order to produce tourism and leisure services, spanning the whole range of farm, agrifood and industrial production, including the production of capital goods as well as construction and public works.

Assessing the economic impacts of tourism helps to inform the conduct of stimulus policies in response to international economic and financial crises. It shows that tourism can become a driver of recovery, fostering stable and sustainable economic growth, provided that sectorial support policies are implemented taking the central role of tourism into account.

Following the economic crisis, countries which experienced significant recovery in 2010 and 2011 took advantage of surging tourism demand, both domestic and international, to buttress the growth of all their economies. In most slower-growing countries, the recovery of international tourism probably took longer to establish itself (it could be seen in early 2011) and to contribute to global growth.

Analysis of the economic impact of tourism on foreign trade involves taking account of tourism deficits and surpluses in the T20 countries in relation to the major global imbalances in international trade. This analysis shows the extent to which tourism can alleviate such imbalances by helping to restore current balances of payments between developed and emerging countries. At the same time, however, the positive impacts of tourism are mainly concentrated in emerging countries, against a background of growing regional demand in Asia and South America. Consequently, the tourism sector could play a much greater role in reducing macroeconomic imbalances in Europe and North America. Currently available data measure the direct impact of tourism on balances of payments without taking account of the indirect

effects on foreign trade in other sectors, especially very considerable spillover effects in some countries.

Exports of tourism services generated \$1,093 billion in 2010, or 30% of total world exports of services (\$3,670 billion). According to the World Tourism Organization (UNWTO) and the World Trade Organization (WTO), tourism exports grew at a slightly slower pace than overall exports of services, increasing by 8% between 2009 and 2010 compared with 10.8% for all exports of services. The T20 countries account for 79.3% of global exports of services.

An analysis of tourism balances shows that some T20 countries run a surplus which plays a significant role in reducing overall deficits in current balances of payments. The tourism deficits run by countries with a substantial surplus in trading goods help to redress balance in relation to their very considerable balance of trade surpluses. During the economic upturn in 2010, international tourism helped to revive world trade, and hence also economic growth. Until now, however, tourism has not acted as a real driver for other service sectors, since tourism exports grew more slowly than overall exports of

services. In contrast, tourism plays a significant regulating role in a certain number of T20 countries, partly offsetting their balance of trade surpluses.

The emerging countries also played a very important counter-cyclical role in the 2008-09 economic crisis, as international tourism spending continued to rise, often very substantially, despite the crisis.

The particularly high indirect contribution of tourism to GDP suggests that tourism has the potential to make a substantial contribution to growth in all countries. However, the extent and effectiveness of that contribution, especially where it is indirect, depends on the policies to promote tourism implemented in each country.

Substantial investment is required in order to develop tourism, which often leads to tourism being compared to heavy industry in terms of public and private investment in infrastructure such as road and transport networks, drinking water distribution, waste treatment, access to the electricity network and access to new communication systems.

Table 1. Comparison of tourism's contribution to GDP in the T20 countries (%)

T20 country	Direct contribution of tourism (2011 estimate)	Indirect contribution of tourism (2011 estimate)	Total contribution of tourism (2011 estimate)
Australia	3.3	6.9	13.0
Spain	5.1	6.3	14.4
Argentina	4.0	4.7	11.0
United States	2.6	4.2	8.8
China	2.5	4.2	8.6
South Africa	5.0	4.1	11.4
Indonesia	3.2	4.1	9.1
Turkey	4.1	3.9	10.0
Brazil	3.3	3.7	9.1
Italy	3.2	3.6	8.6
Mexico	6.2	3.5	13.0
France	3.9	3.4	9.1
Japan	2.2	3.2	6.9
United Kingdom	2.4	3.1	6.9
Russian Federation	1.4	3.1	5.9
Canada	1.4	2.6	5.0
Republic of Korea	1.8	2.5	5.1
Saudi Arabia	3.0	2.5	6.7
Germany	1.7	2.0	4.6
India	1.9	1.6	4.5

Source: WTTC 2011

Table 2. Tourism balances and total service balances in the T20 countries (2009)

T20 countries	Balance of trade in tourism (\$ bn)	Balance of trade in services incl. tourism (\$ bn)	Balance of trade in goods (\$ bn)
Spain	36	16	-72
United States	21	143	-547
Turkey	17	17	-28
Italy	12	-14	-5
France	10	17	-76
Australia	8	0	-11
Mexico	4	-6	-12
South Africa	4	-2	-9
India	2	7	-89
Indonesia	1	-2	21
Germany	-46	-26	190
United Kingdom	-20	72	-129
Japan	-15	-21	30
Saudi Arabia	-12	-	97
Canada	-11	-20	-14
Brazil	-10	-31	19
Republic of Korea	-10	-18	41
Russian Federation	-6	-18	112
China	-4	-29	176
Argentina	-1	0	11

Source: WTTC 2011

In addition, as pointed out in United Nations Conference on Trade and Development (UNCTAD) reports since 1998, it is often necessary to take a long-term view of investment in tourism. This is the case in the hotel business in particular, where the return on investment can often take ten years or more. In these circumstances, tourism can play a significant role only if the prospects for growth in tourism demand are good enough to justify capital spending projects that require very substantial funding in order to build essential infrastructure and generate the desirable productive investment.

The T20 countries that were little affected by the economic and financial crisis and enjoy strong economic growth continued to see growth in revenues from international tourism and a sharp rise in spending on international tourism, generating very positive spillover effects, mainly in a regional context, as in Eastern and Southern Asia. The scale of intra-regional tourism noted by the UNWTO was confirmed in 2010, with 791 million arrivals of intra-regional tourists and 218 million arrivals of long-distance inter-regional tourists. The scale of intra-regional tourism is not necessarily a favourable factor in times of crisis:

- For emerging countries, mainly in Asia, intra-regional tourism strengthens the growth of domestic tourism, stimulating growth in the tourism sector and overall economic growth.
- For other, mainly European countries, a high degree of specialisation in intra-regional tourism may be a handicap, since lower purchasing power in European countries directly affects tourism demand and hence intra-regional tourism.

Tourism as important tool of global economic growth and sustainability

Analysis of the data confirms that tourism, both international and domestic, should be regarded as a key component of economic stimulus programmes, especially in times of economic crisis. Its role as an economic stimulant means that tourism should be central to measures designed to revive economic growth because the trade flows generated by a strong tourism industry have a major effect on business and consumer confidence, as can be seen from

the scale of the indirect economic effects of tourism in the T20 countries.

Comparisons between the economic crisis of 2009 and the economic upturn in 2010 show that considerable differences exist between T20 countries according to their particular economic situation.

In countries with strong economic growth, revenues from international tourism help to accelerate growth: growth rates in periods of recovery are higher than those for industrial growth.

In countries with weak economic growth, initial findings about the upturn in GDP growth in 2010 in relation to 2009 indicate that international tourism does not appear to meet expectations as a factor favouring economic recovery in a certain number of T20 countries, especially in Europe.

However, tourism's limited contribution to the resumption of economic growth probably corresponds only to a time-shift, since a very sharp upturn can be seen in Europe's leading tourism countries in the first half of 2011. In countries with a strong recovery in economic growth, mainly in the Americas and especially in South America, the tourism sector makes a substantial contribution to the resumption of economic growth.

Consequently, the tourism sector can play a major role in economic stimulus plans in response to crisis situations, provided that tourism is regarded as a key component of such plans, as both an economic stimulant and a source of job creation that complements other sectors, especially manufacturing.

Tourism may be regarded as an economic sector that favours the growth of the "green economy". It is based on passenger travel that has limited effects on the environment, as is apparent from UNWTO reports, since travel and tourism account for only 5% of all carbon emissions (UNWTO). Under these conditions, achieving green economy objectives may be regarded as a target for the tourism sector.

The T20 countries in particular can play a crucial role in promoting green tourism. This involves promoting guidelines for the management of sustainable tourism in all its forms. These include mass tourism and various niche segments, especially ecotourism and nature tourism, which

are not just a passing trend but which reveal a profound change in people's mindsets. Green tourism creates new demand, especially for local tourism, which fosters reduced use of transport and heavy infrastructure as well as a better regional distribution of tourism flows. To encourage the development of green tourism, the T20 countries use many systems based on renewable energy sources, energy saving and new materials which transform the traditional approach to investment in tourism and generate indirect effects on cutting-edge technology sectors in the economy.

Consequently, the principles of sustainable tourism refer to three major aspects: the environment, the economy and the sociocultural dimension. Sustainable development should not be confused with ecotourism, which is only one aspect of the green economy. Greater international cooperation between T20 countries based on common research programmes, especially with the participation and support of the World Bank, the UNWTO and regional development banks (EIB, EBRD, Asian and African Development Banks), into the application of new green technologies to tourism can be of mutual benefit to the T20 countries as well as to all other countries that wish to encourage more environmentally friendly forms of tourism. That is also the purpose of the French proposal that led to the creation of a Global Partnership for Sustainable Tourism in 2011.

Tourism's contribution to sustainable development is also expressed in terms of regional impact by its role in regional planning and development, which can help to correct economic imbalances between regions. In many regions, tourism generates numerous opportunities for diversification of the local economy, by attracting economic resources to areas where there are few possibilities for alternative development. Tourism can thus be regarded as a key regional development resource that reduces inequalities between regions, especially when economic times are hard, as in many countries at the present time.

That is the case in the European Union, where financing from the European Regional Development Fund (ERDF) is designed to strengthen economic and social cohesion within Member States by correcting regional imbalances, at an estimated cost of €347 billion over the period 2007-2013. The ERDF finances many tourism

development programmes in underdeveloped regions, especially in Southern Europe, through:

- Direct aid for business investment, especially in SMEs, in order to create lasting jobs,
- Specific measures for tourism-related infrastructure such as telecommunications, protection and enhancement of the environment, renewable energy sources and regional transport,
- Financial resources (venture capital funds, local development funds, etc.) designed to support regional and local development and encourage tourism cooperation between cities and regions.

The policy helps to achieve the goals of convergence, competitiveness and territorial cooperation.

- Convergence, by helping to modernise and diversify economic structures and preserve or create lasting jobs by favouring tourism-related initiatives.
- Regional competitiveness and employment, by promoting initiatives around innovation and the knowledge economy, the environment, risk prevention and access to tourism-related transport and telecommunication services.
- European territorial cooperation, by providing targeted assistance for the development of tourism based on crossborder activities and transnational cooperation in order to make regional policy more effective.

The example of the EU's structural and cohesion funds shows that a specific regional policy which embraces tourism and develops tourist activities can alleviate economic, environmental and social problems in a country by restoring balance in favour of regions with natural geographical drawbacks and in ultra-peripheral zones.

Tourism toward 2030

Tourism Towards 2030 is new long-term research UNWTO study and presents future vision of tourism: the study forecasts international tourism growth through the year 2030 and identify key actual and future trends and their impact on tourism development. It is a body of work that will be used and relied upon by thousands of private and public sector operators within the tourism sector over the next decade. According to TT 2030, global growth in

international tourist arrivals will continue, but at a more moderate pace, from 4.2% per year (1980–2020) to 3.3% (2010–2030), as a result of four factors¹:

- The base volumes are higher, so smaller increases still add substantial numbers,
- Lower GDP growth, as economies mature,
- A lower elasticity of travel to GDP,
- A shift from falling transport costs to increasing ones.

Tourism Towards 2030 shows that there is still a substantial potential for further expansion in coming decades. Established as well as new destinations can benefit from this trend and opportunity, provided they do shape the adequate conditions and policies with regard to business environment, infrastructure, facilitation, marketing and human resources. Along with opportunities, challenges also arise in maximising social and economic benefits and minimising negative impacts. Long-term tourism growth pattern: more moderate and sustainable. Also, TT 2030 predict the following:

- Emerging economy destinations to surpass advanced destinations in 2015
- Asia and the Pacific will gain most of the new arrivals
- Europe continues to lead in international arrivals received per 100 of population
- No major change in share by purpose of visit: eisure, recreation and holidays, VFR, health, religion, other and business and professional
- Air transport will continue to increase market share, but at a slower pace
- Travel between regions continues to grow slightly faster than within the same region
- Asia and the Pacific will also be the outbound region that grows most
- Outbound tourism participation is highest in Europe and still low in Asia and the Pacific

According to the UNWTO research Tourism Toward 2030, the next two decades will be of sustained growth for the tourism sector. International tourist arrivals are set to increase by an average 43 million a year between 2010 and 2030. At the projected pace of growth, we will surpass the 1 billion mark by 2012, up from 940 million

in 2010. By 2030, the number is anticipated to reach 1.8 billion meaning that in two decades' time, 5 million people will cross international borders for leisure, business or other purposes such as visiting friends and family every day, besides the four times as many tourists traveling domestically. There will also be much change beyond the numbers.

While the international tourism industry was negatively affected by the global economic crisis, the tourism sector is expected to grow in the coming years and provide millions of new jobs, according to the United Nations labour agency. The travel and tourism industry generated about nine per cent of total gross domestic product (GDP) and provide for more than 235 million jobs in 2010, representing eight per cent of global employment. It is expected that tourism will generate 296 million jobs by 2019.

"Tourism has the potential to become a major generator of jobs after the crisis," ILO Director-General Juan Somavia said, adding that "social dialogue between governments, employers and workers can ensure that the jobs generated will be decent." These include private sector-led growth and job creation, social protection, decent work and growth in the least developed countries, poverty, lack of training and skills, ecologically sound development and social protection.²

Future arrivals will be spread more widely across the globe; the share of international tourism to emerging economies will surpass that to advanced ones, and many of the new arrivals will be to destinations in Asia, Latin America, Central and Eastern Europe, Africa and the Middle East. According to the David Edgell, East Carolina University, important world tourism issues for the forthcoming years are³:

Repercussions on the travel and tourism industry from the global economic slowdown

- Concern for safety and security remains an important issue for the travel industry
- The transformative impact tourism has on global socio-economic progress

1 UNWTO; Tourism toward 2030

2 International Labor Organization, Global Employment Trends 2011

3 Edgel D.; "Ten Important World Tourism Issues", East Carolina University, 2011

- Negative impact on the travel industry of increases in fuel prices and airline fees
 - Importance of maintaining a destination's social, cultural, natural and built resources
 - Effect on tourism from natural and man-made disasters and world political disruptions
 - Influence of increased use of electronic and other technologies on the travel industry
 - Changes in tourism demand resulting from increased travel by emerging nations
 - Greater interest in potential long term consequences of climate change on tourism
- Need for increased national/local leadership in tourism policy and strategic planning.

Background of Serbian tourism development

According to the WTTC forecasts, it is expected that direct contribution of travel and tourism industry on total Serbian economy in 2011 will account to 81.1 billion RSD (2,3% of total GDP), and will continue to increase by 4,4% on annual basis resulted in the amount of 124.4 billion RSD (2,2% of total GDP) in 2021. Although, official data are still not published by Republic Bureau of Statistics, it is expected that with expected 1 billion USD revenue from tourism, Serbia will take 97. place in 2011, after Croatia and Bulgaria, and before FYR Macedonia, Bosnia and Herzegovina and Montenegro. World's average is 15,68 billion USD. If we take into account, GDP contribution, Serbia is on the 131 place. According to the WTTC, it is expected that up to the 2021, Serbia will take 109. place. Total contribution of travel and tourism industry to GDP can be direct, indirect⁴ and induced⁵ and it is expected that total contribution of travel and tourism in Serbia will recorded increase by 4.3 % annually. In 2011, it accounted to 8,0 % of total GDP.

The same source predicts that tourist industry will provide directly 38.000 jobs (2.1% of total employment) in Serbia in 2011. godini, and that this number will remain unchanged till 2021⁶. Serbia has 111. position on the global

list with relation to the number of employees in tourism and on 136. place with regard to procentual share in total number of employees (5.2% is global average).

In 2011, Serbia recorded 2,068,610 total tourist arrivals, out of which 764.167 were foreign tourists which represents increase by 12% in comparison to 2010. At the same year, number of foreign tourists overnights recorded increase by 13%. The number of domestic tourists were at level of 2010. Foreign tourists represents key component of direct tourist contribution to the GDP and balance of payments. Last five years, number of foreign tourists increase by almost 45%. In the first eleven months of 2011, Serbia earned 904,3 million USD which is 25% higher compared to the same period in 2010. It is expected, that total results will show that Serbia will realize the same foreign exchange inflow as in record 2008. year (bearing in mind that 2008. was year of Universiade and Eurosong). WTTC predicted that tourism will have 10.1% share of total export in Serbia by 2021. These figures indicate that Serbia is in a position to substantially increase the contribution that tourism makes to its economy.

According to the WTTC, total investments in Serbian tourism in 2011. accounted to 19.7 billions RSD or 2.9 of total investments in Serbian economy. WTTC forecasts that investments will recorded increase by 3.4 % annually to the level of 27.7 billions RSD up to 2021. At the same time, total travel & tourism investment in Europe is estimated at 144.1 billion USD or 3.8% of total investment in 2011. It should rise by 3.9% annually to reach 214.2 billion USD (or 3.9%) of total investment in 2021

Figure 1. International arrivals in region in 2010

Source: UNWTO

⁴ Investments, taxes, influence on supply chain

⁵ Food, beverage, clothing, household products

⁶ Republic Bureau of Statistics published that accommodation and nutrition employed around 21.000 people (only legal entities and report doesn't include entrepreneurs that have ¼ share of total employment).

Strategy for tourism development, adopted at 2006. by the Government of the Republic of Serbia, clearly highlights strategic potentials of Serbian tourism but also identified main shortcomings. Adoption of the Strategy, broad political consensus on the potential contribution of tourism to the Serbian economy was reached. Government has selected tourism as one of the four priority sectors for restoration and development of Serbian economy.

Serbia was recognized as a country that may assume the responsibility for the development of its own distinguishable competences in tourism, offering to the world various tourist products which combine the attractive natural, historical and social elements which abound in the Serbian environment. All above mentioned is flavored and linked to the distinguishable Serbian lifestyle, which may be best experienced in the cultural surrounding of friendly people. Bearing all that in mind, Serbia should not offer dominantly one-sided tourist products, but a large number of different products, born in its strategic long term potentials. Due to the offer of numerous reasons

for arrival and stay, but also due to the global demand changes, Serbia is recognised as potentially, the best choice for the second and third annual holiday.

Analysis of data of tourist arrivals and overnights from 2007 to 2011, shows that after initial increase, the total number of tourist arrivals and overnights has declined when global financial and economic crisis aroused affecting tourism globally. This decline is more obvious with regard to domestic demand, especially as a result of deterioration of life standard and abolishment of visas for Serbs for travel abroad. After all, Serbia recorded a stable increase of international tourist demand in last five years by more than 45%, which can be explained with increased investments in tourism, improvement of business interest for international economic cooperation but as well as new access of tourism promotion of National Tourism Organization of Serbia. Last few years, some of new destinations emerged - such as Stara planina mountain resort, Vršac, Kragujevac, Niš and old ones are regaining their old shine - such as Kopaonik, Zlatibor, Divčibare

Table 3. Satisfaction rates divided by countries
Scale: 1 =not satisfied at all to 6 = very satisfied

Source: Support to implementation of the National Strategy for Tourism, Ref. no. 07SER01/23/11

and Đerdap area. In addition, new greenfield projects are currently under development - new ski slopes, wellness and spa facilities, aqua-parks, etc. Great progress has been made regarding cultural heritage and cultural tourism. Archaeological sites have been restored and visitors' and interpretation centres built - Roman sites - Sirmium and Viminacium, as well as unique neolithic settlement in the world - famous Lepenski Vir. Revitalization of the Golubac Fortress in Đerdap will start in 2012 as well as the Roman Emperors Cultural Route project (together with neighboring countries - Croatia, Romania and Bulgaria).

In spite of the global economic crisis, the Serbian tourism sector remained stable and provides reasons for optimism. Given the circumstances of the global economic downturn during which this resilience was achieved, it bodes well for the future of the sector in Serbia.⁷ According to the authors of Support to implementation of the National Strategy for Tourism (IPA 2007 project) results achieved in tourist visitation do not match the ambitious targets set out in the Strategy 2006, but they are not at all disappointing given the major recession in the global economy and the crisis in the Eurozone that could not have been predicted at the time the authors set out the targets.

Serbia's generally aim by 2020 is to increase market share from regional and European perspective, in other words, the number of arrivals and overnights of domestic and foreign tourists. Value added is also in the focus and especially measured by daily expenditures of guests. The development of the destinations should facilitate the development of products and services developing tourism from the basis and attracting investors. Increasing the number of investors and the general amount of investments is another important target Serbia wishes to achieve. Under the qualitative perspective, Serbia needs to raise visitor satisfaction and boost the awareness and image of the country, marketing strategy. It is necessary to start with systematic measurement of awareness at least on the main markets. Undoubtedly, defined vision, mission and objectives for tourism development in Serbia set by the Strategy, need to be constantly verified on the international

market and adopted accordingly in order to be competitive and sustainable internationally.

Conclusion

As destinations worldwide look to stimulate travel demand under pressing economic conditions, it is urgent for governments to consider advancing travel facilitation, an area in which in spite of the great strides made so far there is still much room for progress. According to the UNWTO, it is necessary to improve technologies in the process of visa application and processing formalities, as well as the timings of visa issuance, and to analyse the possible impact of travel facilitation in increasing their tourism economies. Travel facilitation is closely interlinked with tourism development and can be key in boosting demand.⁸

In the following period, also Serbia needs to plan tourism resources very carefully with special attention to priority tourism destinations. Recommendations of EU and UNWTO in the field of sustainability should lead Serbia in the process of implementation of sustainable tourism development, especially lowering seasonality, decreasing energy use and increasing the use of renewable energy resources; protecting, maintaining and commercializing natural and cultural resources with full care; improving the quality of jobs in tourism, developing tourism capacities and programmes that are available for all (disabled persons, low income, young or elderly...) and raising the awareness of the value of natural and cultural resources for inhabitants, tourists and visitors with information and education.

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As a member of Deloitte team, where she was previously employed, she has privilege to work for leading companies from different industrial sectors: retail, agribusiness, food industry, pharmaceuticals, metal complex, public sector (municipalities, energy sector, water and vast water public companies), banking sector and etc. She was also engaged as consultant by large international organization (USAID, DIFID, EAR) on the projects of restructuring of large Serbian enterprises and economy in general.