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## From electronic business to business intelligence in the marketing of tourist companies

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### Abstract

Tourist company in the digital world has to be prepared for a new and a much more complex future. It must count on the major changes in the strategic, organizational and daily work. Finding answers to the questions like the access to the global service, strategic uniting, daily technological changes, the development of new technologies, the role of informational and communicational technologies is becoming more complex by day. In this paper we are dealing with the new technological solutions based on the unique concept of electronic, mobile and intelligent marketing in the tourist companies (e-m-i-Marketing). We consider that the new concept based on the knowledge and new technological solutions secures the tourist companies more efficient collaboration with clients, a better image and the satisfaction of the user of their services. The new business intelligence will secure the tourist company that from a large amount of valuable data locked in applications, platforms for storage of data and data bases it converts into something new – a major advantage.

**Keywords:** tourist companies, marketing, mobile and intelligent servicing, business intelligence

### 1. Introduction

Now the new technologies and the new technological solutions have a crucial impact on the changes of the marketing strategies of the companies in tourism. Information technology, internet, data warehouses and knowledge bases secure new and innovative ways for providing value to clients.

Without the adequate information about the tourists' desires, the tourist agency cannot create the efficient marketing strategy. The information are of critical importance whether the agency is just entering the market expanding its field of service or it intends to rationalize its global activities. By ignoring the needs for research or insufficient research most often ends with service failure expressed in ignoring the tourist offer or in withdrawing from the market under the influence of strong competition. Misdirected market research leads to imprecise identification of target groups and later to weak sale. In addition, when defining the subject of market research in Bosnia and Herzegovina it must not be the underestimated market differences or differences among cultures.

The question that was placed by Yeshin [1] in the year 2000: How can companies use the advantages of the new technologies to the maximum, and this question is still very topical. In this paper we will give some new suggestions on how to band together the new technological solutions based on the data warehouses and knowledge bases for the purpose of more efficient work and servicing of the tourist companies.

### 1. Marketing of tourist companies

There is no generally accepted definition of marketing. Definitions were given to suit the purpose for which it was used and they were subject to change, if the boundaries of discipline had changed. First of all, the definition depends on the approach and the viewpoint from which the marketing is observed. The approaches have changed over time and the new ones haven't completely questioned the old definitions. Most of the authors who have dealt with the study of marketing have endeavored in their work to bring in to a greater or lesser extent certain elements which would thus lead to the modernization or the updating of the previously given definitions.

Marketing is applied and studied from many different reasons, so it is normal that there are several definitions which are adaptable for study, research or the application of marketing.

Marketing is a management process which identifies, anticipates and meets customers' demands attaining profit at the same time [2].

Kotler [3] defines marketing as: “social process through which individuals and groups obtain what they need and what they want by creating, offering and free exchanging of products and services of value with others”.

We must bear in mind that the Internet, data warehouses, knowledge bases and other technologies do not change the fundamental principles in marketing, they just influence the traditional marketing in the following way: increase efficiency at the usual marketing functions, they transform marketing strategies, moving services of the tourist company to the customers of its services.

Marketing in the tourist industry, like in other industries confronts with the new opportunities and challenges caused by the continued growth and progress of the Internet and new technologies.

Web site in this region is the major element of the e-Marketing, and we should strongly consider: Where are the mobile services? Where are the knowledge bases and how to exploit them? Can a web site provide profitable identification, prediction and satisfy the needs of a potential client?

You should satisfy the customer’s need for a quick reaction, agreed service, useful incentives and value added services in conjunction with the dynamic dialogue, if you want to retain existing and attract new clients.

According to Kotler [4] marketing management involves: analysis, planning, implementation and the control of programs intended to create, build and maintain beneficial exchanges and relationships in the target markets to achieve the goals of organization.

Marketing in tourism represents the implementation of the marketing concept in business systems of the tourist industry and other stakeholders of the tourist offer. It harmonizes the interests of the provider of the offer and the objectives of the touristic policy of the country, region and the local community. Some tourist bidders must build its own service concept and policy on the basis of the marketing. Those with basic function of attracting and acquiring tourists must bear in mind the specific objectives: to increase the inflow of tourists, extension of stay and season extension. Today’s tourist does not require a uniform offer, but a wide selection of high quality content. The rapid increase in the growing number of destinations around the world, today the tourist industry is faced with a need to know the importance of quality in order to survive the increasing competition. Therefore, it is necessary to constantly improve the quality, and in order to that happen for all employees in the tourist industry are necessary the appropriate knowledge bases from which they can quickly and easily obtain adequate knowledge.

The aim of marketing is to meet the needs of consumers, in our observation of satisfied tourist.

Marketing concept is not just a theory, but a business philosophy which confirms that the goals of tourists service providers are primarily to meet the needs of tourists. In the market, where there is a very harsh and strong competition it means that it will successfully operate only those tourist service providers who understand best the needs of citizens – the future tourists. According to the adopted marketing approach, with an orientation on the tourist or consumers, the tourist offer and the service begin where the citizens – future tourist are, not where the provider is stationed. In the touristic marketing the strategies and the methods of marketing activities that we know we have to adapt to the specific conditions in which the relations among the market subjects are formed, especially because of the particularities of the tourist services. Under the concept of marketing in tourism it

implies systematic and coordinated action, the performance of requirements and objectives of the tourist policy with whom in the best possible way are met the needs of the specific tourist groups of users while at the same time achieving positive economic results for the holders of the tourist offer, or for the holders of marketing [5].

Marketing in tourism includes: market research – to determine what tourists want, appropriate planning of tourist services, advertising and promotion – informing tourists what is available, distribution channels – informing about how to obtain services.

Specifics of marketing in tourism are resulting from the specific characteristics of tourist demand, offer, purchase and consumption. It is characterized by a certain characteristics that are the results of: the specific relations prevailing in the tourist market, the specifics of the tourist service, the specifics of the tourist as the consumer and its behavior in the tourist market.

Marketing service in tourism differs from the marketing of service in other service industries, especially in some of the techniques or procedures. The difference comes from the specifics of the tourist market and business in its own terms. In the course of providing tourism services it should be ensured the coordination of activities of the numerous economic and other entities at the level of tourist town, region or across the country who are involved in providing services to the tourists.

The objectives of the marketing in tourism are usually reduced to: the increase in the number of the tourists overnight stays, increased capacity utilization, conquering the new tourist segment of users, increasing demand, the increase in tourist consumption, the increase in the average length of stay, keeping the acquired position in the tourist market and changing the image.

Tourism is the set of phenomena and relationships which passes from travelling and staying of a visitor of some place, if with this staying is not achieved permanent residence and if with this staying is not associated any kind of their economic activity [6].

Tourism is a phenomenon that tackles all the spheres of social and economic life, so its effects are multiple and varied. Over time the tourism has been constantly changing and only with his studying it begins to take into the account the fact that tourism is not only beautiful nature, clean air, curative spas, the sun, the sea, beautiful beaches and passive enjoyment in all that, but to have included in it the numerous other economic and social activities.

With the notion of tourism must be immediately associated the notion of the tourist destination. The notion of the tourist destination has evolved during the development of tourism, and in the terms of marketing today it is possible to determine it as a spatial unit that in its content has enough elements that such an area could be offered to the market as a complete product [7].

Tourists need information about specific destinations in order to be able to make the best choice. In this, the marketing service could help by creating the offer according to the needs and desires of the tourists. Marketing involves the process of communication between the bidders and buyers where the tourist promotion is actually the objective the persuading the potential tourists to realize their tourist stays where they did not previously realized it or to influence the retention of the latest tourist behavior in terms of re-purchase of existing tourist attraction. The tourist should uniquely experience his destination and that it corresponds to the satisfaction of his needs.

## 2. New ideas and new services based on knowledge

Today, of all goods which are on their disposal the most important is knowledge, or intellectual capital. It is more emphasized the role of knowledge, which is the result of significant changes in the development of the economy.

Knowledge is not only found in documents or in the knowledge bases, but is increasingly becoming a part of the service process and service culture.

Employees' knowledge and knowledge of teams, the stored data and information, strategies, plans, projects, documents, regulations, images, tables, etc. represent the total knowledge and the potential of the tourist company.

With the application of the new technologies the serving is significantly accelerating and thereby leads to shortening of the service and the business cycle. It changes the attitude towards the service to the benefit of the client – the service user. Today the clients of the service are those who are trying to impose the conditions of serving, so only the highest quality services and the value added services have a chance in the market. There is a need of continuous creation of the new knowledge primarily by investing in their employees.

The advantage of one over the other tourist company now depends on how successfully they use the knowledge of the employees and also how quickly the employees can learn and adopt something new. Permanent generating of new ideas and creating innovative services is a feature of a successful tourist companies and it should be a part of their business strategy. Such tourist companies encourage innovative serving and they achieve that by creating innovative teams and generating new ideas. Innovations don't come quickly and in a short period of time so the tourist companies do not expect great results right away, but they systematically guide the development and the adopted policy. All the employees in the tourist company and especially those who govern should implement the following activities of knowledge management: encourage creativity, teamwork and research approach, organize informal events and create an informal work environment, hold meetings for exchanging opinions, ideas and knowledge, organize discussions and workshops, apply *benchmarking* techniques, *brainstorming* and other methods, invest in research and development studies, regularly analyze the service processes, independently develop new knowledge, organize seminars and other forms of the education of the employees, learn from given services, conduct „*cost-benefit*” analysis, promote the use of knowledge, collect, store and analyze information about clients and their desires, develop entrepreneurial culture, motivate employees by rewarding, develop appropriate technological infrastructure, use the business intelligence technology.

Tourist companies that want to manage the knowledge need to create and develop such an organizational culture that would be suitable for the creation of new knowledge and innovations. It should define the missing knowledge, integrate the knowledge of the tourist company with the knowledge from outside and all the necessary knowledge make available to everyone.

### 3. 1. Intelligent marketing and intelligent business

The tourist company, in his work produces and accumulates a large amount of transactional data. Most of these data and information remains inactive, left in the unused data bases. Business intelligence application can convert that passive property into a valuable resource. The advantage of the business intelligence lies in its ability to analyze large amount of data, to establish personal requirements of the clients, to

contact and offer relevant information for them wherever they are.

Large amounts of data also cause large problems. One of them is the quality of data. Overload of data can be so great that the tourist company consciously avoids their detailed and precise storing and managing them. Can tourist companies cope with the increasing amount of data and information? Of course they can.

If they want to get the maximum from that large amount of data, they should study them thoroughly. System of e-Business intelligence can solve a problem with the overload of data, it will make them operable and ensure the appropriate client the right amount of data in the right place and at the right time.

e-Marketing, m-Marketing and i-Marketing (hereinafter e-m-i-Marketing) is a concept that we propose and what I want to address in this paper. We consider that the new unique concept of electronic marketing (e-Marketing), mobile marketing (m-Marketing) and intelligent marketing (i-Marketing) together with the knowledge bases will provide to the tourist companies more dynamic dialogue with clients, an increasing convergence to clients, their understanding, effectively maintaining a dialogue with them, better serving, satisfaction of both parties and the like.

Construction of e-m-i-Marketing is in the first place strategic – reformist and then a technological endeavor.

e-m-i-Marketing needs to offer a different and better communication between tourist companies (service provider) and between tourists (the clients, the users of its services). It needs to ensure the movement of services from the tourist company to the client, the user of the service.

e-m-i-Marketing will be able to help create a service which is led by a tourist-buyer and who participates in the service: through a constant and dynamic dialogue, through the expression of interest, requesting services, suggesting improvements, giving feedback, where in the end the buyer himself starts the service process.

Although in tourist companies are occurring various service and marketing models the same basic marketing principles apply for on-line (e-m-Marketing) and for off-line: get closer to the client, listen to them, engage them, listen in, recognize the best, nurture them to become a lifelong clients, multiply them. Also they should constantly be conducting tests and measure improvements.

With the efficient use of e-m-Marketing and also the data warehouse the tourist company can easily identify, anticipate and satisfy the needs of their clients with a more quality service.

e-m-Marketing can identify the needs from the clients' comments, their queries, requests and complaints sent by e-mail, SMS, links to web-site, bulletin board, discussion forums and the like. Grouping of the clients and their monitoring can be identified by data mining, from large data bases and data warehouses which must have a tourist company. From the data about the clients, their interests, from the on-line surveys, from the dynamic dialogue with them, from the process of seeking and giving suggestions, from the requests for service improvement or for new services, from the on-line secondary sources of research and the like, the tourist company can identify the present and the future needs of the clients.

If the tourist company wants to work on the implementation of e-m-Marketing concept it must have a finished strategy.

### 3. The new strategy based on the new concept e-m-i-Marketing

The strategy defines and summarizes the way of achieving objectives. It is influenced by prioritization of objectives and the amount of available resources.

About the e-m-Marketing strategy should be thought of as a channel strategy where electronic and mobile channels and digital media support the other channels of communication and distribution. This requires a clear prioritization of ways in which to use these channels. e-m-i-Marketing strategy should identify the target markets, positioning, on-line value proposition, the choice of mix of digital media channels for acquiring new clients.

The strategies of e-m-Channels are most effective when they create a differentiated value for all parties in the transaction compared to other communication channels. But e-m-Channels do not exist in isolation, so you still need to manage the integration of channels and to recognize that the adoption of e-m-Channels will not be effective for all services and it will not generate sufficient value for all participants in the process.

The new strategy (e-m-i-Strategy) affects also the traditional marketing mix because the service can be extended on-line and a place of service can be expanded.

An important part of the new strategy is the development of a dynamic dialogue, better exploitation of the potential of an integrated database and a knowledge base.

Strategy of development should direct, facilitate and to accelerate the transformation in the following way: by focusing on the key points which can be acted upon, by finding a realistic and reliable strongholds for change, outlining a new condition to which transformation should lead by selection and elaboration of key programs that may have a lever effect.

The vision is the complete performance about the future picture of the tourist company and the ways of achieving it. It must be realized at a certain time, it must not be utopia and it must permanently change the existing position. It does not represent the goal but a guiding star that leads to the goal. The vision of the strategy – what and how to work – includes the following phases: construction of the system of knowledge that helps the tourist company to find out what customers (tourists) need and how they want to achieve this service, and how a good practice can provide it. This phase provides a window into the future and the possibility of a true understanding of what the clients essentially appreciate.

The evaluation of the ability of the tourist company shows the existing serving and identifies the opportunities that he has today and those that he should have tomorrow. This phase enables the tourist companies to ask themselves whether they have what it takes to meet the priority needs of tourists.

The question is: How to harmonize a business strategy and the real behaviour of the tourist system?

Efficient service strategy based on the knowledge is the one which is essential for all the employees and can provide them to give their best at work and serving. The problem faced by many tourist companies are the difficulties they face in their efforts to connect employees, technology and serving with the unique metric (unique set of parameters). Size and the complexity increases with the size of the tourist company, as the tourist company gets bigger and spatially widespread it is a bigger problem between the serving strategy for which it has chosen and its implementation in practice. Problems and difficulties arise when it should be accurately arranged the manner of conduct of each organizational part or every employee during the implementation of this strategy. It happens that an efficient strategy is harmonized and that the

service objectives are clearly defined, but what is missing is the unique metric by which it will be measured the success of the implementation of the agreed strategy.

In order to a tourist company could come to a knowledge-based system in its strategy it must: identify the goals of the business intelligence, to determine where within the company lies knowledge, determine which data, information, and which knowledge it should collect, determine how to collect, purify and prepare the data, information and knowledge, know how to balance the data from external and internal sources, to develop the new ways of categorizing the information, build a new model, place the model in function, follow the changes and measure the return on investment.

When creating a service strategy the tourist company analyzes and identifies the elements that significantly contribute to the creation of satisfaction and ensures the long term quality serving. In addition to the standard parameters such as service, access to distribution channels, today the biggest entry barrier and also the biggest advantage is the common knowledge and the skills of all employees.

The advantages and benefits of using knowledge can be secured by project designing of knowledge management system [8].

Successfully developed system of knowledge management in the tourist company can realize the following benefits: reduce the loss of intellectual capital, reduce the costs by reducing the number of repetitions to solve the same problem, achieve the economy of scale in obtaining information from external suppliers, reduce redundant activities based on knowledge, the increase in productivity so that knowledge will be faster and more accessible and the increase in employee satisfaction with the possibility of personal improvement and advancement.

Sharing of knowledge some employees perceive as a possibility of losing a certain position or a reputation so they reluctantly share it with other employees. The fear of losing power which an individual has due to knowledge leads to absurd situations, these individuals are not willing to share their knowledge. There are cases, especially in this region, where those who know are isolated and avoided.

Shared knowledge reduces the time and the costs of serving and leads to the prosperity of the tourist company, satisfaction of employees and service users.

Regardless of the manner in which we enter into contact with a client, we must treat him as an recognizable person with unique preferences.

Questions that e-m-i-Marketing strategy need to answer are: Who is the target market? Whether new or existing services should be offered to all existing clients and markets or they can choose new clients and new markets? What to do with the competition? What kind of level of interaction we should have over the website, SMS, brochures, two-way interactive support, a complete personalization? Which level of integration of database and knowledge base is needed? There are a lot of questions, and the tourist company is interested in how to acquire, retain and impress the client that can provide profit.

Now you can do business with clients as with a recognizable individual with unique preferences regardless of the manner in which he made contact with him.

e-m-i-Marketing strategy serves as a guideline for the selection of target markets, the development of dynamic dialogue, recognizing the potential and retaining the existing clients, positioning, fully use of the potential of the integrated databases and knowledge and providing the competitive advantage.

e-m-Business intelligence is based on the initial assumption that all clients of services and service partners should be provided immediate, flexible and *ad hoc* access to information. Contrary to the attempt to predict which services are needed for a particular client, e-m-Business intelligence is a system open for self service. In the interactions between the tourist companies and its clients it is hard to predict which information each of the clients or service partners will need at a given time. This depends on a certain number of parameters which are specific to a client. Instead of imposing the clients various forms of already prepared statements or solutions in written and digital form, e-m-Business intelligence acts as a point of entry into the information system of the tourist company. Clients can see not only the personalized environment with information which is shaped according to their needs, but can search and analyze its data warehouses and knowledge bases.

If the tourist company collects knowledge and channels it and motivates its employees to share it, use and create new knowledge and based on them new values and better services, then there is a chance to be more efficient and effective.

Now the trend is intelligent serving and it consists of the next set of characteristics: the acquisition and the use of knowledge, the skill, the experience and other intangible qualities as a basis for the development process of creating a better service, the development of the entrepreneurial culture with the basics of working in a team, directing team members (all employees) on cooperation and the exchange of knowledge and the development of friendly relations within the company but also with the environment.

In the tourist company they must ask themselves the next questions: how much intelligent is our business? How well do the employees know and understand the forces that drive serving and determine our future? How do we acquire knowledge and how do we exchange it? How to use the acquired knowledge for the better serving? How to achieve that service intelligence that turns upside down the traditional service customs?

Where to look for better solutions? Well first of all, in the development based on intelligence, knowledge, experience and the skills of employees who are ready for change and new challenges. Those are the one who think, have the inspiration beyond their needs, they are brave, not afraid of mistakes, they know that they live on the edge of chaos, operate between the known and the unknown.

To be able to get to the e-m-Business intelligence we have to have data storages and the proper tools for the data mining.

#### **4. The storage and the data mining**

For the purposes of operational management business in the tourist companies are used classical databases that reflect up to date, the actual state of the tourist company, and the certain data after updating are lost track. To make the right business and service decisions it is necessary to have insight into the temporal sequence of developments of business and service events, so the classical databases do not represent a satisfactory solution. Because of this we have approached to the creation of the new forms of organizing data in the computer systems. We developed a new generation of computer systems that are based on the concept of data warehouse.

The data warehouse consists of the data collected from various sources, historical data about business and serving and also the data from the external environment. It is designed so it allows

you to search the data, *on-line* analytical processing, reporting and supporting the service processes and decision-making.

A new generation of computer systems is now consisted of two parts, the operational (transactional) and data warehouses (analytical) resulting in a separation of process for the generating of information (extraction, aggregation, reports, analysis) which differs by its nature from operational processes. Data warehousing is a very important concept of an effective and efficient system for a better support in making decisions. This concept brings the idea of active finding and offering information and knowledge to the managerial staff and all the employees.

According to the definition of W.H.Immona, who is known as "the father of data warehouse" data warehouse is a collection of subjectively oriented, integrated, time dependent (are associated with the formation of time) and unchangeable data for the support of business activities and decision making. Data must cover a longer period of time (five, ten or more years) because the temporal analysis are particularly significant. Data warehouses are: external data, internal data, operating data and other files and data that are integrated into a unique system.

The development of new technologies have suddenly increased the technical possibilities of creating, generating, collecting and transferring of data, its effective and reliable storage as well as the possibility of fast access to the data in order to obtain important information.

Data mining is a method of discovering valuable data in warehouses and data bases of the tourist company. It got its name data mining, because in the large amounts of data it is looked for the information that is "worth of gold". This can be very useful in the tourist company if it wants for the client to be in the focus of work and it can provide large amounts of data.

Data mining in the process of data warehousing is a final phase. There is a need for introducing a new subareas which are associated with the data sources and there is a talk about text mining and Web or data organized in time series.

It can be viewed as a process of finding hidden trends, models, rules and relationships between data. Developed tools for data mining give answers to service questions for which solving in the traditional approach needed a much more time. With the application of data mining tools it is possible to discover unrecognized behaviour patterns, it can accurately and quickly predict future trends and behaviours and this will enable the tourist company the adoption of the proactive decisions based on knowledge.

Now the process of data mining can be carried out because you have access to the powerful computer technologies, technologies for mass data collection and techniques for data mining.

#### **5. Bussines intelligence**

If we observe intelligence in the tourist company then we can say it occurs when it uses its intellectual resources and capabilities so it would enter clarity and meaning to the large amount of information and data collected with the help of today's technology. Trying to gather knowledge without disposing the necessary analytical tools, the tourist company can become weaker than it is. As the tourist company will increasingly be adopting adequate knowledge, managing events and serving models it will have to invest in the new systems for handling knowledge which will help it answer to the changing conditions of serving and needs of clients.

Business intelligence is a new group of applications which are beginning to conquer the world and are designed to organize and restructure transactional data for all business systems so they can be analyzed and used as a support in decision making. The main elements of which the business intelligence is built from are: personalization, analysis, segmentation and reporting.

True personalization requires that each user activity "is made" according to the type of communication device. Using a powerful mechanism for personalization, tourist companies for one and the same client can offer a variety of activities through various communication devices.

Applications for business intelligence assume that clients of the system do not like to be overloaded with information and that they will, if they have a chance, show what type of information and knowledge which they receive, gives priority and which communication frequency and which communication medium suits them best.

The next generation of applications for business intelligence will be using the technology of e-Service so that the world of data warehouses would open with handheld communication devices (m-Services – mobile services). Previous models have only relied on static information about the user's transactions.

Business intelligence assumes that the bigger tourist companies will transfer their priority capital investments to the investment in infrastructure to support serving in the manner "feel and answer" so that they would serve their present and future clients better. The applications will allow not only the collecting of data, information and knowledge but also their analysis with the purpose of building better relations.

Although the standard methods of measurement of value still fail to adapt to the new circumstances, the modern tourist companies are trying to link the knowledge of the employees with the quality of service which they provide. This leads to the concept of intellectual capital that relates to the overall intellectual property and intellectual potential which the tourist company is using for more efficient and effective business. Intellectual capital is made of the accumulated knowledge that the tourist company has in its people, their knowledge and experiences, plans, methods, the given services and also clients and it is a much wider notion of the knowledge. Knowledge and the intellectual capital represent the permanent resources for ensuring efficiency in the new service world [9]. Strategic orientation and the growing globalization of business more precisely allocate intellectual capital as the basis for more efficient work.

Intellectual capital refers to the overall intellectual property and intellectual potential that the tourist companies use for more efficient and effective serving. Intellectual capital makes the total accumulated knowledge that the tourist company has. Only those tourist companies that are able to adjust to change, to grow, change and learn, create and offer new service channels can be sure that they will ensure the satisfaction of their clients.

How to ensure the communication, integration and the harmonization of service processes?

The problem of the tourist companies is to combine data, information and knowledges from various sources into a unique collection. The tourist companies base their service decisions on the key indicators of efficiency for which data and information are obtained from numerous sources such as: the information system for customer relationship management, document management system, knowledge bases and the like.

Usually in the tourist company there is no a unique reference method by which it would be able to coordinate all activities

and from which the results of operations and serving could be distributed to anyone interested in a unique way.

How to respond to the results of measuring the success of serving?

This problem occurs when the tourist company tries to respond to the sudden increase of service requests. If it must change its priorities in serving it must implement the appropriate operational changes within and between all functional areas of serving. The tourist companies must quickly learn how the changes will effect the serving processes and which changes will need to be made in these processes.

Intelligent serving in tourism demands the best knowledge that each employee possesses. Such a serving encourages employees on a constant exchange of knowledge and the application of new technologies in order to use the integrated worldly knowledge. The procedure of intelligent service activities is based on the knowledge, skills and experiences of all the employees. This implies the use of intangible elements and brings back the man, his brain and mind on the stage of serving and uses the procedures of discovering knowledge, factual and "hidden" and innate and developed skills in serving.

Intelligent serving asks for more: intellectual effort, aspirations, powers, discovered and liberated knowledge, creativity, imagination, responsibility, teamwork and similar.

The new Web technologies have certainly acted as a catalyst for the development of management of client relations. This management is noticed more than before, transforming itself from the means for increase of efficiency in technology supported by strategy of i-Relations (intelligent relations).

Although it sounds like a phrase, the only way in the modern world of very choosy clients and increased development to succeed is to focus entirely on the needs of the clients.

It is necessary to quickly and efficiently create new delivery channels, working with large amounts of data about clients and integrate them to secure unique service activities. Only by integrating its service and service infrastructure with all the aspects of operating business it can be expected to occur changes in the relations with clients.

Still there is a small number of tourist companies that can say that they managed to focus on clients make real. There are three reasons for this: business models of the past did not request focus on the client, today's technology were not available then, the resistance of the tourist companies towards the changes of the business models.

By tracking the interactions of all types, the software for managing relationships helps the service systems and the tourist company to much better manage relationships with clients.

It should be kept in mind that to be focused on clients does not mean the automatic promotion of serving. This means to have a consistent, reliable and convenient interactions with them in every opportunity.

The objectives of improving relations with clients include:

- Using the existing relationships in order to increase the efficiency of serving
- The use of integrated information for the purpose of providing quality service.
- The introduction of consistent, repeatable processes and procedures.

The service objectives of client relationship management represent an integration framework and business strategy, and not the product.

Client relationship management requires the development of a set of integrated applications that deal with all aspects of

internal and external service activities, including service automation, the service, promotion and monitoring.

The service users, service partners, citizens who visit the web site of the tourist companies daily generate a large amount of data. All transactions are recorded, every click of the mouse or a keystroke, every loaded image, every display that is read, every accessed offer. What was citizen watching when he asked for a favour? From which web site did he arrive? Where did that individual go after a visit to the portal of the tourist company? What path on the web site did he take before he asked for a favour? The total result can be incredibly great and equally useful.

What can be done with the terabytes of data from the digital trace of entry and departure, viewed pages, the length of visits,... How can the information gathered from the activities of the visitors of web sites be merged with data accompanying service transactions in order to find out more about the client and the information transformed into knowledge?

e-m-i-Service providers know that they are in front of a bunch of data which are more comprehensive and detailed than any other that the tourist company had ever had. These data can facilitate the serving with the knowledge of the client's preferences and tendencies of serving. Thanks to these data, e-m-i-Service providers can be more successful than the traditional ones in the area of knowing your clients and citizens.

e-m-i-Service providers are beginning to realize that the use of intelligence in the work with data can pave the way to ensure the satisfaction and the excitement of the client. The results which may arise with data analysis can be later used to enhance personalization and for the improvement of the intelligent activities. By reviewing the traces which are left by the visitors of the Website, they are seeking for solutions to improve the design of their website and their attractiveness by making the site more attractive and sufficiently "active" so that all the users would be ensured the necessary knowledge for e-m-Serving.

The risks for the e-m-Service are very high. Doing business on the networks is an extremely challenging task because the behaviour of the client in the virtual space is a lot different from the one in the real space.

What to do next?

The feature of the next period is the diversity, complexity, indetermination, a constant growth of the intellectual capital and the increasing requirements of the service users, and it causes:

- Better serving relying on their own resources with the equal cooperation of them all,
- Using more knowledge and introducing knowledge and the intellectual capital into all the processes of work and serving,
- The understanding of the concept "the basic technology of the society" by which I mean a certain strategy development, better quality technology, technology growth in the number of employees and their qualification structure and the technology of frequent changes,
- The constitution of the service oriented public administration (the user in focus) and able to provide the specified objectives relying on their own strength with constant monitoring of public administration experiences of other countries,
- Continuous improvement of service processes, technological modernization and adjusting the flow of information and knowledge.

The implementation of e-m-Business intelligence is a complex and highly demanding endeavor that the tourist company must implement. There are dangers that should be seriously considered, as well as cultural and philosophical changes that are inevitable.

With the implementation of the e-m-Business intelligence the work and business are changing, also numerous customs and conventional settings are changing. Disturbances and problems are inevitable but the benefits are definitely bigger.

Digitization of serving is inexorable. Service users, employees, and all other service partners are very loudly demanding better service and transparent information. Now the staff, employees and all other service partners, users of services and citizens are ensured the access to data for the analysis and the reduction of service costs, increase of efficiency and similar. The data encouraged by these digital transactions will require analysis, converting them to information and then into knowledge and intelligence.

The tourist company is now faced with the question: How much functionality to offer external clients? Some services are mandatory. But, what are they? Do we need to expand these abilities so they would encompass *ad hoc* search and multidimensional analysis? More functionality will certainly mean also bigger costs for processing the data, information and knowledge.

One of the reasons why many new businesses in the tourist companies are failing is because the objectives are not clearly defined and they do not have an effective strategy.

Before moving to the e-m-Marketing, the tourist company should be clear: Why to serve on-line? What are the first goals? What are the advantages and benefits expected from e-m-Marketing? What areas to focus on?

It must be mentioned that there is not enough papers on this topic in Bosnia and Herzegovina. Therefore the intention of the paper is to open a window for further research in this field and to motivate other researchers to contribute to the development of e-m-i-Marketing in Bosnia and Herzegovina.

## 6. Conclusion

e-m-Serving, which is done exclusively on computer and mobile networks is faced with numerous problems and challenges. The clients are faceless, impatient and they want to get their services with a single click of the mouse or by pressing the icon of their mobile device. e-m-i-tourist company collects a large amount of data, information and knowledge about demographic characteristics of the clients, their expressed preferences, previous services, the observed behaviour and the like. With the intelligent use of these information they can shape the difference that separates those satisfied from dissatisfied.

e-m-Service Intelligence brings great value, but it should be gradually implemented:

1. By analysing data on basic serving and transactions,
2. With the implementation of technology of personalization and the techniques of segmenting,
3. By the use of the information which in their daily records leave behind the visitors of sites and data from the third parties.

Using the above mentioned process e-m-i-tourist company may acquire the understanding of its service base and adapt its services to meet the needs of the most demanding client (however he wants to get the service: by SMS, by Internet, by email, by coming to the counter, by telephone,...).

In order to the information and knowledge based models of business intelligence function properly the integration



framework must closely link the various applications for handling knowledge. Without that integration framework the tourist companies can and can not achieve the effects they expect from investing in their systems for handling knowledge. The knowledge of employees, their service experience, ideas, innovations, motivation, team work readiness promise to the tourist company an improvement of processes and the creation more of new knowledge. Thus, the most valuable part of the capital of the modern tourist company becomes intangible and often "invisible" to the existing accounting metrics. Intangible and hidden assets are a significant part of the value of the modern tourist companies. However, knowledge is difficult to observe and measure, so a large number of tourist companies do not pay attention on that part of its value.

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