

**DRUŠTVENA ODGOVORNOST SAVREMENIH HOTELSKIH
KOMPANIJA – PRIMER HOTELSKOG LANCA INTER
CONTINENTAL HOTELS GROUP**

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Rezime

Hotelski kompleks u nastojanju da odgovori sve zahtevnijim željama kupaca primenjuju menadžment totalnog kvaliteta u kome prednjači concept korporativne društvene odgovornosti. Upravo je cilj ovih istraživanja da apostrofira prednosti koje omogućava primena ovog strategijskog opredeljenja. Te prednosti uključuju satisfakciju internih i eksternih kupaca, javnog mnjenja, povećanje Prihoda, uštede u troškovima i izgradnju brenda. Svesnost, potencijal za promene i motivacija su činioci neophodni za primenu menadžmenta ukupnog kvaliteta kao filozofiju hotelske organizacije. Hotelska preduzeća predstavljaju vrlo osetljive komponente društva u kojem posluju i egzistiraju, stoga pored misije, vizije i ciljeva zbog kojih funkcionišu treba da izuzetno vode brigu o uticaju koji imaju na okruženje i životnu sredinu. Upravo povišeni stepen odgovornosti za održavanje zdravog okruženja, u kojima posluju hoteli, pojačali su njihovu društvenu odgovornost. Zaštita životne sredine osim restriktivnih zakona i ekonomskih mera (zagađivač plaća) ka oi prateće legislative doveo je hotelsku industriju da svoje poslovanje odvijaju na envojeronmentalno prihvatljiv način. Integralna zaštita životne sredine predstavlja bitan prioritet ukupnog društva in a globalnom nivou. Međunarodni standardi za upravljanjem životne sredine omogućavaju hotelima da primenjuju i dostignu concept održivog razvoja. Poslovna politika hotelskih kompanija prihvata sveobuhvatne dimenzije društvene odgovornosti. Promene u smeru adaptibilnosti, primene novih tehnologija i ubrzanijeg razvoja sve više se odražavaju na šire društvene interese kojima menadžeri nastojeda doprinose širim interesima društva. Inovativnost turističke industrije i njena sposobnost šprilagođavanja tehnološkim (ICT) i društvenim promenama je jedan od glavnih preduslova konkurentnosti i opstanka na tržištu. Zahtevi standarda i viši nivo envornomentalne svesti uslovljavaju i preduzimaju mere protiv zagađivača životne sredine, te je stoga neophodno sistemsko upravljanje zaštitom okruženja.

Ključne reči: društvene promene, životna sredina, hoteli, gost, odgovornost;

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Uvod

U hotelskoj industriji brojni inovatori i menadžeri su odavno prepoznali potencijal menadžmenta ukupnog kvaliteta kao bitnog faktora uspeha na tržištu, naročito u uslovima opštih ekonomskih kriza koje potresaju svetsku privredu još od početka ovog veka. Ovaj koncept snižava troškove kvaliteta uz istovremeno unapređivanje procesa rada, sa unapređivanjem produktivnosti i kvaliteta proizvoda i usluga. U ovom konceptu posebno se apostrofiraju teško merljivi elementi ovog koncepta, kao što je održavanje dobrih odnosa prema gostima hotela, dobavljačima, zaposlenima, vlasnicima, širom javnošću i okruženjem, a posebno briga o životnoj sredini, koju treba štiti od nepovoljnih dejstava. U uvođenju koncepta društvene odgovornosti u hotelijestvu Srbije prednjačili su oni hoteli koji su iz međunarodnih hotelskih lanaca, koji imaju dugogodišnju praksu u sprovođenju tog koncepta i koji imaju neophodnu infrastrukturu za implementaciju integralnog programa. To se manifestuje u posedovanju modernih tehnologija, kapitala i znanja. Hoteli iz ove grupacije hotela, su već početkom ovog veka da u Srbiji razvijaju i sprovode niz programa iz opsega društvene odgovornosti kako bi pomogli u rešavanju prirodnih i društvenih problema, ali i unapredili odnose sa klijentima, zaposlenima i dobavljačima. Nagli razvoj prerađivačke industrije doveo je do nastanka koncepta društveno odgovornog poslovanja – CSR (Corporate Social Responsibility). Brojne opšte krize izazvane ekonomskim (finansijskim) i neekonomskim razlozima (epidemije, ratovi, zemljotresi, suše, poplave) uslovili su bitne promene u pristupu poslovanja i dostupnim resursima koji se masovno i stihijno troše. Društveno odgovorno ponašanje zasniva se na uzajamnom poverenju i zajedničkom pristupu budućem poslovanju, te to čini odgovornu vezu između poslovnog okruženja i šire društvene zajednice. Danas mnogi hoteli, posluju u okviru hotelskih lanaca, a deluju lokalno poštujući principe društvene angažovanosti i svoju poslovnu kulturu uključuju se u razvoj lokalne zajednice i zaštite životne sredine. To je i primarna briga, kao i preduzeća iz ostalih privrednih delatnosti, na sve turbulentnijem tržištu. Hotelski lanci ulažući napore, za očuvanje životne sredine mogu da dovedu na nizak nivo negativan uticaj na životnu sredinu odnosno da usmere svoj razvoj na viši nivo envajeronmentalne održivosti. To se odnosi na korišćenje resursa (pre svega energetike) i otpadnog materijala. Radi se o implementaciji sistema zaštite životne sredine (deo ukupnog menadžmenta hotela), EMAS koji se odnosi na model razvoja hotelskog lanca. U Srbiji se, često, ova problematika tretira kao trošak, a ne kao racionalizacija poslovanja. U poslovanju domaćih hotelskih preduzeća neophodno je potencirati značaj odgovornog poslovanja u društvu, u samom hotelu, kod lokalne samouprave i kod brojnih hotelskih gostiju.

Neophodnost za društveno odgovornim promenama u hotelijerstvu

Sve inicijative koje se odnose na integralnu društvenu odgovornost u hotelijerstvu neophodno je tretirati kao skup investicionih aktivnosti. To je zbog toga što upravo oni hoteli koji su u poziciji da mogu implementirati programe efikasnog korišćenja svih resursa za kreiranje svojih proizvoda i usluga, a u svrhu smanjenja zagađivanja okruženja, pored visokih početnih troškova, mogu poslovati sa daleko nižim troškovima u budućem periodu. U prevazilaženju brojnih društvenih problema hoteli pružaju pomoć lokalnoj zajednici čime se gradi poverenje i dogradnja imidža hotela, na lokalnom, regionalnom i nacionalnom nivou. S druge strane to motiviše brojne stejkholdere da ostanu lojalni hotelu, uključujući zaposlene, klijente, dobavljače i investitore. Istraživanja su pokazala da su hotelski poslenici u Srbiji zadovoljni rezultatima implementacije programa društvene odgovornosti. Smatraju da ovi program donose niz pogodnosti sa aspekta nivoa troškova, kvaliteta hotelskog proizvoda i usluga, radnog ambijenta, odnosa sa klijentima, stejkholderima i lokalnom zajednicom. Gradi se good vill, imidž hotela, poverenje gostiju i okruženja i poverenja gostiju i stejkholdera. Ovaj concept donosi niz prednosti u tržišnom pozicioniranju i diferenciranju, ten a taj način i sticanje konkurentne prednosti, posebno u uslovima ekonomske krize i globalizacije. U narednom period može se očekivati dalje unapređivanje koncepta i programa društvene odgovornosti, pogotovo uzimajući u obzir odnos nivoa investicija u te aktivnosti i niz prednosti koje iz njih proizilaze. Posebno sa aspekta specifičnosti hotelskih preduzeća brojne koristi za njih ostvaruju se aktivnostima koje su usmerene na rešavanju ekoloških problema na lokalitetu, imajući u vidu da hoteli imaju odličnu interakciju sa okruženjem, te je ta okolnost nezamenljiva. Posebne koristi od takvog opredeljenjima ima radna snaga koja se regrutuje na lokalnu, kao i brojni dobavljači. Takav odnos utiče in a veći stepen ataktivnosti konkretne destinacije. Posebna potreba se iskazuje ulaganjem u obuku i zadržavanje kvalitetnih kadrova, negovanjem odnosa sa dobavljačima, očuvanjem i unapređenjem atraktivnosti destinacije može se unaprediti kratkoročna operativna efikasnost, kao i pozitivne tržišne evaluacije višeg nivoa profitabilnosti u budućem poslovanju. Tada će se, u kontinuitetu, otvarati mnoga pitanja sa aspekta evaluacije društveno odgovornih performansi. Međutim, u hotelijerstvu ne postoji unikatni model za merenje prinosa n abilo koju vrstu investicija u ovaj concept poslovanja ostaju u optičaju subjektivne mere kako bi se vrednovala ta ulaganja (Carroll, 2000). Vrlo bitnim izvorom konkurentnosti, možda i više nego u drugim delatnostima, ljudski kapital, javlja se u hotelijerstvu jer neposredno deluje na kvalitet hotelskog proizvoda i usluge jer je u pitanju satisfakcija eksternih kupaca, gostiju na destinaciji, pojačavaajući njihovo zadovoljstvo. Osim toga širi se “dobar glas” i usmeno propagiranje, smanjuje se

procenat odsutnosti i otkaza. Na taj način se umanjuju troškovi zapošljavanja i regrutovanje sa obučavanjem potencijalnih uposlenika u konkretan hotel (Vitaliano, 2010). Kvalitetni odnosi sa zaposlenima podrazumeva nivo u kojem hotelsko preduzeće uvažava zakonska prava zaposlenih i očekivanja društva (bezbednost, zdravstveno i penziono osiguranje, uslovi rada i slično). Dobri odnosi sa zaposlenima i kategorije proizvoda jedine su dve dimenzije koje pozitivno utiču na profitabilnost, ali uključivanje kompanije u rešavanje problema prirodne sredine, zajednice i raznovrsnosti ima veći pozitivan uticaj na atraktivnost kompanije kao poslodavca, ali i na povećanje vrednosti za vlasnike (Stone i Heiner, 2002). Društvena odgovornost hotelskih kompanija podrazumeva: odgovornost, transparentnost, etičnost, poštovanje stejkholdera, zakona i prava ljudi. Međunarodni hotelski lanci, kao što su Holiday Inn, Accor, Marriott, Hyatt, InterContinental i drugi, uveliko primenjuju ovaj standard s obzirom da imaju sposobnosti za uvođenje skupih programa za smanjenje korišćenja energije i vode, reciklažu i slično.

Predmet i metode istraživanja

Dugo su hoteli poslovali kao posebni entiteti i često neodgovorni prema prirodi. Vremenom se razvila svest o umerenom korišćenju prirodnih resursa i očuvanju ambijentalnih Celina, ali uz povećani nivo profitabilnosti i satisfakcije gostiju. Cilj ovog istraživanja je, da na osnovu dostupne literature i saznanja u poslovanju hotela u Srbiji pruži izvesni doprinos odgovornog ponašanja hotela preko primene standarda upravljanja životnom sredinom u hotelskoj industriji. Tokom ovog istraživanja primenjene su standardne naučne metode: istorijska, deskriptivna i statistička metoda. Sa aspekta stepena istraženosti ovog problema smatra se da je concept društveno odgovornog poslovanja hotela. U Srbiji relativno nov te zato i nedovoljno istražena filozofija poslovanja i njegova suština. Osnovna hipoteza je postavljena tako kako bi se dokazao nivo odgovornog ponašanja i uticaj na kreiranje imidža i “dobrog korporativnog građanina”. Pomoćna hipoteza glasi: etično postupanje u okviru društvene odgovornosti odnosi se na moralnu odgovornost koja dostiže glavnu ulogu u ponašanju pojedinaca i grupa. Potom, neophodno je ukazati na nivo implementacije međunarodnih standarda upravljanja životnom sredinom koje omogućava hotelima da, u sistemu upravljanja, objedinjuje upravljanje environmentalnim učincima i da se postigne usklađenost ove politike i prakse s njihovom misijom i ciljevima poslovanja. “Novi gosti” preferiraju dolazak u hotel koji je envajermentalno prijateljski. Treba imati u vidu da su različiti sektori, u turističkoj industriji, imaju različite stavove prema društveno odgovornom poslovanju. U zavisnosti od veličine i lokacije hotela razlikuju se stavovi prema tako usmeerenom poslovanju. Angažovanost na

odgovornom i održivom razvoju turističke destinacije, u praksi, pozitivno je povezano sa konceptom odgovornog poslovanja i njegovim sprovođenjem. "Društvena odgovornost preduzeća je konstantno obavezivanje poslovnog sveta da se ponaša etički i doprinosi ekonomskom razvoju, u isto vreme poboljšavajući kvalitet života, kako radne snage i njihovih porodica, tako i lokalne zajednice i društva uopšte"(WBCSD, 2011). Društveno odgovorno ponašanje hotelskih kompanija zasniva se na oslanjanju na 4 međuzavisna stuba u odnosu na:(Petrović, 2006):

- Zaposlene – usvajanje politike i prakse prema radnoj snazi, brigu o njima i njihovom random okruženju, osiguranje bezbednosti i zdravlja;
- Tržište – odgovorni odnos prema akcionarima, investitorima, dobavljačima i gostima, sa svima onima koji sa hotelima imaju poslovni odnos;
- Društvenoj zajednici – najvidljiviji aspekt društveno odgovornog poslovnog ponašanja hotela. Poslovi iz ove oblasti zavise od neposrednih veza između hotelske kompanije i okruženja, i zasniva se na saznanjima ovih kompanija o potrebama i problemima lokalne zajednice.
- Ekologija – utvrđivanje balansa između potrebe za ekonomskim rastom i očuvanja zdravog prirodnog okruženja, a ne podrazumeva uključivanje principa ekološke održivosti i svakodnevno poslovanje konkretnog hotela.

Izvori podataka

Međunarodni hotelski lanac InterContinental hotels group je prepoznatljiv po razvijenom sistemu online istraživanja, a započeo je prikupljanje podataka preko upitnika na web sajtovima još 2000 godine. Tada je zaključeno da su podaci, prikupljeni na ovaj način, pogodni za istraživanje. To se odnosi na zbirna istraživanja koja se tiču potreba potrošača (goste hotela) ali i tržišta, u celini, a potom i performansi hotela zaposlenih u njemu. Mada prikupljanje podataka nije idealno rešenje za hotelsku kompaniju, prema iPerceptions istraživanju zadovoljstva posetilaca sajtova u hotelijerstvu. Posetioci sajtova ovog lanca hotela su zadovoljniji online iskustvom od proseka (www.ihgplc.com). Posetioci mere zadovoljstvo (iPerceptions Satisfaction Index – iPSI). Posetioci ovih sajtova su jako zadovoljni, iznad proseka (6,9) od mogućih 10, gde se posebno ocenjuje 5 najznačajnijih elemenata Web sajta: navigacija, sadržaj, interaktivnost, motivacija i prilagođenost. Svi ovi upitnici se nalaze u bazi podataka ovog hotelskog lanca. Ocenjuju sajtovu veću vrednost dajući tri značajna faktora (www.InterContinentalhotels.com): (1) mogućnost stvaranja lojalnosti klijenata; (2) podsticanje na ponovnu posetu; i (3) polazna je tačka za istraživanje tržišta u hotelijerstvu; Podaci o mišljenju posetilaca prikupljeni su uz 4 domena (www.ihgplc.com): (1) potrošnja energije, (2) ukupno recikliranje; (3) ukupna

potrošnja vode i (4) očuvanje destinacije; Posetioci (gosti) mogu davati ocene od 1 do 5, za sledeće domene (Petrović, 2021):

- solarne ploče na krovu, za zagrevanje vode;
- bašta na krovu za dodatnu izolaciju;
- nameštaj od materijala koji se recikliraju;
- sistemi za prikupljanje kišnice;
- farbe bazirane na vodi;
- doniranje ostatka hrane;
- tepisi od prirodnih materijala;
- sijalice koje štede energiju;
- tuševi i slavine koje štede vodu;
- toaleti sa dualnim puštanjem vode;
- netoksična biorazgradiva sredstva za čišćenje;

Dve osnovne vrste upitnika koristile su se kao instrument istraživanja:

- a) online upitnik, i
- b) upitnik poslat na e-mail adresu (najlojalnijim potrošačima);

Posetioci sajta su ostavljali sledeće podatke: e-mail adresu, godište, nivo obrazovanja, veličine kompanije u kojoj su zaposleni (mala, srednja i velika) i učestalost putovanja: manje od jednom godišnje do više puta nedeljno).

Istraživači su proces popune upitnika obavljali dvosmerno, a to znači da su bili uključeni i zaposleni kao marketing tim, u cilju analiziranja podataka dobivenih u prethodnim istraživanjima koje se ticalo zadovoljstva potrošača (gostiju). Hotelska kompanija je koristila interne podatke u vidu izveštaja o profit i gubicima ka oi i izveštaje o prodaji, odnosno podatke prethodno prikupljene. Ti podaci su bili neophodni da bi se oformio projekat inovativnog hotela, uvažavajući želje sadašnjih i potencijalnih gostiju. Osnovni izvori podataka bili su primarni podaci iz upitnika koji se nalazio na sajtu hotela.

Materijal i primenjena metodologija – odgovorno hotelijerstvo

U samoj definiciji turizma nalazi se deo o zaštiti životne sredine gde stoji (World Travel&Tourism Council, 2002): “turizam je jedan od najvećih izvora privredne aktivnosti, ali u isto vreme je važan za snagu održivosti, podizanja životnog standarda u nerazvijenim područjima, promovisanju očuvanja prirodne i životne sredine i obezbeđivanje sredstava za mirnu međunarodnu razmenu”. Hotelski lanci su, uglavnom, korporativno organizovani a to znači da ono pokriva sve tri dimenzije održivog envajeronmentalnog, ekonomskog i društvenog aspekta. S druge strane, može se primetiti sve veći broj odgovornih turista koji preferiraju one programe i hotele koji posluju društveno odgovorno (Petrović, 2008).

Dugoročni i odgovorni razvitak turizma, s naglašenim kvalitativnim pristupom u središtu su razmišljanja (Živković, 2009). Odgovorni turizam, a time i hotelijerstvo, ima mnogo odlika, te različite destinacije i učesnici imaju različite prioritete, i potrebno je da razvijaju lokalne politike i smernice kroz process saradnje više učesnika kako bi se efikasnije razvijao odgovorni turizam na konkretnim destinacijama. Neosporno, i u odgovornom hotelijerstvu, na osnovu pravnih parametara treba da se stvara profit akcionarima (Fridman, 1992). To se, obično, odnosi na smanjenje troškova kako bi se unapredila energetska efikasnost, a odnosi se in a porast etičkog konzumeratizma, ten a kraju da pokaže koliko odgovorno poslovanje utiče na porast Prihoda (Pizam, 2009). U 2017 godini, pre pojave pandemije, lanac hotela IHG je obavio istraživanje generalnog menadžmenta u cilju uvida u to na koji način brendovi podržavaju lokalnu zajednicu i sprovode društvene programe. Prikupljanjem podataka se obavljalo na osnovu internih i eksternih izvora, na sastancima, putem intervju sa zaposlenima i gostima, ten a osnovu upitnika. Pored korisnika, feedback od dobavljača od velikog je značaja za bolje razumevanje korporativnih performansi i potencijalnih rizika i prilika (IHG, 2018). Kompanija IHG, kao globalni hotelski lanac, u cilju kompletiranja istraživanja obradila je tokom 2018 godine preko 200.000 upitnika. Sa strukturnog aspekta ankete obuhvaćeno je 65% žena i 35% muškaraca, sa prosečnom starošću od 39 godina. Od ukupnog broja ispitanika preko 69% njih je uposlano u velikim kompanijama, a 27% u srednjim preduzećima a samo 0,7% ispitanika su bili nezaposleni i penzioneri.

Ciljevi istraživanja

U savremenim uslovima razlozi za uvođenje i primenu društveno odgovornog poslovanja mogu se podeliti u 4 kategorije: (1) etički – moralni standardi; (2) održivost – ima smisla kad primena mera ima ekonomsko opravdanje (smanjenje potrošnje energije ili manjeotpada ali teže je opravdano u drugim slučajevima (transsparentnost korupcije); (3) dozvole za rad -predstavlja suočavanje sa pitanjima bitnim za deoničare, podstiče dijalog sa javnošću, zakonodavstvom, aktivistima id r.; (4) reputacija – pozitivna percepcija kod kupaca (gostiju) kroz uticaj na društvene promene, jačanja vrednosti i prepoznatljivost tržišne marke/Brenda i upravljanje rizicima koji jačaju reputaciju kod finansijskih institucija. Zaštita životne sredine predstavlja vrlo bitnu misiju hotelske industrije. Hotelski lanci i kompanije sve intenzivije prihvataju proaktivno upravljanje zaštitom životne sredine koja može povećati ekonomske i konkurentske dobitke, a ujedno obezbediti usaglašenost sa zakonom. Zaštita životne sredine podrazumeva primenu “zdravijih” tehnologija, odgovornije korišćenje resursa smanjuje emisije za zaštitu životne sredine, usvajanja ekoloških

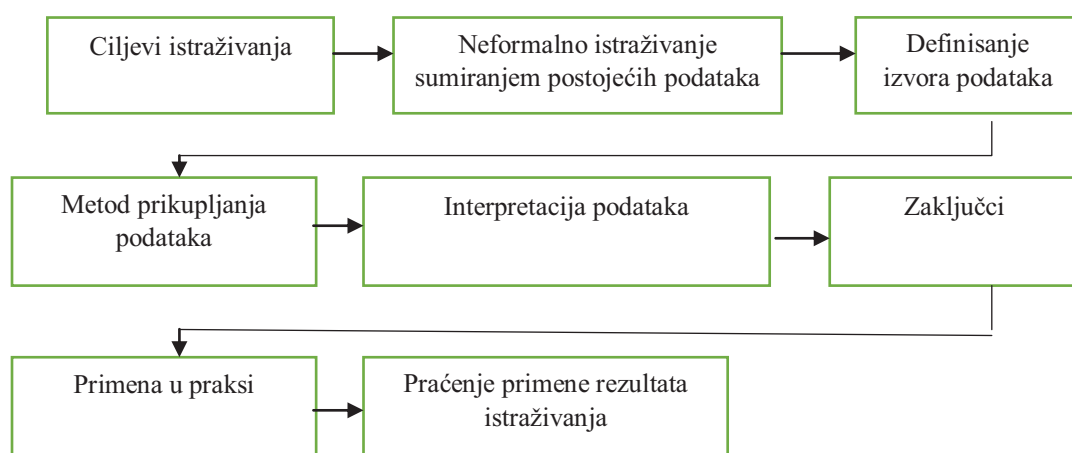
standarda, odnosa zaposlenih u tom domenu. Robar primer za društveno odgovorno poslovanje u hotelijerstvu predstavlja lanac hotela Crown Intercontinental koji zajedno sa lancem Best Western International predstavlja najveći hotelski lanac sa više od 4000 hotela u 90 zemalja. Ovaj hotelski lanac uspostavio je odnos prema okruženju kreirajući i sprovodeći svoje specifične programe, kao usmerenje njihove posvećenosti filantropiji, svi zaposleni poštuju predviđeni program prema zajednici. Uvažavaju se potrebe zajednici odgovarajući na njene neposredne i tekuće potrebe, sa njihovim ljudskim, smeštajnim i finansijskim resursima, uz uvažavanje timskog rada (www.crownintercontinental.com). Ovaj hotelski lanac ima dugogodišnji ugovor sa World Vision, vodećom agencijom za pomoć deci i omladini. Daje se podrška njima u vidu mesečnih donacija. Svaki hotel, u vidu doprinosa, mesečno uplaćuje za hranu, zdravu vodu, zdravlje, obrazovanje i ekološki razvoj. Potom, ovaj lanac pomaže neprofitnim organizacijama prikupljajući sredstva za određene manifestacije na lokalnom nivou. Odbor za odgovorno poslovanje organizuje zabave i kreativne aktivnosti za zaposlene, tokom cele godine.

Ciljevi istraživanja IHG lanca hotela:

- 1) Kakav stav imaju posetioci hotel ai posetioci sajta o razvoju novog hotelskog proizvoda?
- 2) Koje karakteristike novog proizvoda su najznačajnije za potrošača?
- 3) Da li je kompanija izostavila iz projekta neke od karakteristika proizvoda koji su značajni za potrošače?

Ovaj hotelski lanac je kreirao plan istraživanja koji se sastojao od osam glavnih odrednica, sa jasnom vizijom iskazanom u tom planu.

Slika 1. Plan istraživanja IHG grupe



Izvor: www.IHGgroup.com

Neformalna istraživanja su obavljena nakon definisana ciljeva, zbranjajem postojećih podataka o stavovima potrošača koji se odnose na značaj društvene odgovornosti hotela. Putem E-Concierge, koji je online servis za goste bilo kog hotela iz IHG grupe lanca hotela prikupljaju se informacije i želje potencijalnih gostiju. Ovaj system je u direktnoj vezi sa InterContinental Websajtom i omogućava korisnicima interaktivan pregled, iz koga dobija informacije o okolini, mogućnostima za izlazak, zabavu, radnje i brojna zanimljiva mesta.

Podaci dobijeni iz Upitnika koji su gosti popunjavali tokom 2018 godine, IHG je sumirao ovako:

- (1) Društvena odgovornost značajno je povezana sa reputacijom smatra 84% ispitanika;
- (2) Inovativni programi društvene odgovornosti jačaju svest o brendu, 73% ispitanika;
- (3) Do sada se nije uključilo u Projekt 61% ispitanika, ali bi to želelo;
- (4) Za proizvod koji je ekološki zdrav 55,5% ispitanika je spremno da plati do 5% više za takav hotel;

Proces istraživanja

Crown Intercontinental hotel je dobar primer društvene odgovornosti, a preduzete su sledeće inicijative društvene odgovornosti:

- (1) Podrška obrazovanju – interaktivna biblioteka na točkovima, besplatne knjige;
- (2) Menadžment i odlaganje otpada
 - Troškovi energije, sirovina i živog rada svode se na najnižu meru uz smanjenje ostataka i otpada;
 - Korišćenje osvetljenja, grejanja i klimatizacije se nadgleda u sprečavanju nepotrebne potrošnje;
 - Štedljive sijalice se postavljaju na svim mestima gde je izvodljivo;
 - Uvode se dvomlazni toaleti, u cilju smanjenja potrošnje vode;
 - Sobe opremljene termostatičkim ventilima na radiatorima;
 - Elektronska pošta se štampa samo kad je neophodno;
 - Oglašavanje i informacije se objavljuju na sajtu, zbog štednje papira;
- (3) Reciklaža
 - Sav otpadni papir i karton se posebno izdvaja radi reciklaže;
 - Toneri za štampanje se recikliraju za dobrotvorne svrhe;
 - Papirna ambalaža se koristi gde je god moguće;
 - Ulje za kuvanje se skuplja da bi se koristilo za biodizel;
 - Sva staklena ambalaža se reciklira;
 - Posteljine se menjaju u intervalima koji ne umanjuju zadovoljstvo gosta;

(4) Podrška lokalnoj zajednici

- Hotel je uključen u programe školske prakse;
- Dobrotvorne donacije;
- Sva hrana se nabavlja na lokalnom nivou;
- Služe se i promovišu domaća pića;
- Hotel nudi smeštaj sa popustom lokalnim preduzećima;
- Hotel sprovodi podršku lokalnim objektima i atrakcijama;
- Hotel stalno prati i unapređuje svoju reputaciju na lokalnom području;

(5) Opšte

- Hotel poseduje sve licence i sertifikate za očuvanje životne sredine;
- Hotel dočekuje i pse vlasnika, nudeći im posebne programe;
- Hotel podstiče obuku osoblja, u vidu posebnih seminara i treninga;
- Hotel poseduje i parking, sobe, toalete i liftove sve namenjeno invalidima;
- Prozori i nameštaj se čiste destilovanom vodom, bez upotrebe hemikalija;

Svi eko hoteli su prepoznatljivi po svom dizajnu, i posebno, ugrađenim materijalima, organizacijom radnih operacija (solarno grejanje, potrošnja energije, reciklaža) i opreme (ekološka posteljina, te sadržajem (zdrava hrana), maksimalno u funkciji očuvanja prirodne sredine u kojoj se nalaze, sa svim ekološkim sadržajima (Čačić, 2011);

Istraživanje obavljeno u lancu hotela IHG lanca pokazuju da hoteli podržavaju zajednicu na mnoge načine, tako, na primer 63% hotela daje besplatan smeštaj, dok 39% donira hranu i piće.

Pregled 1. Način podržavanja zajednice od IHG brendova

Pokazatelj 2019g učešće (%)	Relativno
1) Hendikepirani i starije osobe	37%
2) Podržavanje raznolikosti manjine	25%
3) Ostalo	13%
4) Razvoj zajednice	50%
5) Treniranje osoblja	69%
6) Programi za mlade – edukacija	50%
7) Umetnost i kultura	36%
8) Pomoć žrtvama katastrofa	29%
9) Okolina	53%

Izvor: www.IHGgroup.com

U okviru ovog hotelskog lanca istraživanje sprovedeno 2018 godine u Azijsko-Pacifički region ukazuje da 36% hotela dozvoljava volontiranje, a 38% obezbeđuje besplatno noćenje, od kojih se mnoga koriste kao nagrade u različitim dobrotvornim akcijama. Iz ove grupacije izvesni hoteli obezbeđuju konferencijske sale dobrotvornim organizacijama bez naplate. U ovom region 32% hotela Grupe meri učinke njihove društvene aktivnosti, a čak 76% njih izveštava javnost o raznorodnim inicijativama.

Tabela 1. Rezultati istraživanja zadovoljstva postojećim idejnim rešenjima

I d e j a	Bodovi u proseku	Bodovi ukupno	U %
1) Sijalice koje štede energiju	5	9900	99
2) Doniranje ostatka hrane	5	9700	97
3) Soplarne ploče na krovu	5	9500	95
4) Bašta na krovu	5	9470	94,7
5) Nameštaj od reciklirajućeg materijala	5	9215	92,1
6) Električna energija na snagu vetra	4	7900	79,8
7) Tepisi od prirodnih materijala	4	7900	79
8) Netoksična – biorazgradiva sredstva za čišćenje	4	7890	78,9
9) Farbe bazirane na vodi	4	7650	76,0
10) Sistem za prikupljanje kiše	4	7500	75,0
11) Tuševi i slavne koji štede vodu	3	5900	59,0
12) Toaleti sa dualnim puštanjem vode	3	5800	58,9

Izvor: www.ichotelsgroup.com

Uvođenjem savremenih ICT Sistema hotelska kompanija postaavila je za cilj uvećani obim izveštavanja, ka oi univerzalnost izveštaja, sa tendencijom da se istraživanja prošire na što više hotela. Ova kompanija je razvila poseban menadžerski alat ESCAP Enviro koji meri ekološke performance hotela, potrošnju

električne energije, potrošnju vode i stvaranje otpadnog materijala. Kompleksno kreiran informacijski sistem, baziran na internetu, omogućava hotelima ove Grupe da na mesečnom nivou unose podatke prema region i drugim kriterijumima. Program inovativnog hotela u lancu hotela IHG uključivao je i potrošače (goste). Cilj je bio stvaranje ekološkog hotela koji je namenjen maksimalnom zadovoljavanju potreba životne sredine i na različite načine profilisani izbor potrošača (gostiju). Kreiran je interaktivan sajt inovativnog hotela, na kome se prikazuje implementacija najbolje ideje o dizajnu, razvoju i operacijama.

Na web sajtu se komentariše svaka inovacija i plasiraju nove ideje. Odgovori iz upitnika, koji se odnose na nove ideje, vezani su za razvoj projekata inovativnog hotela, i grupisani su u tri kategorije: (1) štednja energije, (2) štednja vode, i (3) odgovornost u lancu snabdevanja.

Lanac hotela IHG se opredelio za širenje projekata Inovativnog hotela, a to je samo prva faza u realizaciji strategije razvoja ekološki održivog lanca zelenih hotela širom sveta.

Diskusija

Svako savremeno okruženje (životna sredina) u kome posluje turističko preduzeće ili hoteli zahteva postojanje strategije koje pomažu pri rešavanju problema društvene odgovornosti. Nove i inovirane strategije mogu se svrstati u četiri podgrupe (Petrović, 2018).

- (1) Opstruktivna strategija – preduzeća negiraju odgovornost u nastojanju da održe status quo (boriti se na sve načine);
- (2) Defanzivna strategija – koriste se zakonska sredstva i marketinške akcije da bi se izbeglo preuzimanje dodatnih odgovornosti (učiniti samo ono što zakon zahteva);
- (3) Adaptivna strategija – preduzeće prihvata, često pod pritiskom, društvenu odgovornost za svoje akcije, pokušavajući ispuniti ekološku, zakonsku i etičku odgovornost (prihvatanje društvene odgovornosti);
- (4) Proaktivna strategija – preuzima se vođstvo u društvenim pitanjima definisanih programima društvene odgovornosti koji služi kao model drugima (preuzimanje društvenih inicijativa);

Diskusija o društveno odgovornom poslovanju postaje deo rasprave u svakom sektoru turističke industrije, kao i uopšte u korporativnom poslovanju. Sve više ljudi upoznaje i “naličje” turizma u njegovoj izobličenosti kao važan faktor savremenih problema. U pitanju su rastuće količine otpadnih gasova, štetnih po klimu zbog intenzivnog automobilske i avionske saobraćaja, uticaja na životnu sredinu neprilagođenom gradnjom, opterećivanje okoline nepromišljenim

odstranjivanjem smeća i otpadnih voda i neadekvatnom uvažavanju i obazrivosti prema stanovništvu koje živi na toj destinaciji, lokalnoj kulturi i običajima. Širenjem ekoloških principa i aktivnosti u hotelijerstvu dovelo je do pojave "Green hotela" u kojima je, praktično, sve podređeno ekologiji. Znači, počev od hrane ("zdrava hrana"), pa do toga da gosti ne dobijaju šampone u sobama, u plastičnim kesicama, ili je ona podložna reciklaži. Sa građevinskog aspekta ti hoteli predstavljaju "zdrave zgrade" i sagrađeni su od prirodnog materijala, bez azbesta, šljake, formaldehida, iverice, staklene vune, raznih nezdravih vlakana, sintetičkih toplih podova, itisona i drugih neprirodnih i nezdravih materijala. U projektovanju eko-hotela koristi se mašta i kreativnost, a napušta se ideja hotela "kolosa" i mastodontskih hotela. Grupacija hotela IHG (InterContinental Hotels Group) uvodi inovacije u gradnji hotela (solarna energija, zeleni krov, skupljanje kišnice, razgledanje okoline, društveni projekti). To je način da postizu viši nivo konkurentnosti ali i veliku korist društvu i prirodi (održivi razvoj, smanjenje nezaposlenosti, pozitivan efekat na privredni razvoj zemlje). Ovi projekti pokazuju visok nivo ekološke svesti ovog hotelskog lanca, kao deo koncepta svestrane društvene odgovornosti.

U Srbiji hotel "Hyatt Regency" je još 2000 godine formirao Zeleni tim koji se odnosi na integralnu primenu eko-hotela. Potrošnja energije je smanjena za oko 20 procenata, uveden je novi toplotni sistem "HVAC" tako što je implementiran prekidač u sobama hotelskih gostiju, kao kontrola svetla, instalirani senzori u kancelarijama. Ukupna društvena odgovornost predstavlja jedno od najvažnijih oruđa u izgradnji hotela koji je u savremenom hotelijerstvu, možda i najvrednija imovina svakog hotela u hotelskom lancu.

Zaključak

U turizmu a posebno u hotelijerstvu, kao radno intenzivnoj oblasti poslovanja, društvena odgovornost predstavlja jedan od najdinamičnijih koncepta savremenog poslovanja i funkcionisanja u turbulentnom okruženju. Poslovna etika, korporativno građanstvo, korporativni društveni angažman, delovanje u zajednici, samo su neki od termina koji, u suštini, sadrže koncept društvene odgovornosti svih privrednih subjekata u brojnim delatnostima. To znači da se zalažu (ali ih i meri) za uticaje svojih stvarnih i potencijalnih odluka, na ekonomsko, društveno i prirodno okruženje u lokalnoj zajednici. Istravajući na poštovanju filantropskog načela u poslovanju hotela je prihvatanje koncepta društveno odgovornog poslovanja. Međutim, potrebno je razlikovati donacije od sponzorstva jer od donacija to je davanje bez protivusluge, a kod sponzorstva postoji protivusluga. Donacija predstavlja davanje u novcu, stvarima ili uslugama onom koji to zslužuje, i to su davanja u novcu, stvarima ili uslugama primaocu i to bez ikakve

naknade ili protivusluge. To su dobrotvorna davanja humanitarnog, socijalnog i opštekorisnog karaktera, te za nju nije potrebno urediti ugovor, međutim mora postojati pisana odluka o darivanju koja mora sadržavati bitne elemente (ko se daruje, iznos donacije i koji je oblik za te svrhe). Suprotno, sponzorstvo označava određeno novčano davanje ili davanje u nadoknadi od donora a zauzvrat se očekuje protivusluga od sponzorisanе osobe, sa kojom se sklapa ugovor o sponzorstvu preko kojeg se uređuju prava i obaveze sponzora, te primaoca sponzorstva. Davanje po osnovu korporativne filantropije zadovoljstvo nalazi u pozitivnoj društvenoj promeni ili podršci nekoj društvenoj vrednosti. Odgovorno hotelsko poslovanje prosto kreira uslove za odgovorne vidove menadžmenta koji su osetljivi sa aspekta poslovne kulture. Taj model poslovanja u hotelijerstvu donosi dobit lokalnoj zajednici, a pritom i gostima na konkretnoj destinaciji. S druge strane su vidovi hotelijerstva koji se mogu unapeđivati i efikasnije upravljati a u cilju minimiziranja negativnih efekata koji se javljaju tokom poslovanja. Na primeru hotelskih lanaca CrownContinental i IHG Group sprovedeni su program korporativne odgovornosti, može se sagledavati kreiranje Brenda i efikasno sprovođenje koncepta društvene odgovornosti. Na osnovu prikupljenih podataka iz istraživanja, definisano je pet ključnih oblasti za sprovođenje te strategije: okruženje, razvoj zajednice, usluge korporacije, integracija brendova i komunikacija sa okruženjem. Istraživanje je pokazalo da u hotelijerstvu, ka oi u drugim privrednim delatnostima, društveno odgovorno poslovanje predstavlja vrlo bitan elemenat poslovne izvrsnosti. Društvena odgovornost hotela odnosi se na rešavanje ekoloških problema na nivou društva ili lokalne zajednice, rešavanje zaposlenosti, problematike potrošača (gostiju), odnosa sa dobavljačima, podizanje nivoa konkurencije i niz problema lokalne zajednice i lokalnog stanovništva.

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SOCIAL RESPONSIBILITY OF MODERN HOTEL COMPANIES - AN EXAMPLE OF THE INTERCONTINENTAL HOTELS GROUP HOTEL CHAIN

Jelena Petrović¹⁵, Pero Petrović¹⁶

Abstract

To respond to customers' increasingly demanding wishes, the hotel complex applies total quality management in which the concept of corporate social responsibility is at the forefront. This research aims to highlight the advantages of implementing this strategic commitment. Those benefits include the satisfaction of internal and external customers, public opinion, an increase in revenue, cost savings, and brand building. Awareness, potential for change, and motivation are necessary for applying total quality management as a hotel organization's philosophy. Hotel companies represent very sensitive components of the society in which they operate and exist; therefore, in addition to the mission, vision, and goals for which they operate, they should take great care of their impact on the environment. The increased level of responsibility for maintaining a healthy environment in which hotels operate has strengthened their social responsibility. Apart from restrictive laws and economic measures (the polluter pays) and accompanying legislation, environmental protection has led the hotel industry to conduct its business in an environmentally acceptable manner. International environmental management standards enable hotels to apply and achieve the concept of sustainable development. The business policy of hotel companies accepts comprehensive dimensions of social responsibility. Changes in the direction of adaptability, application of new technologies, and faster development are increasingly reflected in broader social interests, and managers strive to contribute to the broader interests of society. The innovativeness of the tourism industry and its ability to adapt to technological (ICT) and social changes is one of the main prerequisites for competitiveness and survival in the market. The requirements of standards, a higher level of environmental awareness, and measures against environmental polluters are why systemic environmental protection management is necessary.

Keywords: social changes, environment, hotels, guests, responsibility.

JEL: M14, Q56

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Introduction

In the hotel industry, numerous innovators and managers have long since recognized the potential of total quality management as an essential success factor on the market, especially in general economic crises that have shaken the world economy since the beginning of this century. This concept lowers quality costs while improving work processes, productivity, and product and service quality. In this concept, difficult-to-measure elements are apostrophized, such as maintaining good relations with hotel guests, suppliers, employees, owners, the general public, and the environment, and especially care for the environment, which should be protected from adverse effects. In introducing the concept of social responsibility in the Serbian hotel industry, hotels that are part of international hotel chains with many years of experience implementing that concept and have the necessary infrastructure for implementing an integral program took the lead. This is manifested in the possession of modern technologies, capital, and knowledge. At the beginning of this century, hotels from this group of hotels in Serbia have been developing and implementing a series of programs from the scope of social responsibility to help solve natural and social problems and improve relations with clients, employees, and suppliers. The rapid development of the processing industry led to the emergence of the concept of socially responsible business - CSR (Corporate Social Responsibility). Numerous general crises caused by economic (financial) and non-economic reasons (epidemics, wars, earthquakes, droughts, floods) caused significant changes in the approach to business and available resources, which are massively and spontaneously consumed. Socially responsible behavior is based on mutual trust and a common approach to future business, creating a responsible connection between the business environment and the broader social community. Today, many hotels operate within hotel chains, and they operate locally, respecting the principles of social engagement. Their business culture is involved in developing the local community and environmental protection. This is the primary concern, as well as companies from other economic activities, in an increasingly turbulent market. By making efforts to preserve the environment, hotel chains can reduce the negative impact on the environment to a low level, that is, direct their development to a higher level of environmental sustainability. This refers to using resources (primarily energy) and waste material. It is about implementing the environmental protection system (part of the overall hotel management), EMAS, which refers to the hotel chain development model. In Serbia, this problem is often treated as an expense, not a rationalization of business. In domestic hotel companies, it is necessary to emphasize the importance of responsible business in society, in the hotel itself, with the local self-government, and with numerous hotel guests.

Necessity for socially responsible changes in the hotel industry

All initiatives related to integral social responsibility in the hotel industry must be considered investment activities. This is because those hotels that can implement programs of efficient use of all resources to create their products and services and to reduce environmental pollution, in addition to high initial costs, can operate with much lower costs in the future. In overcoming numerous social problems, hotels assist the local community, which builds trust and improves the hotel's image at the local, regional, and national levels. On the other hand, it motivates numerous stakeholders, including employees, clients, suppliers, and investors, to remain loyal to the hotel. Research has shown that hotel employees in Serbia are satisfied with the results of implementing the social responsibility program. They believe these programs bring many benefits regarding cost levels, hotel products and services quality, work environment, and relations with clients, stakeholders, and the local community. Goodwill is being built, as well as the hotel's image, the trust of guests and the environment, and the trust of guests and stakeholders. This concept brings several advantages in market positioning and differentiation, thus gaining a competitive advantage, especially in economic crisis and globalization conditions. In the coming period, further improvement of the concept and program of social responsibility can be expected, especially considering the level of investment in these activities and the number of advantages that arise from them. Especially from the aspect of the specificity of hotel companies, numerous benefits are realized for them by activities aimed at solving environmental problems in the locality, bearing in mind that hotels have an excellent interaction with the environment, and that circumstance is irreplaceable. Unique benefits from such determinations are the labor force that is recruited locally, as well as numerous suppliers. Such a relationship affects a greater degree of activity at a specific destination. A particular need is expressed by investing in training and retaining quality staff, nurturing relationships with suppliers, preserving and improving the destination's attractiveness, short-term operational efficiency can be improved, and favorable market evaluations of a higher level of profitability in future business. Then, in continuity, many questions will be asked about evaluating socially responsible performances.

However, in the hotel industry, there is no unique model for measuring returns on any investment in this business concept; subjective measures remain in circulation to evaluate these investments (Carroll, 2000). Human capital is a significant source of competitiveness, more than in other industries, in the hotel industry, because it directly affects the quality of the hotel product and service. It is about enhancing the satisfaction of external customers and guests at the destination. In

addition, with "good word" and word of mouth spread, absenteeism and resignations decrease. This way, the costs of employment recruitment and training potential employees in a specific hotel are reduced (Vitaliano, 2010). Quality relations with employees imply the level at which the hotel company respects the legal rights of employees and the expectations of society (safety, health, pension insurance, working conditions, etc.). Good relations with employees and product categories are the only two dimensions that positively affect profitability. However, the company's involvement in solving problems of the natural environment, community, and diversity has a more significant positive impact on the company's attractiveness as an employer and increasing value for owners (Stone & Heiner, 2002). The social responsibility of hotel companies includes responsibility, transparency, ethics, respect for stakeholders, laws, and people's rights. International hotel chains, such as Holiday Inn, Accor, Marriott, Hyatt, InterContinental, and others, widely apply this standard as they can introduce expensive programs to reduce energy and water use, recycling, etc.

Subject and Research Methods

Hotels operated as separate entities for a long time and were often irresponsible towards nature. Over time, an awareness of the moderate use of natural resources and the preservation of the surrounding areas has developed, with increased profitability and guest satisfaction. The goal of this research is to, based on the available literature and knowledge in the hotel business in Serbia, provide a specific contribution to responsible hotel behavior by applying environmental management standards in the hotel industry. Standard scientific methods were applied during this research: historical, descriptive, and statistical methods. From the degree of investigation of this problem, it is considered that the concept of socially responsible operation of hotels is considered. In Serbia, the philosophy of business and its essence is relatively new and, therefore, needs more research. The primary hypothesis was set up to prove the level of responsible behavior and the impact on creating an image of a "good corporate citizen." Glassi's auxiliary hypothesis is that ethical behavior within the social responsibility framework refers to moral responsibility that plays a significant role in the behavior of individuals and groups. Then, it is necessary to point out the level of implementation of international standards of environmental management, which enables hotels to, in the management system, unify the management of environmental effects and to achieve compliance of this policy and practice with their mission and business goals. "New guests" prefer to come to an environmentally friendly hotel.

It should be noted that different sectors in the tourism industry have different attitudes towards socially responsible business. Depending on the size and location of the hotel, attitudes towards such oriented business differ. In practice, engagement in the responsible and sustainable development of a tourist destination is positively related to the concept of responsible business and its implementation. "Corporate social responsibility is the constant obligation of the business world to behave ethically and contribute to economic development while at the same time improving the quality of life of both the workforce and their families, as well as the local community and society in general" (WBCSD, 2011). The socially responsible behavior of hotel companies is based on relying on four interdependent pillars (Petrović, 2006):

- Employees - adopting policies and practices towards the workforce, taking care of them and their random environment, and ensuring safety and health;
- Market - responsible relationship with shareholders, investors, suppliers, and guests, with all those who have a business relationship with hotels;
- To the community - the most visible aspect of the hotel's socially responsible business behavior. Businesses in this area depend on direct connections between the hotel company and the environment, and it is based on the knowledge of these companies about the needs and problems of the local community.
- Ecology - determining the balance between the need for economic growth and the preservation of a healthy natural environment, which does not imply the inclusion of the principles of ecological sustainability and the daily operations of a specific hotel.

Data Sources

The international hotel chain InterContinental Hotels Group is recognizable for its developed online research system, and it started collecting data through questionnaires on websites as early as 2000. It was then concluded that the data collected this way was suitable for research. This refers to collective research concerning the needs of consumers (hotel guests), the market, and the hotel's and its employees' performance. Although data collection is not an ideal solution for a hotel company, according to an iPerceptions survey of website visitors' satisfaction in the hotel industry. Visitors to the websites of this hotel chain are more satisfied with their online experience than average (www.ihgplc.com). Visitors measure satisfaction (iPerceptions et al. - iPSI). The visitors to these sites are delighted, above the average (6.9) out of a possible 10, where the five most essential elements of the Website are mainly evaluated: navigation, content, interactivity, motivation, and adaptability. All these questionnaires are in the hotel

chain's database. Three significant factors (www.InterContinentalhotels.com) give more excellent value to the site rating: (1) the ability to create customer loyalty, (2) encouraging repeat visits, and (3) is a starting point for market research in the hotel industry,

Visitor opinion data was collected along four domains (www.ihgplc.com): (1) energy consumption, (2) total recycling; (3) total water consumption and (4) conservation of the destination; Visitors (guests) can give ratings from 1 to 5, for the following domains (Petrović, 2021):

- solar panels on the roof for heating water;
- garden on the roof for additional insulation;
- furniture made of recycled materials;
- rainwater collection systems;
- paints based on void;
- donating leftover food;
- carpets made of natural materials;
- light bulbs that save energy;
- showers and faucets that save water;
- toilets with a dual flush;
- non-toxic, biodegradable cleaning agents;

Two basic types of questionnaires were used as a research instrument:

- a) an online questionnaire and
- b) a questionnaire sent to an e-mail address (to the most loyal consumers);

The website visitors left the following information: e-mail address, age, level of education, size of the company in which they are employed (small, medium and large) and frequency of travel: less than once a year to several times a week). Two-way means that employees were also involved as a marketing team to analyze the data obtained in previous surveys concerning consumer (guest) satisfaction. The hotel company used internal data in profit and loss reports and sales reports, i.e., previously collected data. This data was necessary to create an innovative hotel project, respecting the wishes of current and potential guests. The primary data was from the questionnaire on the hotel's website.

Material and applied methodology - responsible hotel management

In the very definition of tourism, there is a section on environmental protection where it is stated (World Travel & Tourism Council, 2002): "Tourism is one of the largest sources of economic activity, but at the same time, it is important for the power of sustainability, raising the standard of living in underdeveloped areas,

promoting conservation natural and environmental environment and providing means for peaceful international exchange".

Hotel chains are mostly corporately organized, meaning they cover all three dimensions of sustainable environmental, economic, and social aspects. On the other hand, one can notice an increasing number of responsible tourists who prefer programs and hotels that operate socially responsibly (Petrović, 2008). Long-term and responsible tourism development, with an emphasized qualitative approach, is at the center of thinking (Živković, 2009). Responsible tourism, and thus the hotel industry, has many characteristics. Different destinations and participants have different priorities, and it is necessary to develop local policies and guidelines through the cooperation of several participants in order to develop responsible tourism in specific destinations more effectively. Undeniably, even in responsible hotel business, based on legal parameters, profit should be created for shareholders (Friedman, 1992). This usually refers to the reduction of costs in order to improve energy efficiency, and it refers to the increase in ethical consumerism, which ultimately shows how responsible business affects the increase in income (Pizam, 2009). In 2017, before the onset of the pandemic, the IHG hotel chain conducted a general management survey to gain insight into how brands support the local community and implement social programs. Data collection was done based on internal and external sources, at meetings, through interviews with employees and guests, and based on questionnaires. In addition to users, supplier feedback is of great importance for a better understanding of corporate performance and potential risks and opportunities (IHG, 2018). IHG, as a global hotel chain, processed over 200,000 questionnaires in 2018 to complete the research. From the structural aspect of the survey, 65% of women and 35% of men were included, with an average age of 39 years. Of the total number of respondents, over 69% were employed in large companies, 27% in medium-sized companies, and only 0.7% of respondents were unemployed and retired.

Research Objectives

In modern conditions, the reasons for the introduction and application of socially responsible business can be divided into four categories: (1) ethical - moral standards; (2) sustainability - it makes sense when the implementation of measures has an economic justification (reduction of energy consumption or less waste, but it is more difficult to justify in other cases (transparency of corruption); (3) work permits - represents a confrontation with issues important to shareholders, encourages dialogue with the public, legislation, activists, etc.; (4) reputation - the positive perception among customers (guests) through influencing social changes, strengthening the value and recognition of the market brand/brand

and managing risks that strengthen the reputation of financial institutions. Environmental protection is a critical mission of the hotel industry. Hotel chains and companies increasingly accept proactive management of environmental protection, which can increase economic and competitive gains and, at the same time, ensure compliance with the law. Environmental protection implies the application of "healthier" technologies, more responsible use of resources, reducing emissions for environmental protection, adopting environmental standards, and employee relations in that domain. A prime example of a socially responsible business in the hotel industry is the Crown Intercontinental hotel chain, which, together with the Best Western International chain, is the largest hotel chain with more than 4,000 hotels in 90 countries.

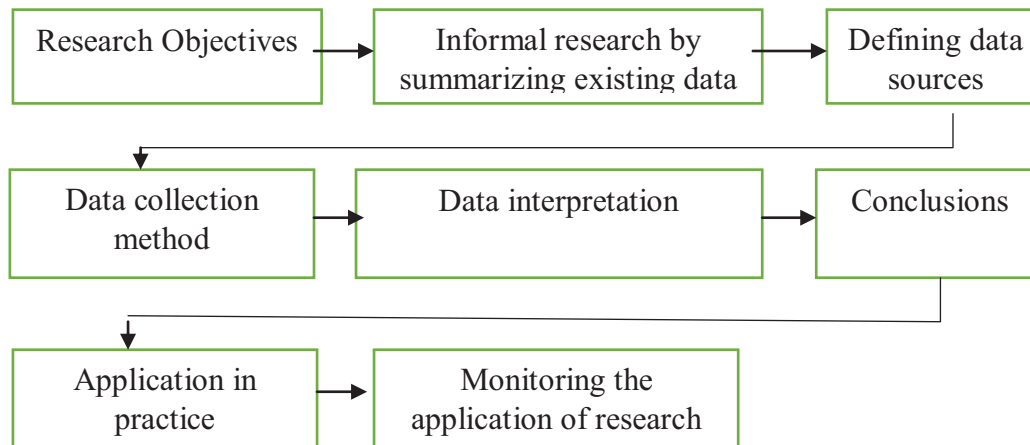
This hotel chain has established a relationship with the environment by creating and implementing its specific programs. As a result of their commitment to philanthropy, all employees respect the intended program for the community. The community's needs are respected by responding to its immediate and ongoing needs with their human, accommodation, and financial resources while respecting teamwork (www.crownintercontinental.com). This hotel chain has a long-term contract with World Vision, a leading agency to help children and youth. They are supported in the form of monthly donations. Each hotel, in the form of a contribution, pays monthly for food, healthy water, healthcare, education, and ecological development. This chain helps non-profit organizations by raising funds for specific events at the local level. The Committee for Responsible Business organizes parties and creative activities for employees annually. This hotel chain provides "green support" to hotels in the form of the "Go Green" program and provides funds and training as a form of support for these activities.

Research objectives of the IHG hotel chain

- 1) What is the attitude of hotel and website visitors about developing a new hotel product?
- 2) Which characteristics of the new product are the most important for the consumer?
- 3) Has the company omitted from the project some of the product features that are significant for consumers?

This hotel chain created a research plan with eight main determinants, with a clear vision expressed in that plan.

Figure 1. Research Plan IHG Group



Source: www.IHGgroup.com

Informal research was carried out after the defined goals by collecting existing data on consumer attitudes related to the importance of the hotel's social responsibility. Through E-Concierge, an online service for guests of any hotel from the IHG group of hotel chains, information and wishes of potential guests are collected. This system is directly connected to the InterContinental Website. It allows users an interactive overview, from which they get information about the surroundings, opportunities for going out, entertainment, shops, and many exciting places.

IHG summarized the data obtained from the Questionnaire filled out by guests during 2018 as follows:

- (1) Social responsibility is significantly related to reputation, according to 84% of respondents;
- (2) Innovative social responsibility programs strengthen brand awareness, 73% of respondents;
- (3) So far, 61% of respondents have not joined the Project but would like to;
- (4) For an ecologically sound product, 55.5% of respondents are ready to pay up to 5% more for such a hotel;

Research Process

The CrownIntercontinental Hotel is an excellent example of social responsibility, and the following social responsibility initiatives have been undertaken:

- (1) Education support - interactive library on wheels, free books;
- (2) Waste management and disposal

- Costs of energy, raw materials, and live labor are reduced to the lowest possible level with a reduction of residues and waste;
- The use of lighting, heating, and air conditioning is monitored to prevent unnecessary consumption;
- Energy-saving light bulbs are installed in all places where it is feasible;
- Two-jet toilets are being introduced in order to reduce water consumption;
- Rooms equipped with thermostatic valves on radiators;
- Electronic mail is printed only when necessary;
- Advertising and information are published on the site to save paper;

(3) Recycling

- All waste paper and cardboard is separately separated for recycling;
- Printing toners are recycled for charity;
- Paper packaging is used wherever possible;
- Cooking oil is collected to be used for biodiesel;
- All glass packaging is recycled;
- Bed linen is changed at intervals that do not diminish the guest's satisfaction;

(4) Support to the local community

- The hotel is included in school practice programs;
- Charitable donations;
- All food is procured locally;
- Domestic drinks are served and promoted;
- The hotel offers discounted accommodation to local businesses;
- The hotel supports local facilities and attractions;
- The hotel constantly monitors and improves its reputation in the local area;

(5) General

- The hotel has all licenses and certificates for environmental protection;
- The hotel also welcomes the owner's dogs, offering them special programs;
- The hotel encourages staff training in the form of special seminars and training;
- The hotel also has a parking lot, rooms, toilets, and elevators, all intended for people with disabilities;
- Windows and furniture are cleaned with distilled water without the use of chemicals;

All eco-hotels are recognizable by their design, and in particular, the built-in materials, the organization of work operations (solar heating, energy consumption, recycling), and equipment (ecological bedding, and content (healthy food), maximally in the function of preserving the natural environment in which they are located, with all ecological contents (Čačić, 2011);

Research conducted by the IHG hotel chain shows that hotels support the community in many ways. For example, 63% of hotels provide free accommodation, while 39% donate food and drinks.

Overview 1. A way to support the community from IHG brands

Indicator 2019 (%)	Relative participation
1) Handicapped and elderly people	37%
2) Supporting minority diversity 25%	
3) Other	13%
4) Community development	50%
5) Staff training	69%
6) Programs for young people - education	50%
7) Art and Culture	36%
8) Assistance to victims of disasters	29%
9) Environment	53%

Source: www.IHGgroup.com

Research conducted in 2018 in the Asia-Pacific region indicates that 36% of hotels within this chain allow volunteering, and 38% provide free nights, many of which are used as prizes in various charitable actions. Certain hotels with groups Group provide complimentary conference rooms to charitable organizations. In this region, 32% of the group's members measure the effects of their social activities and 76% report to the public about various initiatives.

Table 1. The results of the survey of satisfaction with the existing conceptual solutions

Ideas	Average points	Total points	In %
1) Energy-saving light bulbs	5	9900	99
2) Donating leftover food	5	9700	97
3) Solar panels on the roof	5	9500	95
4) Roof garden	5	9470	94,7
5) Furniture made of recyclable materials	5	9215	92,1

6) Wind-powered electricity	4	7900	79,8
7) Carpets made of natural materials	4	7900	79
8) Non-toxic - biodegradable cleaning agents	4	7890	78,9
9) Water-based paints	4	7650	76,0
10) Rain collection system	4	7500	75,0
11) Showers and water-saving celebrities	3	5900	59,0
12) Toilets with dual flush	3	5800	58,9

Source: www.ichotelsgroup.com

With the introduction of modern ICT systems, the hotel company set as its goal an increased volume of reporting, as well as the universality of the report, with the tendency to expand the research to as many hotels as possible. This company has developed a unique management tool, ESCAP Enviro, that measures the environmental performance of hotels, electricity consumption, water consumption, and waste generation. A complexly created information system based on the Internet enables the hotels of this Group to enter data according to region and other criteria every month. The program of the innovative hotel in the IHG hotel chain also included consumers (guests). The goal was to create an ecological hotel to meet the environment's needs as much as possible and profile the choice of consumers (guests) in different ways. An interactive website of an innovative hotel was created, showing the implementation of the best ideas about design, development, and operations. Every innovation is commented on on the website, and new ideas are marketed. The responses from the questionnaire, related to new ideas, are related to the development of innovative hotel projects and are grouped into three categories: (1) energy saving, (2) water saving, and (3) responsibility in the supply chain.

The IHG hotel chain decided to expand the Innovative Hotel projects, and this is only the first stage in the realization of the strategy of developing an ecologically sustainable chain of green hotels around the world.

Discussion

Any modern environment (environment) in which a tourist company or hotel operates requires the existence of a strategy that helps to solve the problem of

social responsibility. New and innovative strategies can be classified into four subgroups (Petrović, 2018).

- (1) Obstructive strategy – companies deny responsibility to maintain the status quo (fight by all means);
- (2) Defensive strategy – legal means and marketing actions are used to avoid assuming additional responsibilities (do only what the law requires);
- (3) Adaptive strategy - the company accepts, often under pressure, social responsibility for its actions, trying to fulfill environmental, legal, and ethical responsibility (acceptance of social responsibility);
- (4) Proactive strategy – taking the lead in social issues defined by social responsibility programs that serve as a model for others (taking social initiatives);

The discussion about socially responsible business is becoming part of the discussion in every sector of the tourism industry and, in general, corporate business. More and more people are getting to know the "backside" of tourism and its distortion as an essential factor of modern problems. At issue are growing amounts of waste gases, harmful to the climate due to intensive automobile and airplane traffic, impact on the environment through inappropriate construction, burdening the environment through reckless disposal of garbage and wastewater, and inadequate respect and consideration for the population living in that destination, local culture and customs. The spread of ecological principles and activities in the hotel industry led to the emergence of "Green hotels" in which, practically, everything is subordinated to ecology. So, starting with the food ("healthy food"), up to the fact that the guests do not receive shampoo in the rooms, in plastic bags, or it is subject to recycling. From the construction aspect, these hotels represent "healthy buildings." They are built from natural materials, without asbestos, slag, formaldehyde, chipboard, glass wool, unhealthy fibers, synthetic warm floors, and other unnatural and unhealthy materials. In the design of eco-hotels, imagination and creativity are used, and the idea of "colossus" and mammoth hotels is abandoned. The IHG (InterContinental Hotels Group) hotel group introduces innovations in hotel construction (solar energy, green roofs, rainwater harvesting, sightseeing, and social projects). It is a way to achieve a higher level of competitiveness and a great benefit to society and nature (sustainable development, reduction of unemployment, positive effect on the country's economic development). These projects show this hotel chain's high level of environmental awareness as part of the concept of comprehensive social responsibility.

In Serbia, the "Hyatt Regency" hotel formed a Green Team in 2000, which refers to the integral application of eco-hotels. Energy consumption was reduced by about 20 percent, and a new heating system, "HVAC," was introduced by implementing a switch in hotel guests' rooms, bass control of lights, and installed sensors in offices. Social responsibility is one of the most essential tools in building a brand. In the modern hotel industry, it is the most asset of every hotel and hotel chain.

Conclusion

In tourism and especially in the hotel industry, as a labor-intensive business, social responsibility represents one of the most dynamic concepts of modern business and functioning in a turbulent environment. Business ethics, corporate citizenship, corporate social engagement, and action in the community are some of the terms that, in essence, contain the concept of social responsibility of all business entities in numerous activities. This means that they advocate (but also measure) the impacts of their actual and potential decisions on the local community's economic, social, and natural environment. Persisting on respecting the philanthropic principle in the hotel business is accepting the concept of socially responsible business. However, it is necessary to distinguish between donations and sponsorships since donations are given without a return service, while with sponsorship, there is a return service. A donation is a gift of money, things, or services to the one who serves it, and these are gifts in money, things, or services to the recipient without any compensation or consideration. These are charitable donations of a humanitarian, social, and general-purpose character, and drawing up a contract is unnecessary. However, there must be a written donation decision that contains essential elements (who is being donated, the amount of the donation, and what form it takes for these purposes). On the contrary, sponsorship means a specific monetary donation or compensation from the donor. In return, a counter-service is expected from the sponsored person, with whom a sponsorship contract is concluded, through which the rights and obligations of the sponsor and the recipient of the sponsorship are regulated. Giving based on corporate philanthropy finds satisfaction in positive social change or support of a social value. Responsible hotel business creates conditions for responsible types of management that are sensitive to the aspect of business culture. This business model in the hotel industry brings profit to the local community and, simultaneously, to the guests at the specific destination. On the other hand, some types of hotel businesses can be improved and managed more efficiently to minimize the adverse effects that occur during business. In the example of hotel chains CrownContinental and IHG Group, a corporate responsibility program was

implemented; one can see the creation of a brand and the effective implementation of the concept of social responsibility. Based on the collected research data, five key areas were defined for implementing that strategy: environment, community development, corporate services, brand integration, and communication with the environment. Research has shown that in the hotel industry, as well as in other economic activities, socially responsible business is an essential element of business excellence. The hotel's social responsibility refers to solving environmental problems at the level of society or the local community, solving employment, consumer (guest) problems, relations with suppliers, raising competition, and several problems of the local community and the local population.

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