

UPRAVLJANJE ORGANIZACIONO-KOMERCIJALNIM RIZICIMA U ZDRAVSTVENOM TURIZMU SRBIJE KROZ MARKETING MENADŽMENT KONCEPT

MANAGEMENT OF SERBIAN HEALTH TOURISM ORGANIZATIONAL AND COMMERCIAL RISKS THROUGH MARKETING MANAGEMENT CONCEPT

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Rezime

Poznato je da zdravstveni turizam predstavlja najstariji specifični oblik turizma u okviru kojeg se stručno i kontrolisano koriste prirodni i lekoviti faktori, kao i postupci fizikalne terapije u cilju očuvanja i unapređenja zdravlja. Osnovu razvoja zdravstvenog turizma čini upotreba prirodnih i lekovitih faktora koji u Srbiji mogu biti banjski i klimatski. U banjama se nudi uravnotežena ishrana, isključenost od buke i zagađenja vazduha, fizička aktivnost, društveni i duhovni programi, a sama činjenica da u Srbiji ima preko 50 zdravstveno-lečilišnih destinacija, kao i da je nesumnjiv kvalitet termalnih voda na kojima je bazirana njihova ponuda, predstavlja veliki razvojni potencijal Srbije za budućnost. Međutim, neuvažavanje koncepta održivog razvoja u zdravstveno-turističkoj oblasti, dovelo je u proteklom periodu do niza negativnih efekata, čime su ugroženi prirodni i lekoviti faktori i celokupan ambijent zdravstveno-turističkih mesta. Zbog toga, zdravstveni turizam zaslužuje kako posebne mere zaštite uz adekvatnu odgovornost javnog i privatnog sektora, tako i adekvatno upravljanje i organizovanje istih. Da bi se otklonile moguće posledice, i obezbedila prevencija negativnih efekata u zdravstvenom turizmu, pažnja se mora posvetiti ne samo zakonskim i prostorno-planskim aktivnostima, nego i organizacionim, informacionim, upravljačkim i edukativnim merama. Svim prethodno navedenim merama možemo pristupiti kroz modernu orijentaciju, koja prerasta okvire klasičnih organizacionih struktura i vodi mnogo kompleksnijem načinu mišljenja, otvarajući horizonte na kojima zdravstveno-turističke organizacije vide svoje šanse, gde je prvenstveni cilj tržišno pozicioniranje, prepoznatljivost i naravno, profit. Pomenuta moderna orijentacija govori o koncepciji marketing menadžmenta u kojoj kupac igra glavnu ulogu, a proizvod sporednu, gde se konkurencija guši, a lojalnost obezbeđuje savršenom ponudom kroz etičke vrednosti. Primena marketing menadžmenta u zdravstvenom turizmu je specifična, pre svega zbog razlike u upravljanju materijalizovanim proizvodima u odnosu na upravljanje uslugama, a zatim i zbog heterogenosti turističkog tržišta. Marketing menadžment u zdravstvenom turizmu predstavlja fokus na veći broj faktora, određenu sistematičnost u redosledu poteza, a sve sa ciljem utvrđivanja odgovarajuće strategije i politike razvoja, koja će doprineti ostvarenju postojećih

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ciljeva svake konkretne zdravstveno-turističke ponude. U turizmu, pa samim tim i zdravstvenom turizmu, postoje brojna ograničenja koja, pod pretpostavkom nepromenjene životne sredine, otežavaju sprovođenje racionalnog modela donošenja upravljačkih odluka. To je osnovni razlog zašto je u praksi neophodno uvesti marketing menadžment koncipiran tako da smanji, a po mogućnosti potpuno eliminiše rizike, jer isti, predstavlja pokretačku snagu za koncipiranje strategijskog razvoja zdravstvenog turizma. Marketing menadžment, treba da bude poslovna koncepcija koja pored planiranja, kontrole i organizovanja, obuhvata i upravljanje organizacionim i komercijalnim rizicima. U ovakvoj koncepciji, osnovno kohezivno polje usmereno je na oblast ciljeva, tj. na uticaj pojedinih funkcija za razvoj zdravstvenog turizma u Republici Srbiji. Da bi se postigla efikasnost i konzistentnost u upravljanju rizicima kroz koncepciju marketing menadžmenta, najvažnije je pravilno delegirati odgovornosti i ovlašćenja za realizovanje plana, tj. stvoriti takvu organizacionu konfiguraciju marketing menadžmenta, koja treba da garantuje kretanje zdravstvenog turizma željenom putanjom ka definisanim ciljevima. Ciljevi marketing menadžmenta trebaju biti usklađeni s ciljevima rada i poslovanja zdravstveno-turističkih centara, jer zdravstveni turizam predstavlja jedan od najjačih trendova putovanja u poslednje vreme. Tome je, naravno, doprinela svest ljudi koji brinu o sopstvenom zdravlju, ali i promene u načinu rada i života savremenog društva. Stav prema riziku utiče na izbor strategije marketing menadžmenta, što može da varira od lakog prihvatanja, do izbegavanja rizika. U granama kao što je turizam, (a posebno kada govorimo o specifičnom zdravstvenom turizmu), rizik teško može da se izbegne. Kako bi se privukla međunarodna tražnja za zdravstveno-turističkim proizvodom Srbije, potrebno je najpre tržišno pozicionirati današnji proizvod, što je jedino moguće kroz uspostavljanje marketing menadžment koncepcije koja će organizacione i komercijalne rizike držati pod kontrolom, adekvatnim zalaganjem kroz definisanje jasnih razvojnih ciljeva, koraka realizacije i efikasnog međunarodnog koordinisanja svih učesnika u procesu. Takođe, marketing menadžment treba da bude imperativ sadašnjeg vremena, s obzirom da je jedna od njegovih uloga u razvoju zdravstvenog turizma, bazirana na kontrolisanju neizbežnih rizika i prihvatanju rizika kao realnosti, jer se temelji na načelima upravljanja, kao i na poznavanju organizacione i komercijalne strukture. Upravljanje organizacionim i komercijalnim rizicima u zdravstvenom turizmu kroz koncept marketing menadžmenta, doprinosi održivom uspehu zdravstvenog turizma, što podrazumeva poslovni uspeh u kontinuitetu, održivi razvoj, socijalnu odgovornost i poslovnu etiku, jer nema razvoja i progressa ako se isti ne shvate kao prioritet od opšteg značaja za sam razvoj.

Ključne reči: marketing menadžment, zdravstveni turizam, organizacioni rizici, komercijalni rizici

Summary

As it is generally acknowledged, health tourism is the oldest special form of tourism which includes professional and controlled usage of natural and medical elements, as well as methods of the physical therapy, with the goal to preserve and improve health. The base of health tourism development lies in the utilization of natural and medical elements, which, in Serbia, can be spa and climate related. The spas are offering balanced diet, noise reduction and exclusion from air pollution, physical activity, social and spiritual programs, and the fact that there are more than 50 health tourism destinations with the confirmed quality of their thermal waters, represents a huge growth potential for Serbia. However, disregard for the concept of sustainable development in health tourism domain led to a number of negative effects, which affected harmfully the natural and medical factors and the overall ambiance of the health resorts. Hereof, health tourism deserves special protection measures with an adequate responsibility of public and private sector, as well as proper management and organization. In order to eliminate the possible consequences

and ensure prevention of negative effects in health tourism, attention must be paid not only to the legal and area-planning activities, but also to organizational, information, management and educational measures. All of the things mentioned above can be accessed through a modern orientation which outgrows the framework of the classic organizational structure and leads to a much more complex mindset, opening horizons where health tourism organizations see their chances, with the primary goal of market positioning, visibility, and logically, profit. This kind of modern orientation explains the concept of marketing management where the customer plays a major role, the product comes second, the competition is strong, and loyalty is provided through the perfect offer and ethical values. Enforcement of marketing management in health tourism is rather specific, primarily due to differences between management of material products and services, as well as heterogeneity of the tourism market. Marketing management in health tourism focuses on a variety of factors and it is particularly systematic, all with the aim to determine a proper strategy and development policy, which will contribute to achieving existing objectives of each exact health tourism offer. In tourism, and therefore health tourism, there is a number of limitations which, with the prerequisite of the preserved environment, hinder the implementation of the rational decision-making process. This is the main reason why it is necessary to introduce the practice of marketing management designed to reduce, and if possible, completely eliminate the risks, which represents the driving force for the creation of health tourism strategic development. Marketing management should be a business concept which, in addition to planning, control and organization, includes management of both organizational and commercial risks. In this concept, the basic cohesive field is focused on goals, i.e. on the impact of certain functions to health tourism development in the Republic of Serbia. In order to achieve efficiency and consistency in risk management through the concept of marketing management, the most important is to properly delegate responsibilities and authorities for the plan implementation, i.e. create such an organizational configuration of marketing management, which should guarantee the process of steering health tourism towards the defined goals. The objectives of marketing management should be aligned with the objectives of the health tourism centers, following that health tourism has been one of the most popular tourism types lately. This was, surely, affected by the awareness of people who take care of their health, and also by changes in modern society life- and business styles. The attitude towards the risk affects the choice of marketing management strategy, which can range from slow acceptance, to risks avoidance. In industries such as tourism, especially when it comes to specific health tourism, the risk is difficult to avoid. Beneficial to attracting international demand to Serbian health tourism product, it is primarily necessary to position the modern product on the market, which is only possible through the establishment of marketing management concepts that will keep organizational and commercial risks under control, adequate definition of clear development objectives, implementation steps and effective international coordination of all stakeholders. Further on, marketing management should be the imperative of the present time, given that one of its roles in health tourism development is based on controlling the risk and accepting the inevitable risks as a reality, because marketing management is established on the principles of management, as well as on knowledge about the organizational and commercial structures. Management of the organizational and commercial risks in health tourism through the concept of marketing management, contributes to a sustainable success of health tourism, including continuous business success, sustainable development, social responsibility and business ethics, because there can be neither development nor progress, if they are not perceived as a priority for the overall progress.

Keywords: marketing management, health tourism, organizational risks, commercial risks
