

**Ana Jovičić¹⁾,
Anđelija Ivkov-
Džigurski¹⁾,
Snježana Gagić²⁾,
Irma Erdeji¹⁾**

1) Faculty of Sciences,
Department of Geography,
Tourism and Hotel
management, University of
Novi Sad, Serbia
ana.jovicic@fondmt.rs

2) College of Management
and business communications,
Sremski Karlovci, Serbia

THE RESEARCH OF THE HOTEL PRODUCT ATTRACTIVE QUALITY

Abstract: *The creation of Attractive Quality product is one of the modern approaches in the improvement of organization business. It is important to distinguish the levels of a hotel product. The highest level of the Attractive Quality in hospitality is reflected in specialized types of a hotel product, created in order to satisfy and thrill the guest. The Muslibegovic House hospitality object provides Attractive Quality of the highest level by creating a whole new hotel product – a museum-hotel. The reason for choosing this very object in our analysis is its eighth place in the top ten world's best hotels, which was distributed by the online booking Internet page Expedia.com, with about million respondents. The National Monument Muslibegovic House maintains a higher level of Attractive Quality on its rich cultural background, constantly paying attention to guests's wishes, satisfying their needs and exceeding the expectation of its guests.*

Keywords: *hotel product, Attractive Quality, Hotel-museum, Muslibegovic House, cultural tourism*

1. INTRODUCTION

Apart from satisfying their consumers' needs, service organizations nowadays are thinking of new ways how to exceed their offer. Consumer satisfaction has been considered one of the most important construct ([1],[2]). In order for the consumers to perceive the high quality, it is necessary for the level of the service to exceed the expectation.

The unique and memorable experience emerges as a strategic choice for tourism and leisure organizations in order to capture an intangible differentiation ([3],[4],[5],[6],[7]). The goal of this research is to show how maintaining Attractive Quality has an impact on the attraction of guests, building the organization's positive image and creation of the basis for earning a high profit. These are based upon the relevant theoretical

achievements and the analysis of a hospitality object. The research methods used in this paper are a cabinet research which shapes the knowledge about Quality, Management Quality and Attractive Quality which serve as a theoretical foundation for this paper. Apart from this method, the analysis of a case study of the National Monument Muslibegovic House is also used, as an object which, based upon its comparative values, especially its rich background as a curiosity, attracts tourists who think of tourism as of a wholesome cultural experience but also those who wish for a unique experience. When we add a modest capacity, which enables for each guest to be given attention, it is clear why this hotel is an excellent example of how to attract a certain category of guests based upon carefully chosen touristic Attractive Quality product, but also how to produce

satisfied guests who would share their experience long after.

2. THE NOTION OF HOTEL PRODUCT QUALITY

The determination of the essence and significance of quality in the service sector is very complex, as we start from the consumer when in defining it, that is, the consumer's understanding and perception of quality. The quality of the product and service is a critical factor in a success, gaining and maintaining competitive lead. The organizations in hospitality industry strive to improve their product and their service, process and employees in order to answer the demands but also to exceed guests' expectation. Service quality significantly impacts tourists' satisfaction and loyalty ([8],[9]). The hotel product quality is a marketing category which consists of its material and immaterial components, which are spatially and functionally bound into an integral unity, as well as the realization of additional services which gravitate on a level which ensures the coordination of these services with the consumer's demands [10].

Modern tourists are very informed and fastidious. Their needs not only include their staying in a hotel as in their other home, but they also wish to satisfy their cultural, spiritual, recreational, amusement, adventure and other needs. Their habits, wishes and their behavior are being permanently changed. They search for a whole new, unconventional offer, a more intense experience, adventure, etc. It is necessary to provide such offers which would be completely adapted to individual requests. The authenticity of a service or hotel product is a quality determinant and it is very important to the quality of touristic experience [11].

Forming a good hotel product means to establish the consistency of the quality of its separate components and the

harmonization of the service process [12].

3. ATTRACTIVE QUALITY PRODUCT CREATION

Attractive Quality Creation (AQC) is one of the modern approaches to the business improvement. Kano [13] has set a model which as its goal had to evaluate the level of consumers' satisfaction with the unexpected service quality. This model is based upon the identification of three types of service quality which influence the consumers' satisfaction: Must-be-Quality, One-dimensional Quality and Attractive Quality. The Attractive quality, i.e. the satisfaction quality consists of attractive demands which have not been set, but have been embedded into the product and achieved a significant competitive lead. The Attractive Quality include those elements of quality which are not on consumer's mind, but their existence surprises the consumer in a pleasant way or even thrills him. Products (services) that have the Attractive Quality stand a great chance of achieving a significant competitive lead. The Attractive Quality Creation is a systematic activity which should be carried out on the level of the organization. Its goal is to create original product (service) features which have not yet been seen by the consumers [14].

It is important to distinguish the three levels of hotel product quality. The Required Quality of a hotel product is regulated by the Object Categorization Regulations, and the Minimal Guaranteed Quality is the basis of defining the Required Quality. A step further is defining the Attractive Quality of a hotel product, when the guest's expectations are exceeded. This is achieved by improving the existing products and services, innovating and creating new products and services which would exceed the guest's expectation, which can vary from satisfaction, to surprise and ultimately

thrill [15].

The level of the three types of the Attractive Quality is reflected in the specialized types of the hotel product (eco, theme, historical hotels, etc.), which were created in order to satisfy and thrill the consumer. The innovative management is the force which directs the hotel organization towards the service quality growth and the quantitative growth of the hotel business, as well as the assumption of the manager success [16]. The examples of this are eco, green hotels or theme hotels, historical hotels, etc. Without innovation, companies are unable to survive competition, but there is always a balance between the need for change and the need for efficient processes built upon years of practice [17]. In the hospitality industry this practice means understanding and addressing customer needs as well as providing a unique ‘innovative’ experience [18]. Innovativeness reflects an organizational culture that encourages the introduction of new processes, products and ideas that underpin strategic orientation in the long-term ([19], [20]).

The investment in the hotel business are always present, both in the domain of constructing new ones and reconstruction and adaptation of the existing ones. As far as the European touristic macro region is concerned, the reconstructing trend comes to the fore, as well as changes in purpose and conversion of some attractive buildings into hotels, which is the case with the hotel in this research paper.

4. THE NATIONAL MONUMENT MUSLIBEGOVIC HOUSE NOW AND THEN

The reason for choosing the Muslibegovic House hospitality object is that it is a specifically created hotel product, but also the research actuality. The online booking Internet page Expedia.com has published a list of

world’s best hotels. According to about million respondents, the Bosnian National Monument Muslibegovic House in Mostar has been incorporated to the list. Table 1 shows the top ten world’s best hotels according to Expedia’s poll.

Mostar is Herzegovinian cultural and economic center. Its name comes from the bridge guardians on the river Neretva, and the city’s special flavor are mahalas with representative housing complexes, such as: Muslibegovic, Kajtazov, Biscevic, Lakisic, Kolakovic, Velagic and Alajbegovic houses, as a monument of a past time. The Muslibegovic House has been owned by the Muslibegovic family since the 17th century. Today, its owners are Tadzudin and Zehra Muslibegovic.

Table 1 - Top ten world’s best hotels in 2010. by Expedia.com [21]

Rank	Hotel name and country
1.	Galaxy Hotel Iraklion, Greece
2.	Hide Away Guest House, South Africa
3.	Drury Inn, USA
4.	Al Manshar Rotana, Kuwait
5.	Conrad Bali, Indonesia
6.	Staybridge Suites Minneapolis, USA
7.	Hotel De La Cite, France
8.	Bosnian National Monument Muslibegovic House, Bosnia and Herzegovina
9.	Cambridge Suites Sydney, Australia
10.	The Westin Chosun Pusan, South Korea

The housing complex Muslibegovic House is located in Brankovac, on the crossroads of the Osman Dikic and Braca Lakisic streets. The central object was built in a Balcan-Ottoman style in the first half of the 18th century and it was upgraded in 1875. The house has four floors – lower ground floor, ground floor and two more floors. It contains the Ottoman period antiquities: books, Bosnian scarves, waistbands, handkerchiefs, bags, sheet covers, socks, medallions, sofas, lamps, Anatolian carpets and tapestries [22].

The object’s appearance has not changed much since the House was built. Natural materials were used in building:

stone, wood and lime mortar. There is a high wall encircling the complex with its yard and the garden full of Mediterranean and oriental herbs. The Muslibegovic complex consists of selamluk – the male section, economic and family section, so called haremluk. Today there are two gates through which you enter the yard of the economic section and the central object.

In front of the main entrance there are two elegant palm trees between the housing and the economic section, apart from Japanese apple and musmula trees, which are common in the house yards of Mostar. The attic room view to the tastefully set cobble stoned road with regular geometric figures is a special visual experience.

The house used to have 56 windows, which clearly shows the amount of attention given to natural lighting. Today there are 52 windows, 29 of them placed on the façade. Tradition was respected during the object's restoration and the natural appearance of the wood has been retained, which particularly can be seen on the clean white façade, achieving the harmony of the oriental construction and the natural environment.

The main entrance was conceived very interestingly and it reflects the western architecture influence. It has been vaulted with two stone vaults which are leaning on the central chapter. There is a wide detailed corridor in the ground floor. All of the rooms and corridors are decorated with carpets of domestic production with authentic details and ornaments. Family jewelry, earrings, rings, women purses, jelek and the old Curran are displayed in the showcases. You enter for rooms in the ground floor from the hajat, and the disposition is identical to the upper floor. The modular system of the Ottoman period is fully confirmed here. Six rooms have their own bathrooms hamandzike, which indicates the high hygiene level of the residents. There was running water in the house interior which

was an advantage in the winter days [23].

The National Monument Muslibegovic House is a family boutique hotel with the capacity of 12 luxurious rooms and suites. The room types in this unusual hotel's offer are: suite and double-bedded rooms. Each room varies in its shape and size, and is designed as to provide a relaxing shelter in a beautiful historical interior. The rooms are a graceful join of past and present, furnished in an Ottoman style, but they offer all of the modern benefits: private bathrooms, hair dryers and a free wireless Internet connection.

The service in this exquisite object is bed and breakfast. The hotel offers some other facilities: medical assistance on call, help in choosing field trips, using the beautiful garden, using the meetings facility and parking. Wedding ceremonies, conferences and various events are being organized at the House, and the museum display can be seen between April 15 and October 15.

5. THE HOTEL PRODUCT ATTRACTIVE QUALITY OF THE NATIONAL MONUMENT MUSLIBEGOVIC HOUSE

The research about the National Monument Muslibegovic House has been conducted through literature sources, web searching and an unstructured interview with the house owners. Since its opening in 2006, most common guests are foreign and most of the rooms are reserved online. Those are mainly people who have affinity towards history and culture and they appreciate their staying in such environment.

This small hotel, which takes a flattering eighth place in the world famous online booking Internet page Expedia.com, as well as the high level of guests' satisfaction, owes it primarily to the fact that each guest is paid special attention. A

small, family boutique hotel, which includes the Muslibegovic House are the best and most sought-after part of the touristic offer in the foreign market. With their variety and their products flexibility they contribute significantly not only to the prolonging of the tourist season but also to the change of perception and image of the tourist destination [24]. The small hotel's basic value is that it makes a much closer and direct contact with the guests as well as paying attention to their wishes and expectations. Small hotels are most commonly known as "tucked", where the guests make themselves at home. This is due to their size, as they can adapt much easier and quicker to their target group's wishes and preferences, in contrast to big hotel chains. It can be concluded that size in this case is a comparative quality as it provides lower expenses in adapting and at the same time being constantly present in the market.

This hospitality object, primarily designed for accommodation, also has a guest book which has been signed by many famous people and diplomats who give their thanks for the existence of such oasis. One of the interesting notes from the guest book, signed by a foreign embassy officer is: "I have a restless sleep and only twice have I slept so peacefully; the first time was in the Monastery of Kresevo and the second time in your House". It is the peace of mind which guests have in this environment that leaves a special impression on them. It is also the reason this hotel has been incorporated into the top ten list in a such a great competition, among thousands of hotels in the world.

The concept of the Muslibegovic House is quite unusual as it combines cultural and historical object with a museum and accommodation. Most guests

have been loyal to this interesting hotel, who book their staying in advance or the guests who were recommended the hotel by former guests, but also artists and architects.

The Muslibegovic House maintains a third level attractive quality by creating a whole new hotel product – museum-hotel. This representative object has built an image of a hotel which takes care of culture and tradition and by this carefully built image this hotel attracts a great number of the so called tourist of culture. The Muslibegovic House hotel builds its image upon its differentiated advantages, primarily its rich cultural background and by that it attract tourists who think of tourism as of a wholesome cultural experience.

6. CONCLUSION

Taking the Muslibegovic House hotel in Mostar as an example, we have examined the impact that the creation of Attractive Quality has on a hotel image, as well as attracting guests. The National Monument Muslibegovic House maintains the highest level of Attractive Quality by constantly paying attention to their guests' wishes and satisfying their needs. The rich cultural background allows offering unique experience to their guests, in the spirit of the days gone by, along with the comfort provided by the modern age. In this way, the National Monument Muslibegovic House contributes to maintaining their own positive image, as well promoting Mostar, which is an authentic city-museum itself, which together gives a special quality to the guests' experience.

Acknowledgment: The paper is the result of the research within the projects number: 176020 “Transformations of Geo Area of Serbia - past, current problems and suggestions of the solutions”, funded by the Ministry of Education and Science of the Republic of Serbia.

REFERENCES:

- [1] Morgan, M. J., Attaway, J. A. and Griffin, M. (1996). The role of product/service experience in the satisfaction formation process: A test of moderation. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 9, pp. 104-114.
- [2] McQuitty, S., Finn, A. & Wiley, J. B. (2000). Systematically Varying Customer Satisfaction and its Implications for Product Choice. *Academy of Marketing Science Review*, (10).
- [3] Azevedo, A. (2010). Designing unique and memorable experiences: co-creation and the surprise factor. *International Journal of Hospitality & Tourism Systems*, 3 (1), pp. 42-54.
- [4] Feakins, K. H, Zea, M. (2000). Designing the branded experience. *Mercer Management Journal*, Vol. 12, pp. 48-59.
- [5] Lo, K. P. Y. (2007): Emotional design for hotel stay experiences: Research on guest emotions and design opportunities. *Proceedings of International Association of Societies of Design Research 2007 Conference: Emerging Trends in Design Research*, The Hong Kong Polytechnic University, Hong Kong
- [6] Pine, J.B., and Gilmore, J. H. (1999), *The Experience Economy: Work is theater and every business a stage*. Harvard Business School Press, Boston
- [7] Williams, A. (2006). Tourism and hospitality marketing: fantasy, feeling and fun. *International Journal of Contemporary Hospitality Management*, 18(6), pp. 482-495.
- [8] Baker, D.A. Crompton, J.L. (2000). Quality, satisfaction and behavioral intentions. *Annals of Tourism Research*, 27 (3) pp. 785–804
- [9] Caruana, A. (2002). The effects of service quality and the mediating role of customer satisfaction. *European Journal of Marketing*, 36 (7/8) pp. 811–828
- [10] Kosar, Lj., Rašeta, S. (2005)., *Izazovi kvaliteta - menadžment kvaliteta u hotelijerstvu*. Viša hotelijerska škola, Beograd.
- [11] Živković, R. (2008). Trijada kvalitet-satisfakcija-lojalnost u turizmu, *Festival kvaliteta 2008*. 35. Nacionalna konferencija o kvalitetu, Kragujevac, 13.-15. maj 2008
- [12] Barjaktarović, D. (2008). Prilagođavanje hotelskog proizvoda tržišnim trendovima. *Singidunum Revija*, Vol. 5. 5:1, pp. 131-138.
- [13] Kano, N. Seraku, N. Takahashi, F. Tsuji, S. (1984). Attractive and Normal Quality, *Quality*, 1984, Vol. 14:2, pp. 39-48.
- [14] Zelenović, D. i dr. (1997). *Integralni razvoj proizvoda*, Fakultet tehničkih nauka - Institut za industrijske sisteme, IIS - Istraživački i tehnološki centar, Novi Sad
- [15] Kosar, Lj. (2003). Atraktivni kvalitet – pojam, suština i mogućnosti primene u hotelijerstvu. *Hotellink: časopis za teoriju i praksu hotelijerstva*, Zbornik međunarodno – stručnog kongresa Hotelplan 2003, 2, pp. 339-346.
- [16] Cerović, Z. (2003). *Hotelski menadžment*. Fakultet za turistički i hotelski menadžment, Opatija.
- [17] Hayes, R.H., Clark, K.B., (1985). *Exploring the sources of productivity differences at the factory level*. In: Clark, K.B., Hayes, R.H., Lorenz, C. Eds. , *The Uneasy Alliance: Managing the Productivity-Technology Dilemma*, Harvard Business School Press, Boston, pp. 151–188.
- [18] Tajeddini, K. Trueman, K (2012). Managing Swiss Hospitality: How cultural antecedents of innovation and customer-oriented value systems can influence performance in the hotel

industry. *International Journal of Hospitality Management*, In Press, Available online 15 March 2012

[19] Tajeddini, K. Trueman, M. (2008). The potential for innovativeness: a tale of the Swiss watch industry? *Journal of Marketing Management*, 24 (1-2), pp. 169–184

[20] Hult, G.T.M. Snow, C.C. Kandemir, D. (2003). The role of entrepreneurship in building cultural competitiveness in different organizational types. *Journal of Management*, 29 (3), pp. 401–426

[21] <http://www.hospitalitynet.org/news/4046462.html>

[22] <http://www.muslibegovichouse.com/#>

[23] Serdarević Š. (2006). Bogatstvo Muslibegovića kuće - Umijeće starih graditelja, Most - časopis za obrazovanje, nauku i kulturu. Vol. 204 (115 - nova serija), 55-57. Mostar.

[24].Victorino, L. Verma, R. Plaschka, G. Dev, C. (2005). Service innovation and customer choices in the hospitality industry. *Managing Service Quality*, Vol. 15:6, pp.555-576.

