

UDK 37

ISSN 2545 - 4439
ISSN 1857 - 923X

INTERNATIONAL JOURNAL

Institute of Knowledge Management

KNOWLEDGE



SOCIAL SCIENCES

Scientific Papers

Vol. 63.1

KIJ

Vol. 63

No. 1

pp. 1 - 154

Skopje 2024

KNOWLEDGE



INTERNATIONAL JOURNAL

**SCIENTIFIC PAPERS
VOL. 63.1**

March, 2024

**INSTITUTE OF KNOWLEDGE MANAGEMENT
SKOPJE**



KNOWLEDGE

International Journal Scientific Papers Vol. 63.1

ADVISORY BOARD

Vlado Kambovski PhD, Robert Dimitrovski PhD, Siniša Zarić PhD, Maria Kavdanska PhD, Mirjana Borota – Popovska PhD, Veselin Videv PhD, Ivo Zupanovic PhD, Savo Ashtalkoski PhD, Zivota Radosavljević PhD, Laste Spasovski PhD, Mersad Mujevic PhD, Milka Zdravkovska PhD, Drago Cvijanovic PhD, Predrag Trajković PhD, Lazar Stosic PhD, Krasimira Staneva PhD, Nebojsa Pavlović PhD, Daniela Todorova PhD, Lisen Bashkurti PhD, Zoran Srzentić PhD, Itska Derijan PhD, Sinisa Opic PhD, Marija Kostic PhD

Print: GRAFOPROM – Bitola

Editor: IKM – Skopje

Editor in chief

Robert Dimitrovski, PhD

KNOWLEDGE - International Journal Scientific Papers Vol. 63.1

ISSN 1857-923X (for e-version)

ISSN 2545 – 4439 (for printed version)

INTERNATIONAL EDITORIAL BOARD

President: Academic Prof. Vlado Kambovski PhD, Skopje (N. Macedonia)

Vice presidents:

Prof. Robert Dimitrovski PhD, Institute of Knowledge Management, Skopje (N. Macedonia)

Prof. Sinisa Zaric, PhD, Faculty of Economics, University of Belgrade, Belgrade (Serbia)

Prof. Mersad Mujevic PhD, Public Procurement Administration of Montenegro (Montenegro)

Prof. Tihomir Domazet PhD, President of the Croatian Institute for Finance and Accounting, Zagreb (Croatia)

Members:

- Prof. Azra Adjajlic – Dedovic PhD, Faculty of criminology and security, Sarajevo (Bosnia & Herzegovina)
- Prof. Aleksandar Korablev PhD, Faculty of economy and management, Saint Petersburg State Forest Technical University, Saint Petersburg (Russian Federation)
- Prof. Anita Trajkovska PhD, Rochester University (USA)
- Prof. Aziz Pollozhani PhD, Rector, University Mother Teresa, Skopje (N.Macedonia)
- Prof. Anka Trajkovska-Petkoska PhD, UKLO, Faculty of technology and technical sciences, Bitola (N. Macedonia)
- Prof. Aneta Mijoska PhD, Faculty of Dentistry, University “St. Cyril and Methodius”, Skopje (N. Macedonia)
- Prof. Alisabri Sabani PhD, Faculty of criminology and security, Sarajevo (Bosnia & Herzegovina)
- Prof. Artan Nimani PhD, Rector, University of Gjakova “Fehmi Agani” (Kosovo)
- Prof. Ahmad Zakeri PhD, University of Wolverhampton, (United Kingdom)
- Prof. Ana Dzumalievova PhD, South-West University “Neofit Rilski”, Blagoevgrad (Bulgaria)
- Prof. Ali Hajro, PhD, Military Academy “Mihailo Apostolski”, Skopje (N. Macedonia)
- Prof. Branko Sotirov PhD, University of Rousse, Rousse (Bulgaria)
- Prof. Branko Boshkovic, PhD, College of Sports and Health, Belgrade (Serbia)
- Prof. Branimir Kampl PhD, Institute SANO, Zagreb (Croatia)
- Prof. Branislav Simonovic PhD, Faculty of Law, Kragujevac (Serbia)
- Prof. Bistra Angelovska, Faculty of Medicine, University “Goce Delcev”, Shtip (N.Macedonia)
- Prof. Cezar Birzea, PhD, National School for Political and Administrative Studies, Bucharest (Romania)
- Prof. Cvetko Andreevski, Faculty of Tourism, UKLO, Bitola (N.Macedonia)
- Prof. Drago Cvijanovic, PhD, Faculty of Hotel Management and Tourism, University of Kragujevac, Vrnjacka Banja (Serbia)
- Prof. Dusan Ristic, PhD Emeritus, College of professional studies in Management and Business Communication, Novi Sad (Serbia)
- Prof. Darijo Jerkovic PhD, Faculty of Business Economy, University “Vitez”, (Bosnia & Herzegovina)
- Prof. Daniela Todorova PhD, “Todor Kableshev” University of Transport, Sofia (Bulgaria)
- Prof. Dragan Kokovic PhD, University of Novi Sad, Novi Sad (Serbia)
- Prof. Dragan Marinkovic PhD, High health – sanitary school for professional studies, Belgrade (Serbia)
- Prof. Itska Mihaylova Derijan PhD, University Neofit Rilski, Faculty of pedagogy, Blagoevgrad (Bulgaria)
- Prof. Dzulijana Tomovska, PhD, Faculty of Biotechnical sciences, Bitola (N.Macedonia)

- Prof. Evgenia Penkova-Pantaleeva PhD, UNWE -Sofia (Bulgaria)
- Prof. Fadil Millaku, PhD, University “Hadzi Zeka”, Peja (Kosovo)
- Prof. Fatos Ukaj, University “Hasan Prishtina”, Prishtina (Kosovo)
- Prof. Georgi Georgiev PhD, National Military University “Vasil Levski”, Veliko Trnovo (Bulgaria)
- Prof. Halit Shabani, PhD, University “Hadzi Zeka”, Peja (Kosovo)
- Prof. Halima Sofradzija, PhD, University of Sarajevo, Sarajevo (Bosnia and Herzegovina)
- Prof. Haris Halilovic, Faculty of criminology and security, University of Sarajevo, Sarajevo (Bosnia and Herzegovina)
- Prof. Helmut Shramke PhD, former Head of the University of Vienna Reform Group (Austria)
- Prof. Hristina Georgieva Yancheva, PhD, Agricultural University, Plovdiv (Bulgaria)
- Prof. Hristo Beloev PhD, Bulgarian Academy of Science, Rector of the University of Rousse (Bulgaria)
- Prof. Hristina Milcheva, Medical college, Trakia University, Stara Zagora (Bulgaria)
- Prof. Izet Zeqiri, PhD, Academic, SEEU, Tetovo (N.Macedonia)
- Prof. Ivan Marchevski, PhD, D.A. Tsenov Academy of Economics, Svishtov (Bulgaria)
- Prof. Ibrahim Obhodjas PhD, Faculty of Business Economy, University “Vitez”, (Bosnia & Herzegovina)
- Doc. Igor Stubelj, PhD, Faculty of Management, Primorska University, Koper (Slovenia)
- Prof. Ivo Zupanovic, PhD, Faculty of Business and Tourism, Budva (Montenegro)
- Prof. Ivan Blazhevski, PhD, Institute for Sociological, Political and Juridical Research, Skopje (N.Macedonia)
- Prof. Isa Spahiu PhD, AAB University, Prishtina (Kosovo)
- Prof. Ivana Jelik PhD, University of Podgorica, Faculty of Law, Podgorica (Montenegro)
- Prof. Islam Hasani PhD, Kingston University (Bahrein)
- Prof. Jamila Jaganjac PhD, Faculty of Business Economy, University “Vitez”, (Bosnia & Herzegovina)
- Prof. Jova Ateljevic PhD, Faculty of Economy, University of Banja Luka, (Bosnia & Herzegovina)
- Prof. Jonko Kunchev PhD, University „Cernorizec Hrabar“ - Varna (Bulgaria)
- Prof Karl Schopf, PhD, Akademie fur wissenschaftliche forchung und studium, Wien (Austria)
- Prof. Katerina Belichovska, PhD, Faculty of Agricultural Sciences, UKIM, Skopje (N. Macedonia)
- Prof. Krasimir Petkov, PhD, National Sports Academy “Vassil Levski”, Sofia (Bulgaria)
- Prof. Kamal Al-Nakib PhD, College of Business Administration Department, Kingdom University (Bahrain)
- Prof. Kiril Lisichkov, Faculty of Technology and Metallurgy, UKIM, Skopje (N.Macedonia)
- Prof. Krasimira Staneva PhD, University of Forestry, Sofia (Bulgaria)
- Prof. Lidija Tozi PhD, Faculty of Pharmacy, Ss. Cyril and Methodius University, Skopje (N.Macedonia)
- Prof. Laste Spasovski PhD, Vocational and educational centre, Skopje (N.Macedonia)
- Prof. Larisa Velic, PhD, Faculty of Law, University of Zenica, Zenica (Bosnia and Herzegovina)
- Prof. Łukasz Tomczyk PhD, Pedagogical University of Cracow (Poland)
- Prof. Lujza Grueva, PhD, Faculty of Medical Sciences, UKIM, Skopje (N.Macedonia)
- Prof. Lazar Stosic, PhD, Association for development of science, engineering and education, Vranje (Serbia)

- Prof. Lulzim Zeneli PhD, University of Gjakova “Fehmi Agani” (Kosovo)
- Prof. Lisen Bashkurti PhD, Global Vice President of Sun Moon University (Albania)
- Prof. Lence Mircevska PhD, High Medicine School, Bitola, (N.Macedonia)
- Prof. Ljupce Kocovski PhD, Faculty of Biotechnical sciences, Bitola (N.Macedonia)
- Prof. Marusya Lyubcheva PhD, University “Prof. Asen Zlatarov”, Member of the European Parliament, Burgas (Bulgaria)
- Prof. Marija Magdinceva – Shopova PhD, Faculty of tourism and business logistics, University “Goce Delchev”, Shtip (N. Macedonia)
- Prof. Maria Kavdanska PhD, Faculty of Pedagogy, South-West University Neofit Rilski, Blagoevgrad (Bulgaria)
- Prof. Vaska Stancheva-Popkostadinova, PhD, Faculty of Public Health and Sport, SWU Neofit Rilski, Blagoevgrad (Bulgaria)
- Prof. Mirjana Borota-Popovska, PhD, Centre for Management and Human Resource Development, Institute for Sociological, Political and Juridical Research, Skopje (N.Macedonia)
- Prof. Mihail Garevski, PhD, Institute of Earthquake Engineering and Engineering Seismology, Skopje (N.Macedonia)
- Prof. Mitko Kotochevski, PhD, Faculty of Philosophy, UKIM, Skopje (N.Macedonia)
- Prof. Milan Radosavljevic PhD, Dean, Faculty of strategic and operational management, Union University, Belgrade (Serbia)
- Prof. Marija Topuzovska-Latkovikj, PhD, Centre for Management and Human Resource Development, Institute for Sociological, Political and Juridical Research, Skopje (N.Macedonia)
- Prof. Marija Knezevic PhD, Academic, Banja Luka, (Bosnia and Herzegovina)
- Prof. Margarita Bogdanova PhD, D.A.Tsenov Academy of Economics, Svishtov (Bulgaria)
- Prof. Mahmut Chelik PhD, Faculty of Philology, University “Goce Delchev”, Shtip (N.Macedonia)
- Prof. Mihajlo Petrovski, PhD, Faculty of Medical Sciences, University “Goce Delchev”, Shtip (N.Macedonia)
- Prof. Marija Mandaric PhD, Faculty of Hotel Management and Tourism, University of Kragujevac, Vrnjacka Banja (Serbia)
- Prof. Marina Simin PhD, College of professional studies in Management and Business Communication, Sremski Karlovci (Serbia)
- Prof. Miladin Kalinic, College of professional studies in Management and Business Communication, Sremski Karlovci (Serbia)
- Prof. Marijan Tanushevski PhD, Macedonian Scientific Society, Bitola (N. Macedonia)
- Prof. Mitre Stojanovski PhD, Faculty of Biotechnical sciences, Bitola (N.Macedonia)
- Prof. Miodrag Smelcerovic PhD, High Technological and Artistic Vocational School, Leskovac (Serbia)
- Prof. Nadka Kostadinova, Faculty of Economics, Trakia University, Stara Zagora (Bulgaria)
- Prof. Natalija Kirejenko PhD, Faculty For economic and Business, Institute of Entrepreneurial Activity, Minsk (Belarus)
- Prof. Nenad Taneski PhD, Military Academy “Mihailo Apostolski”, Skopje (N.Macedonia)
- Prof. Nevenka Tatkovic PhD, Juraj Dobrila University of Pula, Pula (Croatia)
- Prof. Nedžad Korajlic PhD, Faculty of criminal justice and security, University of Sarajevo (Bosnia and Herzegovina)
- Prof. Nikola Sabev, PhD, Angel Kanchev University of Ruse, Ruse (Bulgaria)
- Prof. Nonka Mateva PhD, Medical University, Plovdiv (Bulgaria)
- Prof. Nikolay Georgiev PhD, “Todor Kableskov” University of Transport, Sofia (Bulgaria)
- Prof. Nishad M. Navaz PhD, Kingdom University (India)
- Prof. Nano Ruzhin PhD, Faculty of Law, AUE-FON University, Skopje (N.Macedonia)

- Prof. Oliver Dimitrijevic PhD, High medicine school for professional studies “Hipokrat”, Bujanovac (Serbia)
- Prof. Paul Sergius Koku, PhD, Florida State University, Florida (USA)
- Prof. Primoz Dolenc, PhD, Faculty of Management, Primorska University, Koper (Slovenia)
- Prof. Petar Kolev PhD, “Todor Kableshkov” University of Transport, Sofia (Bulgaria)
- Prof. Pere Tumbas PhD, Faculty of Economics, University of Novi Sad, Subotica (Serbia)
- Prof. Rade Ratkovic PhD, Faculty of Business and Tourism, Budva (Montenegro)
- Prof. Rositsa Chobanova PhD, University of Telecommunications and Posts, Sofia (Bulgaria)
- Prof. Rossana Piccolo PhD, Università degli studi della Campania - Luigi Vanvitelli (Italy)
- Prof. Rumen Valcovski PhD, Imunolab Sofia (Bulgaria)
- Prof. Rumen Stefanov PhD, Faculty of public health, Medical University of Plovdiv (Bulgaria)
- Prof. Rumen Tomov PhD, University of Forestry, Sofia (Bulgaria)
- Prof. Sasho Korunoski PhD, UKLO, Bitola (N.Macedonia)
- Prof. Snezhana Lazarevic, PhD, College of Sports and Health, Belgrade (Serbia)
- Prof. Vasil Markov PhD, Faculty of Arts, SWU Neofit Rilski, Blagoevgrad (Bulgaria)
- Prof. Stojna Ristevska PhD, High Medicine School, Bitola, (N. Macedonia)
- Prof. Suzana Pavlovic PhD, High health – sanitary school for professional studies, Belgrade (Serbia)
- Prof. Sandra Zivanovic, PhD, Faculty of Hotel Management and Tourism, University of Kragujevac, Vrnjacka Banja (Serbia)
- Prof. Shyqeri Kabashi, College “Biznesi”, Prishtina (Kosovo)
- Prof. Temelko Risteski PhD, Faculty of Law, AUE-FON University, Skopje (N. Macedonia)
- Prof. Todor Krystevich, D.A. Tsenov Academy of Economics, Svishtov (Bulgaria)
- Prof. Todorcka Atanasova, Faculty of Economics, Trakia University, Stara Zagora (Bulgaria)
- Prof. Tzako Pantaleev PhD, NBUniversity , Sofia (Bulgaria)
- Prof. Vojislav Babic PhD, Institute of Sociology, University of Belgrade (Serbia)
- Prof. Volodymyr Denysyuk, PhD, Dobrov Center for Scientific and Technological Potential and History studies at the National Academy of Sciences of Ukraine (Ukraine)
- Prof. Valentina Staneva PhD, “Todor Kableshkov” University of Transport, Sofia (Bulgaria)
- Prof. Venus Del Rosario PhD, Arab Open University (Philippines)
- Prof. Vjollca Dibra PhD, University of Gjakova “Fehmi Agani” (Kosovo)
- Prof. Yuri Doroshenko PhD, Dean, Faculty of Economics and Management, Belgorod (Russian Federation)
- Prof. Zlatko Pejkovski, PhD, Faculty of Agricultural Sciences, UKIM, Skopje (N.Macedonia)
- Prof. Zivota Radosavljevik PhD, Faculty FORCUP, Union University, Belgrade (Serbia)
- Prof. Zorka Jugovic PhD, High health – sanitary school for professional studies, Belgrade (Serbia)

REVIEW PROCEDURE AND REVIEW BOARD

Each paper is reviewed by the editor and, if it is judged suitable for this publication, it is then sent to two referees for double blind peer review.

The editorial review board is consisted of 67 members, full professors in the fields 1) Natural and mathematical sciences, 2) Technical and technological sciences, 3) Medical sciences and Health, 4) Biotechnical sciences, 5) Social sciences, and 6) Humanities from all the Balkan countries and the region.

CONTENTS

GREEN MARKETING, BRAND DEVELOPMENT AND DIGITAL STRATEGIES: FORGING A SUSTAINABLE FUTURE.....	15
Rossana Piccolo.....	15
Eva Franca Romeo.....	15
Siniša Zarić.....	15
TRENDS FOR INTRODUCING GREEN POLICIES IN SMALL AND MEDIUM ENTERPRISES	21
Marija Magdinceva-Shopova	21
Aneta Stojanovska-Stefanova.....	21
Neda Petroska-Angelovska.....	21
THE ECONOMIC EFFECTS OF THE DEVELOPMENT OF WINE TOURISM	27
Vladimir Kitanov	27
THEORETICAL ASPECTS OF TOURIST PROMOTION	33
Zlatko Jakovlev.....	33
THE NATURAL BEAUTIES OF KOSOVO AS A FACTOR OF INCREASING THE NUMBER OF TOURISTS IN KOSOVO.....	39
Bekë Kuqi.....	39
Bedri Millaku.....	39
DEVELOPMENT OF SPA TOURISM IN THE REPUBLIC OF NORTH MACEDONIA OVER THE YEARS	43
Evgenija Markovska	43
Julijana Sazdova	43
OBSERVATIONS ABOUT TOURISM TRENDS - EUROPE FROM WEST TO EAST.....	47
Ivan Yonov	47
DOMESTIC VERSUS FOREIGN VISITORS TO THE SPAS IN THE REPUBLIC OF NORTH MACEDONIA	51
Evgenija Markovska	51
Julijana Sazdova	51
THE ROLE OF VISUAL CULTURE IN EDUCATIONAL TOURISM IN THE CONTEXT OF CONSERVATION AND SUSTAINABLE DEVELOPMENT OF CULTURAL HERITAGE.....	57
Evgeni Velev	57
Rumen Draganov	57
THE TEN MOST IMPORTANT RISKS FOR THE NEXT TEN YEARS – CURRENT STUDY FOR BULGARIA.....	65
Borislav Borisov	65
Valentin Saykov	65
DIGITAL TRANSFORMATION AND INTRODUCTION OF ARTIFICIAL INTELLIGENCE IN A BULGARIAN COMMERCIAL BANK IN THE CONTEXT OF BUSINESS PROCESS IMPROVEMENT	73
Ivelin Kolev	73
FINANCIAL PLANNING AS AN INSTRUMENT FOR FINANCIAL MANAGEMENT IN THE COMPANY.....	79
Vesna Korunovska.....	79
PRINCIPLES OF BANKING OPERATIONS.....	85
Ljupco Davcev.....	85
Aleksandar Davcev.....	85
Mila Mitreva.....	85

MODERN TRENDS, FINANCIAL INNOVATIONS AND DETERMINANTS OF VARIABILITY IN BANKING OPERATIONS	91
Ljupco Davcev.....	91
Mila Mitreva.....	91
Aleksandar Davcev.....	91
PUBLIC ADMINISTRATION AND THE STATE.....	99
Lindita Neziri.....	99
CITIZENS' INSIGHTS ON DIGITAL GOVERNANCE IMPACT IN TIRANA DISTRICT, ALBANIA	103
Ermelinda Satka.....	103
Fadil Zendeli.....	103
MANAGERIAL SKILLS FOR EFFECTIVE COMMUNICATION.....	111
Mario Simeonov	111
MOTIVATION OF EMPLOYEES IN KAM MARKET	117
Goran Kiprijanovski	117
CRISES IN TRUST	121
Lalka Borisova.....	121
Radoslava Boyanova	121
HUMAN TRAFFICKING – CHALLENGES AND OPPORTUNITIES.....	129
Tiana Kaleeva	129
Ivaylo Rusev	129
COMPARATIVE ANALYSIS OF LEARNING CONTENT OF TEHNOLOGY AND ENTERPRENEURSHIP TEXTBOOKS USING PROBLEM – SOLVING TASKS	135
Kalina Georgieva.....	135
CONTEMPORARY CITY AS A HUB OF FESTIVALIZATION.....	141
Maya Keliyan	141
THE IMPACT OF PLYOMETRIC STRENGTH TRAINING ON THE 50 M FREESTYLE PERFORMANCE IN 16-17 YEARS OLD SWIMMERS.....	147
Iliya Kanelov	147
Athena Gotsi.....	147

DEVELOPMENT OF SPA TOURISM IN THE REPUBLIC OF NORTH MACEDONIA OVER THE YEARS

Evgenija Markovska

"Goce Delchev" University - Shtip, Republic of North Macedonia, Evgenija.31725@ugd.edu.mk

Julijana Sazdova

"Goce Delchev" University - Shtip, Republic of North Macedonia, Julijana.sazdova@ugd.edu.mk

Abstract: The use of thermal waters for medical purposes has been known since ancient Greek and Roman times. In Republic of North Macedonia, archaeological research shows that thermal waters for bathing were first used by the Romans and later by the Turks. But, the baths that we have today were built between 1960 and 1980. While many countries in Europe have a constant increase in spa tourists and every year they modernize the spas and increase the spa facilities, this is not the case with our country. This can be observed in the researched 15-year period in which there are years of development and years of decline of spa tourism in the country. Purpose: The purpose of this paper is to see how spa tourism has changed in the Republic of North Macedonia over the years, covering a 15-year period. In this case are presented all the ups and downs in the number of spa tourists and the number of overnight stays, as well as the number of rooms and beds in the spas for the period from 2008 to 2022. Methodology: For the purposes of this research, several methods were used, including: the analysis method, the descriptive method, the compilation method, the comparison method, and the historical method. The statistical data were collected from the database of the State Statistics Office of the Republic of North Macedonia and they are presented in tabular and graphical form. Results: Spa tourism in the Republic of North Macedonia is very poorly developed. The number of rooms in the spas reached its maximum in 2010 (538 rooms in total), and the largest number of beds were in 2015 and 2016 (1296 in total). In 2018, there is a sharp drop in the number of rooms and beds, which from 529 rooms and 1267 beds in 2017 drops to 242 rooms and only 518 beds in total in all baths in the country. Regarding the number of visitors, the largest number of visitors were in 2022, 32 792 in total, which represents 6 125 more visitors than the average, i.e. an increase of 18,7%, and the lowest number of visitors were in 2020 (12,876 in total). When considering the number of overnight stays, it can be noted that the highest number of overnight stays were in 2017 (245 374 overnight stays), with the lowest number of overnight stays in 2020 (90 805 in total), which represents a decrease of 45,6% compared to the average number of overnight stays. Conclusions: In the researched period from 2008 to 2022, spa tourism in the Republic of North Macedonia doesn't have a constant development, but records ups and downs over the years. The lowest number of visitors and overnight stays were in 2018 with a total of 12 876 visitors, i.e. 90 805 overnight stays. The number of visitors shows a significant increase in 2022, a total of 32 796 visitors, including foreign, domestic and one-day visits to the spas, and reaches its maximum for the investigated 15-year period.

Keywords: thermal waters, spa tourism, spa facilities, tourists

РАЗВОЈ НА БАЊСКИОТ ТУРИЗАМ ВО РЕПУБЛИКА СЕВЕРНА МЕКЕДОНИЈА НИЗ ГОДИНИТЕ

Евгенија Марковска

Универзитет „Гоце Делчев“ – Штип, Република Северна Македонија, Evgenija.31723@ugd.edu.mk

Јулијана Саздова

Универзитет Гоце Делчев -Штип, Република Северна Македонија, Julijana.sazdova@ugd.edu.mk

Резиме: Употребата на термални води за медицински намени била позната уште од античко грчко и римско време. Во Р.С.Македонија, археолошките истражувања покажуваат дека термални води за капење прво користеле Римјаните, а подоцна и Турците. Но, бањите кои ги имаме денес биле изградени во периодот помеѓу 1960 и 1980 година. Додека многу држави во Европа бележат постојан пораст на бањските туристи и секоја година ги модернизират бањите и зголемуваат бањските капацитети, тоа не е случај и со нашата држава. Тоа може да се забележи во истражуваниот 15 годишен период во кои има години на развој и години на пад на бањскиот туризам во државата. Цел на трудот: Целта на овој труд е да се види како се менувал бањскиот туризам во Р.С.Македонија низ годините опфаќајќи 15 годишен период. Во овој случај се претставени сите издигнувања и падови во бројот на бањските туристи и бројот на ноќевања, како и бројот на соби и легла во бањите за периодот од 2008 до 2022 година. Материјали и методи: За потребите на ова

истражување се употребени повеќе методи меѓу кои: методот на анализа, дескриптивен метод, методот на компилација, методот на компарација и историска метода. Статистичките податоци се добиени од базата на државниот завод за статистика на Република С.Македонија и се претставени табеларно и графички. Резултати од истражувањето: Бањскиот туризам во Р.С.Македонија е многу слабо развиен. Бројот на соби во бањите го достигнува својот максимум во 2010 година (вкупно 538 соби), а најголем број на легла имало во 2015 и 2016 година (вкупно 1296). Во 2018 година доаѓа до нагол пад на бројот на соби и легла, кој од 529 соби и 1267 легла во 2017 година се спушта на 242 соби и само 518 легла вкупно во сите бањи во државата. Во врска со бројот на посетители, наголем број на посетители имало во 2022 година вкупно 32 792, што претставува 6125 повеќе посетители од просекот, односно пораст од 18,7%, а најмал број на посетители во 2020 година (вкупно 12 876). Кога ќе се разгледа бројот на ноќевања може да се забележи дека најголем број на ноќевања имало во 2017 година (вкупно 245 374 ноќевања), со најмал број на ноќевања во 2020 година (вкупно 90 805) што претставува намалување за 45,6% во однос на просечниот број ноќевања. Заклучоци: Во истражуваниот период од 2008 до 2022 година бањскиот туризам во Р.С.Македонија нема постојан развој, туку бележи падови и издигувања низ годините. Најмал број на посетители и ноќевања бележи во 2018 година со вкупно 12 876 посетители, односно 90 805 ноќевања. Бројот на посетители бележи значителен пораст во 2022 година, вкупно 32 796 посетители, опфаќајќи ги странските, домашните и еднодневните посети во бањите и го достигнува својот максимум за истражуваниот 15 годишен период.

Клучни зборови: термални води, бањски туризам, бањски капацитети, туристи

1. ВОВЕД

Еден од првите пишани извештаи дека капењето се користело како лекувачки процес, а не како ритуал за хигиена, бил античкиот грчки филозоф Хипократ, кој бил жив помеѓу 460 и 370 година п.н.е. (Smith and Rucsko, 2009). Хипократ предложил дека причината за сите заболувања е нерамнотежата на телесните течности и се залагал дека „патот до здравјето е да се има ароматична бања и миризлива масажа секој ден“. Овој процес, со користење на капење како третман на болести е познат како балнеотерапија и се смета за основачки принцип на бањското одење. “Златната доба“ за бањите за поголемиот дел од Европа бил 18 и 19 век кога станаа модерни за “високото општество“ и биле користени од богатите. Особено во Централна Европа лековитите функции на бањите станаа се поочигледни, нагласувајќи ја нивната лековита функција и нивно комбинирање во патнички пакети на медицински прегледи со рекреација и релаксација. На глобално ниво денес стотици природни топли извори привлекуваат милиони годишни посетители (John Connell, 2010). Во Р.С.Македонија, археолошките истражувања покажуваат дека термални води за капење прво користеле Римјаните, а подоцна и Турците, но бањите кои ги имаме денес биле изградени во периодот помеѓу 1960 и 1980 година. Бројот на бањи во Р.С.Македонија е мал (имајќи предвид дека постојат над 60 извори на минерална вода во државата), но за мала држава и тоа може да биде добар бизнис доколку правилно се раководи. Додека многу држави во Европа бележат постојан пораст на бањските туристи и секоја година ги модернизираат бањите и зголемуваат бањските капацитети (како на пример Унгарија и Словенија), тоа не е случај и со нашата држава. Тоа може да се забележи во истражуваниот 15 годишен период во кои има години на развој и години на пад на бањскиот туризам во државата.

2. МАТЕРИЈАЛИ И МЕТОДИ

За потребите на ова истражување се употребени повеќе методи меѓу кои: методот на анализа, дескриптивен метод, методот на компилација, методот на компарација и историска метода.

-анализата е извршена врз основа на предходно проучувана содржина, односно со користење на сите достапни материјали како: книги, on-line бази на податоци, извештаи, списанија и сите други објавени материјали,

-методот на компилација ги претставува сите превземени туѓи мисли/цитати и искази поврзани со научно истражувачката работа,

-методот на компарација се врши така што е направена споредба на бројот на соби, легла, бројот на туристи и ноќевања во бањите низ годините,

-историската метода ни го прикажува развојот на бањскиот туризам низ годините.

Статистичките податоци се добиени од базата на државниот завод за статистика на Република С.Македонија и истите се претставени табеларно и графички.

3. РЕЗУЛТАТИ

Табела 1 ги прикажува промените во бројот на соби и легла за сите бањи во Р.С.Македонија за периодот од 2008 до 2022 година.

Табела 1. Број на соби и легла во бањите во Р.С.Македонија

Година	Соби	Легла
2008	412	1 089
2009	418	1 091
2010	538	1 217
2011	533	1 217
2012	533	1 217
2013	533	1 217
2014	530	1 289
2015	531	1 296
2016	531	1 296
2017	529	1 267
2018	242	518
2019	242	518
2020	242	518
2021	244	518
2022	244	518

Извор: Државен завод за статистика на Република Северна Македонија

Табела 2 ни ги покажува промените во бројот на посетители и бројот на ноќевања во бањите во Р.С.Македонија за периодот од 2008 до 2022 година.

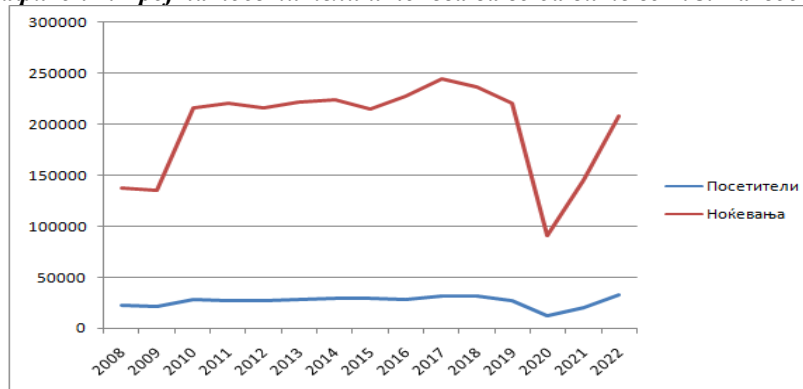
Табела 2. Број на посетители и ноќевања во бањите во Р.С.Македонија

Година	Посетители	Ноќевања
2008	22 965	137 166
2009	21 369	134 840
2010	28 574	216 526
2011	27 441	220 640
2012	27 430	216 516
2013	28 405	222 362
2014	29 532	224 374
2015	29 169	215 541
2016	28 276	227 919
2017	32 189	245 074
2018	31 244	237 551
2019	27 647	220 749
2020	12 876	90 805
2021	20 104	145 286
2022	32 792	208 252

Извор: Државен завод за статистика на Република Северна Македонија

За поголема прегледност истите податоци се претставени и линеарно во графикон број 1 каде што можат да се забележат варијациите низ годините.

Графикон 1. Број на посетители и ноќевања во бањите во Р.С.Македонија



Извор: Државен завод за статистика на Република Северна Македонија

4. ДИСКУСИЈА

Од добиените податоци многу јасно може да се забележи дека бањскиот туризам во Р.С.Македонија е многу слабо развиен. Почнувајќи од 2008 година па се до 2017 година бројот на соби и легла во бањите бил прилично без големи варијации дотигнувајќи го својот максимум на соби во 2010 година (вкупно 538 соби), а најголем број на легла имало во 2015 и 2016 година (вкупно 1296). Во 2018 година доаѓа до нагол пад на бројот на соби и легла, кој од 529 соби и 1267 легла во 2017 година се спушта на 242 соби и само 518 легла вкупно во сите бањи во државата. Може да се забележи и во наредните години нема значаен пораст во бројот на соби и легла, според последните информации од државниот завод за статистика во 2022 година вкупниот број на соби изнесува 244 и исто 518 легла. Во врска со бројот на посетители (во коишто спаѓаат домашните, странските како и дневните посети во бањите), годишен просек за овој 15 годишен период е по 26 667 посетители годишно. Наголем број на посетители имало во 2022 година вкупно 32 792, што претставува 6 125 повеќе посетители од просекот, односно пораст од 18,7%. Најмал број на посетители имало во 2020 година (вкупно 12 876), што претставува намалување за 53,43% во однос на 2019 година кога имало вкупно 27 647 посетители. Кога ќе се разгледа бројот на ноќевања просечната вредност изнесува 166 870 ноќевања годишно. При тоа, најголем број на ноќевања имало во 2017 година (вкупно 245 374 ноќевања), со најмал број на ноќевања во 2020 година (вкупно 90 805), што претставува намалување за 45,6% во однос на просечниот број ноќевања, односно намалување за 77,8% во однос на 2017 година кога имало 245 374 ноќевања. Причината за нискиот број на посетители и ноќевања во 2020 година се должи на Ковид пандемијата која го зафати светот. Во следните години бројот на ноќевања бележи постојан пораст достигнувајќи 208 252 ноќевања во 2022 година.

5. ЗАКЛУЧОК

Во истражуваниот период од 2008 до 2022 година бањскиот туризам во Р.С.Македонија нема постојан развој, туку бележи падови и издигувања низ годините.

Најголем број на соби во бањските објекти имало во 2010 година, вкупно 538, а најголем број на легла во 2015 и 2016 година, вкупно 1296.

Од 2018 година има значително намалување на бројот на соби и легла во бањите, достигнувајќи до 242 соби и 518 легла.

Најмал број на посетители и ноќевања бележи во 2020 година со вкупно 12 876 посетители, односно 90 805 ноќевања.

Најголем број на посетители имало во 2022 година, вкупно 32 796 посетители, опфаќајќи ги странските, домашните и еднодневните посети во бањите.

Најголем број на ноќевања во бањите имало во 2017 година, 245 074 ноќевања.

КОРИСТЕНА ЛИТЕРАТУРА

- Apostolovska Toshevska, B., Madjevikj, M., & Ljakoska, M. (2020). Spas as a Potential for the Sustainable Functional Development—A Case Study of the East Region in the Republic of North Macedonia. *Smart Geography: 100 Years of the Bulgarian Geographical Society*, 247-261.
- Choudhary, B., & Qadir, A. (2021). Impact of COVID-19 on wellness and spa industry. *International Journal of Spa and Wellness*, 4(2-3), 193-203.
- Cingoski, V., & Petrevska, B. (2021). Geothermal resources: New insights for spa tourism in North Macedonia.
- Connell J., (2010) *Health and medical tourism*, Wallingford: CABI
- Lapointe, D. (2020). Reconnecting tourism after COVID-19: The paradox of alterity in tourism areas. *Tourism Geographies*, 22(3), 633-638.
- Mueller, H & Kaufman, E.L. (2001). Wellness tourism: Market analysis of special health tourism segment and implications for the hotelindustry. *Journal of Vacation Marketing*, 7, 15-17
- Nakovski, D., Milenkovski, A., & Gjorgievski, M. (2016). Analysis of tourism indicators in function of tourist offer enrichment in Mecedonia. *UTMS Journal of Economics*, 7(1), 97-108.
- Smith, M. and Puczko, L. (2009) *Health and Wellness Tourism*. Elsevier, USA
- Smith, M., & Wallace, M. (2019). An analysis of key issues in spa management: Viewpoints from international industry professionals. *International Journal of Spa and Wellness*, 2(3), 119-134.
- Thal, K. I., Smith, S. L., & George, B. (2021). Wellness tourism competences for curriculum development: a Delphi study. *Journal of Teaching in Travel & Tourism*, 21(3), 205-220.
- Tsiftelidou, S., & Christodoulou, A. C. (2019). The semiotic history of thermal springs and their contribution to tourism development. In *Smart Tourism as a Driver for Culture and Sustainability: Fifth International Conference IACuDiT, Athens 2018* (pp. 249-260). Springer International Publishing.
- Weisz, G. (2011). Historical reflections on medical travel. *Anthropology and Medicine*, 18(1), 137-144.

OBSERVATIONS ABOUT TOURISM TRENDS - EUROPE FROM WEST TO EAST

Ivan Yonov

South-West University “Neofit Rilski”, Blagoevgrad, Bulgaria, iyonov@gmail.com

Abstract: The perpetual attention towards tourism market segmentation remains a significant issue. Scholars and practitioners alike face a formidable task in tackling this issue, given its reflection of the dynamic and varied needs of tourists, influencing their purchasing choices and holiday concepts. To that end, the author endeavors to delineate various approaches to market segmentation within the travel industry focusing on individual movement patterns. The paper aims to explore and elucidate the prevailing trends in European tourist movement geography drawing from an extensive survey of news articles and the author's own observations and discoveries.

In addition to delineating the predominant tourism segments of mass tourism and independent travel, this paper contributes further insights by highlighting contemporary market strategies, notably focusing on emerging segments such as LGBTQ+ tourism, "Adults only" accommodations, and effective management strategies for online platforms like TripAdvisor and similar entities.

The information foundation of this study is derived from curated sources including specialized online publications, official websites of Bulgarian and European tourism entities, perspectives from industry stakeholders, press communiqués from hotel chains and tour operators, alongside the author's experiential insights and findings.

The research methodology encompasses a range of scientific methods, each serving distinct purposes and offering inherent value. Among the employed methods are observation, synthesis, and analysis, as well as geographical approaches, systematization, reviews of specialized online articles, sociological investigations and others.

Following the current tourism trends in Europe moving from west to east, a detailed systematization of various market segments was produced highlighting their advantages and disadvantages as well as a parallel between mass tourism and independent travel. Special attention was paid to the advent of new hospitality models - sharing communities, vacation ownership, serviced apartments, co-living, co-working, the specifics of niche markets - culinary experience, ornithology, railway backpackers, and the use and inclusion of latest trends and strategies - LGBTQ+, artificial intelligence and inclusion of handicapped people.

Keywords: travel industry, market segmentation, geographical movement, Europe

1. INTRODUCTION

Tourism market segmentation is always seen as a question of constant interest. It has been a great challenge for scholars and practitioners due to the fact that market segmentation accounts for the ever-changing and diversified tourist necessities, hence their purchasing decisions and vacation ideas. The author makes an attempt to outline the alternative ways of market segmentation in the travel industry based on the movement patterns of individuals. The paper has the objective to discuss and explain the current trends of tourist geographical movement in Europe through a detailed news articles survey and author's observations and findings. Following his survey and personal observation, the author proposes a given distribution of tourism segments.

The first segment is occupied by the various forms of mass tourism, which is related to the universal package market. Mass tourism is viewed as the movement of a large number of organized tourists to popular vacation and recreation places (Naumov & Green, 2015). This large tourism segment comprises a variety of travels such as air charter travel, land travel, cruises, as well as special interest travels also defined as niche markets (cultural, culinary, sports, religious, rural and more).

The second extensive tourism segment is the independent travel which encompasses another wide range of travels having specific types of accommodation and meal plans. These are the camping and glamping, discover travel and backpacking, sharing communities and vacation ownership, serviced apartments, co-living and co-working, digital nomads, Airbnb travels, Booking.com travels. Independent travel is regarded as a type of non-organized travel where individuals organize their trip according to their own interests and preferences and what we find in the core of the concept is self-reliance (Stevens, 2023).

Besides the two large tourism segments – mass tourism and independent travel, this paper generates additional value by laying special emphasis upon the latest market approaches including LGBTQ+, “Adults only” and “How to handle Trip advisor & Co.”

2. MATERIALS AND METHODS

The current paper information basis is compiled from publications in specialized online press, data from official websites for Bulgarian and European tourism enterprises, insights by tourism business representatives, press releases by hotel chains and tour operators as well as author's personal observations and discoveries.

A number of scientific methods constitutes the research methodological apparatus, each of which has its intent and value. A few of the employed research methods are observation, synthesis and analysis, geographical approach, systematization, specialized online articles review, sociological research and more.

The observation method was used to trace and compare the present trends of market segmentation within the travel industry focusing on individual movement patterns. The implementation of synthesis and analysis involved determining the importance and topicality of the study, the development of theoretical thought and its practical manifestations. The geographical approach contributes to tracing the shift of tourism trends in Europe from west to east. The systematization method is of great significance for it facilitates the consecutive description and analysis of the existing trends and results of tourism development. The specialized online articles review fosters the analysis and evaluation of the operation of the various tourism enterprises. Sociological research is a key part of the study providing valuable information about the changes in consumer behavior.

3. RESULTS & DISCUSSION

In terms of the German source market, comparing the commonly expected trend of the decrease of the use of travel agents (visit to the agency) to the digital platforms, the trend returned towards positive and reached a market share of 37% in 2023 (counts for the average travel of 5 days and more). The average spending for packages reached 1.337 euro in 2023, compared to 1.032 euro in 2019 (www.reiseanalyse.de). For example, on 4th March 2024 European DER Touristik published current numbers of outbound bookings from Western Europe: 33% increase of bookings, 47% revenue increase compared to the same booking period one year ago. Turkey, Spain and Greece ranked among the top three destinations. Scandinavian countries are picking up. South-East Europe and Balkans, otherwise, were not highlighted.

Trends in Various Market Segments

Air Charter Package

According to German newsletter Tageskarte (www.tageskarte.io), currently the strongest market segment where clients feel secure is the fully organized travel. At least within the European community of tour operators, compulsory insurances make sure that travelers return home when something goes wrong (local catastrophes, bankruptcy of the tour operator, airline).

Tour operators plan their flight capacities long term in advance. Both, tour operators and airlines try to figure out travel trends and define the seasonal flight and hotel capacity. If trends do not follow this planning, it is relatively difficult to change the flight capacity for a destination. Traditionally, Western European tour operators look for Mediterranean destinations such as Spain, Greece, Turkey, and Croatia.

Going more eastwards in Europe, leisure travel is a huge share for budget airlines, (which more often serve independent travel), while there are still capacities in the modernized Black Sea airports for regular charters, as commented by the Fraport Management. However, it is expected that the lack of Russian, Ukrainian and Israeli tourists in 2024 shall be balanced by generating more supply and demand from Scandinavia and the traditional source markets like Germany, the UK, Czech Republic, and Poland. The strongest market, Romania, belongs to the land travel segment.

Land Travel

This field shows a wide array and combinations. Here we find a typical West-goes-East Movement. Southeastern Europe and the Balkans want to be discovered. This is not only the wish of the destinations (suffering from their own lack of marketing) but also a market demand situation.

If in the past, mainly workers from Western Europe traveled over challenging roads to their home countries in Eastern Europe and Turkey, mainly in summer, today modern road networks change the individual leisure travel targets. Croatia and Montenegro were the limits of traveling by car.

Either a ferry trip, for example, Italy – Croatia, or Italy-Greece and Italy-Albania, or the entire trip over land, the infrastructure allows those travelers a comfortable trip. Especially tourists traveling with their own campers started to discover the Balkan countries in the early 2000's. They were pioneers but positive feedback led to a steady increase. Campsites in Eastern Europe are rare and need to be adapted to the needs of today's travelers and their vehicles. These travelers have seen all of Europe and are financially considerably high spending guests, delivering higher revenues to the tourism industry than the tour operator package tourist.

Organized Tours: Land, River, Sea

There is an increased demand of combinations of the three kinds of travel. Often River Cruises, like along the Danube, are combined with excursions throughout the visited countries. There was a period when an American tour operator brought wealthy tourists from Vienna to a Bulgarian port, from where a Turkish luxury bus company collected the tourists, and a three-four days' tour through Bulgaria followed. Hand selected hotels were a must. The group continued to Istanbul by coach and entered a Mediterranean cruise, and vice-versa.

Sea Cruises had a spring approximately 10 years ago. Cruise ships scheduled interesting port calls around the Black Sea before returning to the Mediterranean. With the annexation of Crimea those programs were cancelled. A soon return is not expected since the very internal type of tourists are afraid of the war situation.

Cultural Tours have the same dynamics as the above subjects. However, it requires tremendous efforts of the specialized local travel industry to cover up what governmental institutions are not capable to deliver to the source markets. Individual travelers who had already seen a lot of Europe, organized themselves and used budget flights into the capitals, from where they find their ways to visit cultural attractions.

Sports Travel is mainly organized through associations. In the entire Balkan area, they appear as all-year-round destinations which are not limited to winter sports but offer a tremendous choice of activities. Their biggest challenge is to be positioned within the international markets where they are mostly not visible. Bansko was in the international press for a short time due to championships and forgotten afterwards. Same accounts for Pamporovo, Borovets, Kopaonik, Stara Planina. All these destinations have updated their infrastructure and hotel offers which often go along with spa and wellness services.

Niche Markets are often discovered by the initiatives of enthusiasts, let them be host or visitor. Today's social media allows them to connect. Culinary experience, ornithology, railway backpackers, just to mention a few, always lead to a wider spread interest than organized tours (packages). Market demand is clearly there. Locally it often goes with improvisation of the service providers which is understood as a likeable experience by the visitors.

Medical, Wellness and Spa Tourism

Health prevention and rehabilitation play a role in the mind of people of different income situations. European health insurances are supporting those patient demands as long as the medical hotel is: a) located in a recognized EU spa destination (commonly known as a resort); b) have permits to make treatments; c) have a licensed leading doctor on site who takes the responsibility about the recommended treatments. German insurances can accept the cost reimbursements of up to 80% of the treatments, while travel expenses remain to be paid out of the pocket of the patient/medical tourist. Eastern Europe is at the very beginning of being recognized for such affordable services while Poland, the Czech Republic, Hungary and the Baltic States are already positioned. However, in most cases a spa and wellness hotel is a leisure offer without medical treatment despite medical supervision.

Purely surgery services in Eastern Europe, such as dental treatments, scalp surgeries, eye treatments are becoming attractive to Western European patients and patients from the Middle-/Near East.

Sharing Communities, Vacation Ownership, Serviced Apartments, Co-living, Co-working

An absolute success model in Western Europe with a tough expansion, also having been the most resilient hospitality model during the pandemic lockdowns, has not entered Eastern Europe. While Vacation Ownership is a leisure-oriented exchange program (sample: Interval International, working with the vacation residential programs of major hotel chains), all other models are related to business travelers, digital nomads and city tourism short stays.

It is needless to mention that platforms like Airbnb are prospering in comparison to the existing hotel offer in some destinations, and not at lower average rates. At the same time Booking.com tries to reinvent itself. Heavy fees for such platforms are eating the margin of providers (hotels and other offered accommodation) at a time when inflation, energy cost, subsequently manpower cost, are rising at high speed.

The EU Commission is now preparing rules for short term rentals (STR) like Airbnb and similar platforms, to publish official registrations (tax, license) and to eliminate illegal rentals. Current local rules are fragmented and need to be unified. Side effect is a better harmonization of STRs versus local inhabitants' rental costs.

What is currently most discussed in the professional communication exchange

LGBTQ+

While in some African tourism hotspots, members of the community end in prison, market specific hotels in other countries provide comfort. One of the first of this community-oriented hotels opened in Cuba, another one in Austria recently. However, there is far more. Published by Greek GTP portal, the Greek Ministry of Tourism signed an agreement with the Queer Destinations Association which trains employees in the hospitality and travel industry how to accept and treat this particular market segment to provide an accepted and comfortable travel environment. Citing official data, Minister Kefalogianni said that the LGBTQ+ travel community represents **over 10 percent of the global demand** and some **16 percent of total expenditures** in the tourism sector. In terms of numerical value, it surpasses the threshold of 195 billion dollars.

Artificial Intelligence

Very disputable in all forums is the use of AI and robotics in all hospitality procedures, optimizing processes. The knowledge in the industry is still very low. Test programs provided by consortia of property management system (PMS) producers, are integrating AI to release staff from handling the back-office work of the PMS, eventually doing operational interactions and answer guest comments, (which is the Trip advisor headache), in order to allow the providers management to identify fake comments and answer real comments in proper manner.

Inclusion Strategies in Tourism

Barrier free access, sign language, Braille signage and texts are being intensively discussed in the source markets in order to allow people with handicaps to participate in international tourism. Best practice samples are introduced.

4. CONCLUSION

The present study endeavors to delineate and systematize contemporary tourism trends using a geographical framework to facilitate precise description and analysis. Beginning with Germany, a prevalent trend there revolves around organized air travel, primarily motivated by tourist safety and security concerns. Beyond Germany, other European nations, such as the UK, the Czech Republic, and Poland, favor leisure travel to the Black Sea region. Owing to its geographical proximity to Bulgaria and Greece, Romania predominantly relies on land travel. Similarly, workers migrating from Western to Eastern Europe and Turkey exhibit a preference for land travel, with Croatia and Montenegro emerging as noteworthy host destinations. River cruises along the Danube and sea voyages circumnavigating the Black Sea, before returning to the Mediterranean, are also notable features.

An additional noteworthy trend involves the surge in individual cultural travel, facilitated by the proliferation of cost-effective airlines. Sports tourism is gradually gaining popularity, often complemented by spa services. Notably, niche markets have garnered greater interest compared to organized tours. Spa and wellness tourism represents a burgeoning trend in Eastern Europe, while Poland, the Czech Republic, Hungary, and the Baltic States have already established themselves in this niche.

The onset of the Covid-19 pandemic has catalyzed the emergence of novel hospitality models, which continue to evolve and gain prominence. The imperative of inclusion is a subject of intensive discourse, with several best practices being implemented. Undoubtedly, the integration and deployment of artificial intelligence (AI) in the hospitality sector will optimize human resources by streamlining routine mechanical tasks.

REFERENCES

- Bgtourism (Bulgaria) - <https://bgtourism.bg/>, accessed on 07.03.2024;
DER Touristik - <https://www.dertour-group.com/en/about-us/portrait-der-touristik-group/>, accessed on 01.03.2024;
German Newsletter Tageskarte - www.tageskarte.io, accessed on 01.03.2024;
German Reise Analyze - www.reiseanalyse.de, accessed on 05.03.2024;
Greek Travel Pages - <https://www.gtp.gr/>, accessed on 05.03.2024;
GTP – Greek Travel Press - <https://news.gtp.gr>, accessed on 07.03.2024;
Naumov, N. & Green, D. (2015) Mass tourism. In Jafari, J. & Xiao, H. (Eds.) Encyclopedia of Tourism. New York: Springer;
Steves, R. (2023). *Rick Steves Europe Through the Back Door*. Avalon Travel, an imprint of Perseus Books;
Tourinews (Spain) - <https://www.tourinews.es/>, accessed on 02.03.2024;
Touristik Aktuell (Germany) - <https://www.touristik-aktuell.de/>, accessed on 02.03.2024;
Travelnews (Bulgaria) - <https://travelnews.bg/>, accessed on 07.03.2024.