The OTAs' Websites: The Opinion Of Generation Y Leads to Organizational Change

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Abstract

OTA (Online Travel Agencies) are dot.com companies raising revenue from online sales of tourism products - thus their websites are important marketing and sales infrastructure platforms. The goal of the paper was to highlight the characteristics of websites that are more important when buying travel products and to draw attention to common web marketing mistakes of OTAs according to generation Y. The purpose was to highlight the characteristics of websites which are more important when buying travel products and to draw attention to common web marketing mistakes of OTAs according to Generation Y. Authors further suggest process oriented organization as a response in facilitating improved business performance.

Key Words: Buying Behavior Online, Process Oriented Organization, Travel Agencies, Millennium Generation, Digital Generation.

Introduction

According to Phocuswright (2014) websites of tourism providers accounted for 62% of total online sales in 2014, while online intermediates generated 38%. It is anticipated that this share will remain stable during 2015. Websites of tourism products' providers, led by airlines, dominate the vast majority of the market. However, it is expected Online Travel Agencies (hereafter OTAs) to stop this trend in the next three years. Although OTAs do not dominate in any region of the world, the largest proportion of OTAs are registered in Eastern Europe (50%), followed by Latin America (41%) (Phocuswright, 2014). Trends show that OTAs are on the raise. Since websites have been their main tools in attaining the leading position on the online marketplaces it is crucial to understand how their web strategies are performing and to adopt their operations accordingly.

The goal of the paper was to highlight the characteristics of websites that are more important when buying travel products and to draw attention to common web marketing mistakes of OTAs according to generation Y. The purpose of the paper was to enlighten that online marketing orientation is not referred to a few sections of a company, even a dot.com one, but it is rather a mindset that should trigger also organizational changes in order to contribute to the overall improvement of the web site quality and support the efficiency of online marketing process. The main hypothesis states that in order to gain the goal of direct online sales, OTAs should also organize themselves accordingly to target (future) customers' (Generation Y) needs and

requirements. The main research method used in the study included an online survey. Statistical methods were used to analyze the data.

The paper is composed of five parts. After introduction, in the theoretical review the focus is on tourism websites, needed organizational change and generation Y. Following the literature review, website evaluation methods and frameworks used in the research are reviewed and explained in the Section 3. Section 3 also presents the research methods used in the study as well as the research results. The respondents' satisfaction is assessed by observing five categories: look & feel, usability, technical performance and accessibility, balance of motivational and informative content and trust & identity. Authors conclude with Section 5.

Theoretical Review

Websites Analyses in Tourism

When travelling and searching for their preferred travel destinations, Europeans mostly rely on the information provided online. This is why online content exceeded all other forms of traditional media and marketing as reported by Oxford Economics Company – Tourism Economics (2013). Although being important, European tourists like to hear opinions of their friends and relatives. So, their recommendations are mostly taken into account. This brings into question whether the distinction between online content and recommendations of friends and relatives is really becoming much less clear nowadays as concluded in the report "The impact of Online Content of European Tourism by Tourism Economics (2013). Travel agencies have a high conversion rate from online activities with 45% selling online generating 32% of the sector's turnover in the EU. (Tourism Economics, 2013) The online technology has been influencing strongly the relationship between tourism demand and tourism supply. The particular influence of online technology has been noted between tourists and travel agencies since the level of information than can be put and looked for online can vary based on the quality of the web content, its effectiveness, usability, trust etc.

There are various researches on the key factors affecting the success of websites. This is due to the lack of clear criteria for objectively assessing the performance of tourism company's website. The first study of such kind appeared 16 years ago - in 1999. In the same year, Standing and Vasudavan (1999) conducted a similar research. The main subjects of their interest were tourism agencies. Most of the researched websites were at the level of printed brochures. Cheol Park (2002) analyzed 60 travel agencies' websites in Korea. They revealed that many travel agencies did not develop their own websites and although travel agencies are using the web, they have not fully utilized capabilities of websites. Limayem, Hillier and Vogel (2003) found that interpretative evaluation process can be useful in moving towards a framework for the evaluation and sophistication of the online operations of organizations involved in the online tourism sector. Van der Merve (2003) examined web marketing communication tools and techniques applied by tour operators in Gauteng (Sweden). His main findings included the fact that tour operators frequently use interactive media (small and large companies), direct marketing and advertising. The larger the company, the more likely it is to use advertising. Dong Jin and Woo Gon (2003) focused on travel agencies and investigated the attributes of the OTA websites that had the highest importance according to the respondents. According to their findings, cheap deals gained the maximum score.

Morrison, Taylor and Douglas (2004) used the Balanced Scorecard approach to evaluate websites. They distinguish the formative vs. summative evaluation thus identifying four groups of website evaluation methods based on whether efficiency or effectiveness is being measured. However, they concluded with the call for action to develop a unified procedure for website evaluation in tourism and hospitality. The empirical results of the research conducted by Law and Ngai (2005) indicated that there were significant differences between perceived performance and expected performance, with the largest gap being in "*Information Architecture*". They partly filled the gap of research on usability applied to websites in tourism.Dolnicar and Laesser (2007) investigated the complete marketing strategy of tourist agencies,

including web marketing. They argue that the most promising future for travel agents will lie in specializing in travel context and travel components where other booking channels and media are unlikely to be able to offer a full substitute for travel agents services. Park, Gretzel and Sirakaya-Turk (2007) analyzed the quality of tourist agency websites and related it with the willingness of respondents to use travel agency services. They determined the following important dimensions in determining the willingness to use the website: ease of use, information/content, responsiveness, fulfillment, and security/privacy. Visual appeal was not distinguished as significant. Customer satisfaction is an important aspect of website evaluation. Lu and Zhang (2002, 3) underlined the following aspects categorized as incremental in predicting customer satisfaction: information content satisfaction, usability satisfaction, security satisfaction, convenience satisfaction, efficiency satisfaction and flexibility satisfaction.Park and Gretzel (2007) systematized all researches dealing with web sites, and identified nine common factors of success that appear in most tourist and non-touristic studies, namely: information quality, ease of use, accountability, security/privacy, interactivity, personalization and fulfillment (in terms of fulfilling the expectations of visitors). The study of Nysveen and Lexhagen (2010)explored the online value added services provided by various carriers in tourism and concluded that the traditional tour operators and travel agencies offer more value-added services online than airlines and hotels. Obviously, this is due to their specialization and the possibility to create dynamic and innovative tourism packages based on their extensive knowledge about particular destination. This is much aligned with the research of Dolnicar and Laesser (2007). Law, Qi and Buhalis (2010) made a new systematization of studies evaluating websites in tourism and identified five evaluation approaches: counting, automated, numerical computation, user judgment, and combined methods.

Website Evaluation Methods

Websites could be evaluated according to various criteria. Authors regrouped the primary aspects of websites defined by the WTO (2008) into the following 5 categories:

1. The Equilibrium Between Informative (Practical) and Marketing Content (Motivational)

Consistency with other promotional materials and consistency of decomposition of different topics, is an important component in conveying key brand messages across all formats of content. Particularly in tourism, where the product is not distributed, but the information, it is important to balance between content that aims to evoke emotions in order to inspire to purchase and one that provides hard information.

2. Building Identity and Trust

Trust on the web is defined as *"the user's willingness to risk time, money and personal information on the Internet."*(Nielsen et.al., 2001) Some of the components that facilitate the construction of identity and confidence can be divided into:

The core elements - refer to the appropriate selection of URLs, a clear vision of the purpose of the page users can easily grasp with a quick overview of the title page, use the logo on each page, the use of graphics to illustrate the product by avoiding stock photographs, site maintenance informative and up to date which will give the impression of authority, careful selection of sites to share links with, adequate reference to the source of someone else's content on the site (e.g. downloaded service weather forecasts, etc.)

"About Us" / "Contacts" - full name, physical address and other contact details, opening hours, a clear mission, organization, data of founding, the contact person in charge different functions in the company

"Privacy Policy" and "Terms of Use" - explain the use, storage, access and use of this information. The link to the privacy policy should be visible just in the step of collection of such data (e.g. Newsletter registration). The terms of use describes how users should use the content posted on the site. Usually here

site owners insulate themselves from possible errors published on the site, and describe the proper procedure in the event that the user downloads content from web pages, and define the jurisdiction of the court and the law in case of disputes.

Allow users to contact - from all page should be available the contact page or link that opens an e-mail or contact form. Furthermore, it is recommended setting up a contact to send feedback or information about errors on the website, in case there are any more complicated actions links to help (eg. brief instructions on using interactive maps) and the section of frequently asked questions (FAQ).

3. Look and Feel

Visuals and associated web design fall into this category. Given that the theme of the aesthetic components of websites, design and the experience that websites emit is too extensive and from the domain of design, this category will not be further elaborated.

4. Usability and Navigation

Usability refers to the functionality that websites have for users. It is achieved by proper use of all the above design elements. Usability includes: speed download, adequate titles that reflect the content of the text, links within the page with well-appointed text links (anchor text), text readability, clear hierarchy of navigation, availability, etc. Easy navigation, the ability to search pages and ease of purchase are the three key components of usability of commercial websites. Internet users have learned that certain actions are functioning in a way, therefore, in order to facilitate the navigation for users it is recommended to use some of customary practices, such as a different color (and underlined) for indicating links recognizable at first sight. Apart from not running away from clichés, websites should not forget they are addressing all levels of Internet users, with special emphases should be put on the basic user. Navigation is actually the structure of information of the website and their relationship, since websites are not books that can be read from the beginning to the end. Taking account of flow is one of the important decisions when creating websites navigation (Hoffmann and Novak, 1997).Navigation components can be divided into: main navigation / global / first level, which appears on every page; secondary or local navigation, which appears in some parts of the page, and from there the user introduces deeper into sub-pages; contextual navigation links or internal links to other pages within the same web site; navigation support, such as a site map and index of pages (rarely used). Often it is used as a navigational aid internal search and breadcrumbs for pages with deeper organizational structure. Users are referred to the parts of the site or other related sites by changing the language or by entering sections of sites intended for specific audiences, such as journalists or professional partners. It is recommended that each page has a link pointing to the home page, which includes not only the option of clicking on the logo, but the text alternative or icon boxes. In addition to these general recommendations related to navigation, is recommended to have separate search functionalities for each product type, for example: search hotels, flights, packages etc. that have the ability to provide interactive search and dynamic response. It is advisable to have pages that are referred to special interests of the user, e.g. certain hobbies or activities and sites that target a certain segment of the audience, such as families with children, seniors etc. Likewise news websites offer their users related news, intermediaries can offer their audience similar and complimentary products and activities nearby the locations reviewed.

5. Technical Performances and Accessibility

No matter of the quality of content, website mistakes are irritating and result in loss of visitors and their confidence. The main issues include:
- Monitor the speed of loading pages (particular attention should be paid to the weight of the graphics)
- Pages should display correctly in all the latest versions of browsers or at least those which are most commonly used,

- Web-friendly font
- Verify external and internal links,
- If to access specific content a special software is required, the website should offer it to users
- The existence of print-friendly versions of pages.

Accessibility means to provide access to web pages for all users and devices with which they approach the site. W3C.org brings a list of best practices in this regard aimed primarily at webmasters and marketing experts in terms of technical performance (discussed in more detail below), text formatting, use a valid website code, legal aspects and best practice examples. the term is commonly used to refer to just the accessibility of websites for persons with disabilities, particularly sight (and hearing difficulties and memory), where the typical website functionality is the ability to increase the size of the text. Some of the other recommendations include providing alternatives to different formats of content such as videos to text format, choosing combinations of text and background colors to allow easy readability, is available to help users in case they commit a mistake and provide recommendations on how to fix it and in case of websites in flash technology to provide an alternative version in HTML, etc.. Content on the web is paramount, but it is equally important to align its design formally and meaningfully, so that it is customized to all users.

Organizational Change: How to Approach Generation Y?

Organizational change (Chun-Fang, 2010 and Al Pop, Roman, Adina Săniuţă and Petrişoaia, 2012) manifests itself as a process involving many diverse business aspects such as a company's vision and mission, the emergence of new types of activities deriving from the introduction of new ICT solutions, the implementation of a new management system (e. g. management by objectives) or through a different realation between businesses and their providers whereas the latter are becoming partners. Travel agencies are struggling to survive so they are looking for new ways to get closer to their customers. In case of OTAs refers to exploiting the combined power of the Internet and information technology to fundamentally transform (change) key business strategies and processes. Such companies must rethink fundamental aspects of company strategy, which may lead to a radical overhaul of existing ways of doing business, with company structure and culture becoming much more customer-focused (Chun-Fang, 2010 and Jackson and Harris, 2007).

Service from customers perspective is the service received: *experience of the service provided which results in outcomes such as "products", benefits, emotions, judgments' and intentions.* Or, in other words: the customers experience is the customers' direct and personal interpretation of, and response to, their interactions with and participation in the service process, and its outputs, involving their journey through a series of touch points/ steps. (Johnston et al, 2012, 7). *So the question is who are our customers, what can we provide for them? What are they expecting?* In customer–oriented approach managing the quality and usage of our knowledge of customers including their:

- *Characteristics* (who are they?) including managing profiles, occupation, interests, etc.
- *Behavior* (what they do and when?) including they interest, wishes, situations, which response influence their behavior.
- *Value* (how much are they worth?) including customer lifetime value.
- *Attitudes* (what do they think?) including surveying perceptions, satisfaction, loyalty drivers.

To answer these questions and offer appropriate service outcomes as well as encourage the purchase, OTAs are using different methods to capture customers' expectations. Watching customers through "*generation*" insights is one of possible customer segmentation. A vast array of literature exists where the definition of "generation" was deeply explored. Kupperschmidt (2000) concludes that different generations develop a very exclusive and unexampled behavior grounded in their prevailing and customary experiences. With regards to that, Barford and Hester (2011) think that it is the birth rate and significant life events that determine the main differences between generations. It is probably the existence of various environmental

factors that influence on the generations through time. Main characteristics (distinction between the three most influential generations) are shown in Table 1.

Table 1. Generation X vs. Generation Y and Generation Z.

GENERATION X	GENERATION Y	GENERATION Z
Born: 1966-1976	Born: 1977-1994	Born: 1995-2012
Coming of Age: 1988-1994	Coming of Age: 1998-2006	Coming of Age: 2013-2020
Sometimes referred to as the "lost" generation, this was the first generation of "latchkey" kids, exposed to lots of daycare and divorce. • generation with the lowest voting participation rate of any generation, Gen Xers were quoted by Newsweek as *"the generation that dropped out without ever turning on the news or tuning in to the social issues around them."* • high levels of skepticism, "what's in it for me" attitudes. • the best educated generation with 29% obtaining a bachelor's degree or higher (6% higher than the previous cohort). • starting to form families with a higher level of caution and pragmatism than their parents demonstrated. Concerns run high over avoiding broken homes, kids growing up without a parent around and financial planning.	Their high numbers reflect their births as that of their parent generation; the last of the Boomer Is and most of the Boomers II. • sophisticated, technology wise, immune to most traditional marketing and sales pitches...as they not only grew up with it all and been exposed to it all since early childhood. • aims to gaining everything and far most appreciate transparency. It is no longer sustainable on the long run to pretend anything, as with the social media revolution in can all be disguised in seconds online and available to everybody • racially and ethnically diverse and they are much more segmented as an audience aided by the rapid expansion in Cable TV channels, sat radio, Internet, e-zines, etc. • less brand loyal and the speed of the Internet has led the cohort to be similarly flexible and changing in its fashion, style consciousness and where and how it is communicated with. • often raised in dual income or single parent families have been more involved in family purchases...everything from groceries to new cars. • 1 in 9 has a credit card co-signed by a parent. • expectations of this group are trending upwards to older generations	While we don't know much about Gen Z yet...we know a lot about the environment they are growing up in. This highly diverse environment will make the grade schools of the next generation the most diverse ever. Higher levels of technology will make significant inroads in academics allowing for customized instruction, data mining of student histories to enable pinpoint diagnostics and remediation or accelerated achievement opportunities. Gen Z kids will grow up with a highly sophisticated media and computer environment and will be more Internet savvy and expert than their Gen Y forerunners

From [Adapted from] www.socialmarketing.org, "Generations X,Y, Z and the Others - Cont'd", by Schroer, 2015, Retrieved from http://www.socialmarketing.org/newsletter/features/generation3.htm and From [Adapted from] www.ey.com, by Ernst and Young, 2014, Retrieved from http://www.ey.com/Publication/vwLUAssets/The_digitisation_of_everything_-_How_organisations_must_adapt_to_changing_consumer_behaviour/$FILE/EY_Digitisation_of_everything.pdf

Generation Y or Millennium are the enzymes that led to change, their influence towards organizations and customers is in the rise. Failing to acknowledge this tendency and adapting to it equals losing the game.

Their impact on brands and loyalty in a connected customer's world is extremely high. Authenticity, truth, humor and irony are appreciated, thus rather than classical advertising, a personalized direct approach is advisable. Above all, Generation Y is no longer satisfied with old corporate and political models: they seek transformational change, and where they cannot find it, they look to invent it themselves. (Ernst & Young, 2014) In 2016 the share of influence of Generation Y is expected to be 33% (26% in 2007), followed by Boomers with 32%, Traditionalists with 18% and Generation X with 17%. (Ernst & Young, 2014)

According to same research (Ernst & Young, 2014) Generation Y's expectations include:

- Collaborative and networking in learning: the average user spends almost an hour a day on Facebook, making it one of their hottest hobbies
- Fast, easy and humor are requirements of communication: Generation Y 18+ spend more than 15 hours weekly online
- Peer to peer recommendations highly affect decision-making: 80% of users believe guests' recommendations, compared to only 14% who trust advertising
- Immediate feedback: 1/3 of bloggers post opinions about products and brands
- Environmentally aware: 96% of Generation Y want an environmentally aware workplace
- Flexibility: 56% of Generation Y prefer to work flexibly according their preferences whereas 79% prefer to be mobile rather than static workers

For new generation of customers, e-services should provide immediate access to customers thus making information more available, offering possibilities of linking and comparing services, etc. OTAs need to improve customer experience using information technology; invest in multi – channel, but tailored customer-oriented strategies and be flexible. It is all about doing business in a new way and operations strategically must be driven by customers' demands and expectations. Because OTA's and their downstream referrers (meta search/ comparison sites, deal sites, affiliates, Google hotel finder etc) are a demand driven entity. (McElboroug and Pelling, 2013*).* Consequently, managing internal process networks when external demand is independent, involves making "best guesses"and quality can be improved with good process design (Slack et.al, 2012) such as: *(1) products and services produced "on-specification" and (2)less recycling and wasted effort within the process* . As such, process innovations can assure that a company quickly adapts to the new rules and procedures, to the new demand that requires collaborative-networked learning, immediate feedback, visible peer recommendations in decision-making etc. Web site quality and efficiency of the online marketing process should be improved because no organization is immune to the changes that new generations are bringing. It is because of fans, users, customers, followers, that they must respond to these challenges. Organizations deal with people, their relationship and their motivation to overcome obstacles and build trust in the relationship with the customers.

Empirical Research

Methodology and Sample Explanation

This study was not about quantifying different functionalities, tools and techniques of the selected websites. Rather, it was more qualitative, focused on revealing the opinion of Generation Y (e.g. whether they thought a certain website was easy to navigate, fast, more attractive, informative, motivational etc.). An online survey was conducted. The questionnaire was designed following the mentioned selected criteria for the evaluation of the web site according to the opinion of the generation Y. The questionnaire was put online and had to be filled online.

The sample was selected in accordance to adjusting online marketing strategy to generation Y's needs. The sample covered 105 students born between 1989 and 1994, thus belonging to the generation Y. All of the students from the sample are enrolled at the University of Pula, Faculty of Economics and Tourism, attending the study program in Tourism or the interdisciplinary study program of Culture and Tourism. The

students were first briefly educated about internet marketing concepts such as safety, navigation etc. All websites were viewed in English. 84% of the respondents were female and 16% male. The respondents evaluated their IT knowledge mostly as very good (46,7%), followed by good (40%), excellent (11,4%). Only 1.9% think their IT knowledge was poor. The majority of respondents have been using Internet for more than 5 years (88,7%). 91,5% of respondents use Internet on a daily basis. 68,9% of respondents have never used a credit card for online shopping; 17,9% used a credit card from 1-3 times for online shopping; 8,5% used credit card more than 10 times and 4,7% used a credit card 4-10 times. The majority of respondents have never booked an accommodation online (72,4%) whilst 27,6% did buy accommodation online (majority of them from 1 – 3 times).

The survey was conducted in December 2014. Most of the questions listed in the questionnaire used five-point Likert scale. The second type of questions were closed questions but students had the possibility to mark certain aspects of website specific characteristic or simply skip it if the mentioned feature/characteristics could not be associated with any of the websites from the survey. Authors evaluated selected OTA's performance against the defined set of research criteria. The comparison set was chosen intentionally and included the websites of big European OTAs (Booking.com, Adria24 and Venere) together with two most important Croatian OTAs (Adriatic.hr and Uniline).

Results

The main framework which was implemented whilst exploring the views of generation Y was based on the WTO's (2008) selection criteria modified and regrouped following the latest research in the topic and authors' expertise. Within each category, several attributes were observed. The students marked an attribute only in case it could be related to a website. The minimum score is -105 and the maximum +105. Since there are attributes that affect the total score negatively, these were negatively rated. Each point (score) for each attribute was summarized in order to get the maximum score for each category and for each of the observed OTA. The negative scores (negatively related attributes) were deducted from the total core. The maximum number which could be gained for each category was calculated as well so as to make the comparison clearer alongside the classification scale which was developed. The complete framework is presented bellow. A clear comparison is shown bellow based on the attained scores. In the table that follows authors present the results gained from the conducted research.

Table 2. OTAs' Websites Attributes Scores according to Generation Y

Answer Options	Max. possible score	Booking .com	Adria24. hr	Adriati c.hr	Venere. com	Uniline. hr	
Old (-)	0	-29	-15	-9	-24	-9	**LOOK & FEEL**
Non-attractive (-)	0	-27	-16	-28	-33	-15	
Repulsive (-)	0	-22	-10	-18	-29	-12	
Neglected (-)	0	-21	-9	-12	-21	-6	
New (+)	105	27	40	26	25	43	
Traditional (-)	0	-31	-13	-24	-18	-10	
Uniformly (-)	0	-32	-17	-38	-26	-10	
Best viewed (+)	105	21	22	19	22	6	
TOTAL	**210**	**-114**	**-18**	**-84**	**-104**	**-13**	
Simple (+)	105	41	49	35	40	37	**Usability And Navigation**
Confusing (-)	0	-29	-28	-29	-16	-13	
Friendly (+)	105	24	33	31	24	40	
Stressed (-)	0	-28	-14	-12	-19	-4	

Time consuming(-)	0	-22	-20	-16	-19	-10	
Difficult (-)	0	-30	-10	-16	-17	-9	
Intuitive (+)	105	6	19	5	4	16	
Demanding(-)	0	-26	-20	-19	-20	-13	
Professional(+)	105	38	35	21	20	39	
Time sparing (+)	105	38	37	17	31	38	
Clear (+)	105	45	48	33	28	51	
TOTAL	**630**	**57**	**129**	**50**	**56**	**172**	
Bad quality (-)	0	-17	-19	-15	-20	-1	Technical Performance & Accessibility
Fast (+)	105	47	49	39	35	43	
Advanced (+)	105	26	44	26	11	43	
Accessible (+)	105	48	41	27	32	47	
TOTAL	**315**	**104**	**115**	**77**	**58**	**132**	
Useful (+)	105	35	49	32	31	41	Balance Of Motivational & Informative Content
Updated (+)	105	40	41	33	35	44	
Informative (+)	105	48	44	39	36	44	
Irrelevant (-)	0	-10	8	11	9	8	
Fake (-)	0	-6	7	7	11	10	
Relevant (+)	105	18	22	16	12	21	
Motivating (+)	105	25	29	17	23	41	
Boring (-)	0	-28	16	26	25	13	
Has the greatest offer (+)	105	48	11	10	14	19	
TOTAL	**630**	**100**	**227**	**191**	**196**	**241**	
Powerful (+)	105	22	20	12	10	29	Trust & Identity
Fresh (+)	105	21	41	20	17	40	
Prestige (+)	105	16	24	17	11	28	
Reliable (+)	105	34	42	24	22	40	
Successful (+)	105	29	25	22	14	34	
Fun (+)	105	23	31	17	18	39	
Unsafe (-)	0	-9	-15	-16	-17	-8	
Safest for online payments (+)	105	29	14	16	8	20	
Safe (+)	105	33	34	22	21	31	
TOTAL	**840**	**198**	**238**	**90**	**104**	**264**	

Source(s): Authors' Research, 2014

Uniline was best performer according to the views of the generation Y. Uniline received the highest score in all of the main categories. If observed more deeply and compared with the maximum score, which could possibly be achieved, Uniline performed best in the technical performance & accessibility category,

followed by balance of motivational and informative content and trust and identity. When looked through the balance of motivational and informative content Uniline was the best performer by having an updated and motivated content that is not boring. Trust and identity as the last section observed by the respondents reveals that Uniline website appeared as powerful in the eyes of respondents, prestigious, successful, fun and safe. These were the characteristics according to which Uniline has surpassed its competition. The frequency of scores of attributes of website success, expressed in shares, was classified according to the following scale in Table 3.

Table 3. OTAs' Websites Attributes Scores according to Generation Y

POSITIVE ATTRIBUTES	NEGATIVE ATTRIBUTES
75-100% - excellent	-75-100% - fail
50-74% - very good	-50-74% - very poor
25-49% - good	-25-49% - poor
0-24% - satisfactory	-0-24% - sufficient

Source(s): Authors' Research, 2014

The highest rates were achieved in the categories of related to content, technical performance and accessibility and then trust and identity. The worse scores were recorded in the category of design (look and feel) followed by usability and navigation.

Table 4. The max. percentages of OTAs' websites attributes scores according to Generation Y

	Boking.com (%)	Adria24.hr (%)		Adriatic.hr (%)		Venere.com (%)		Uniline.hr (%)	
Look & Feel	-54,28	Very poor	-8,57	Sufficient	-40	Poor	-49,52	Poor	-6,19	Sufficient
Usability & Navigation	9,047	Satisfactory	20,47	Satisfactory	7,93	Satisfactory	8,88	Satisfactory	27,30	Good
Technical performance & Accessibility	33,01	Good	36,50	Good	24,44	Satisfactory	18,41	Satisfactory	41,90	Good
Balance of motivational & Informative content	15,87	Satisfactory	36,03	Good	30,32	Good	31,11	Good	38,25	Good
Trust & Identitiy	20,95	Satisfactory	25,18	Good	9,52	Satisfactory	11	Satisfactory	27,94	Good

Source(s): Authors' Research, 2014

Students were asked to choose a web site they would happily book their holiday directly online from supposing all of the offers were the same with the same price. They responses are presented graphically.
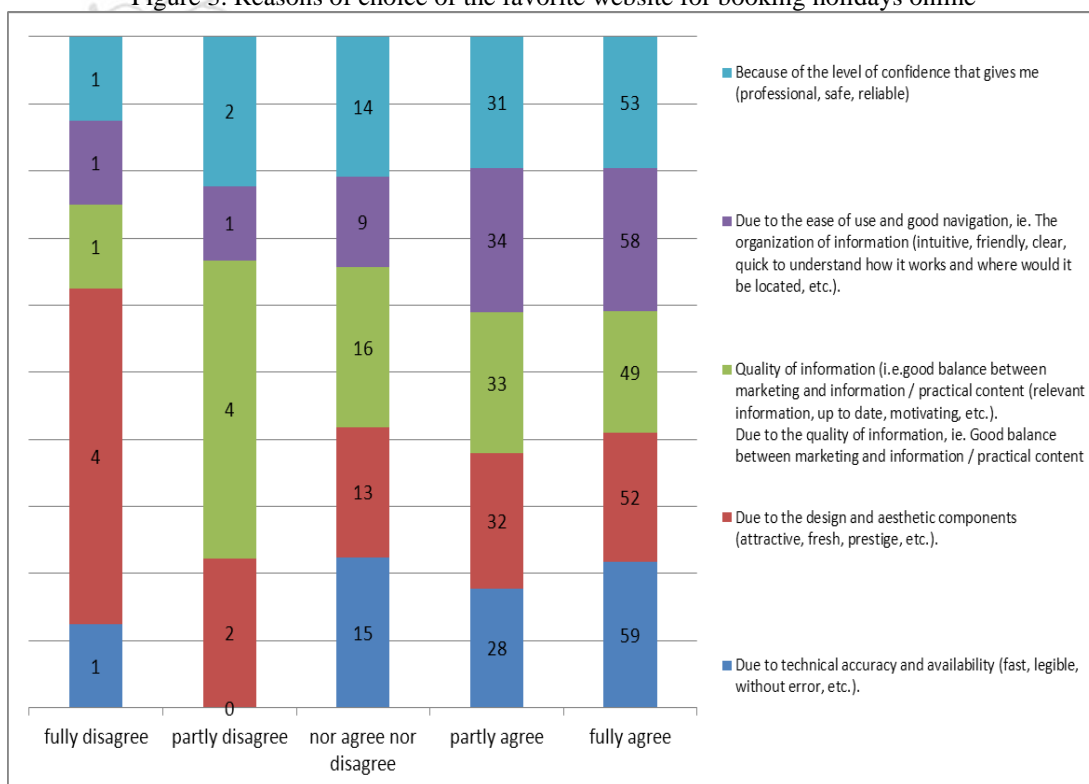
Figure 2. The favorite website for online booking
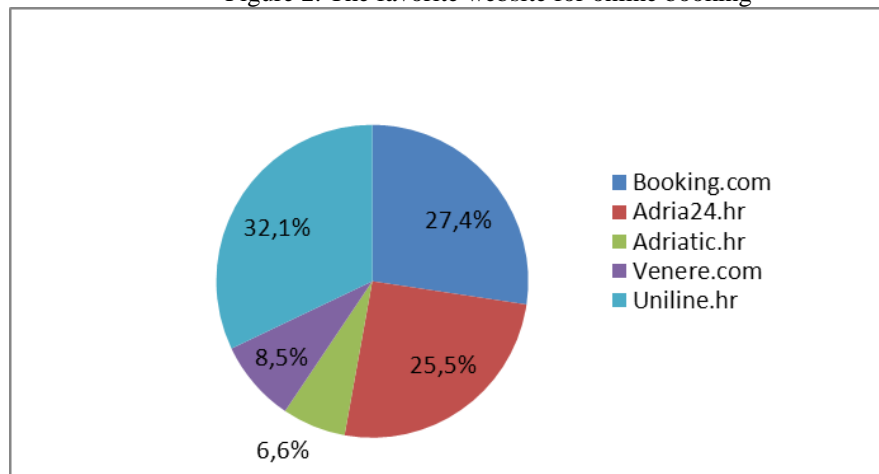
Source(s): Authors' Research, 2014

Following their responses they were further questioned on the main reasons behind their selection.

Figure 3. Reasons of choice of the favorite website for booking holidays online

Source(s): Authors' Research, 2014

Given that most respondents have chosen Uniline as the websites they would purchase their holidays from, this website will be further analyzed as a benchmark for others, according to the used categorization of website attributes. The maximum grade was 5.

Table 5. Detail analysis of selected attributes of Uniline's website

Answer Options		Average grade	Median	Var	St.dev.	Skewness
Would recomend the website to the friend.	Trust	3,69	4	1,389	1,179	-0,417032556
I feel comfortable while using the website.	Trust	3,84	4	1,708	1,307	-0,841497294
The website gives a sense of confidence.	Trust	3,87	4	1,306	1,143	-0,610024052
AVERAGE GRADE "TRUST"		**3,8**				
Think the website is unnecessarily complicated.	Usability (U)	-2,36	2	2,115	1,454	0,682146391
The organization of information is clear and intuitive	Usability	3,82	4	1,604	1,266	-0,901849512
The site has all the functionality I expected.	Usability	3,62	4	1,713	1,309	-0,474620729
In order to successfully use the website, I need to do a pre-study of the website.	Usability	-2,72	3	2,183	1,478	0,325122175
I am pleased with the ease of use of the website.	Usability	3,87	4	1,386	1,177	-0,890228102
The website is easy to use.	Usability	3,92	4	1,459	1,208	-0,91260594
It was easy to carry out the task on this website	Usability	3,58	4	1,961	1,400	-0,568266982
I quickly figured out how the website works out.	Usability	3,88	4	1,440	1,200	-0,909663529
It is easy to move around the site.	Usability	3,81	4	1,614	1,271	-0,80197708
The organization of the website is clear even at the first glance.	Usability	3,82	4	1,468	1,212	-0,854396251
AVERAGE GRADE USABILITY		**2,52**				
Think many inconsistencies exist.	Content	-2,33	2	1,807	1,344	0,66073568
I found all the needed information on the website.	Content	3,26	3	2,254	1,501	-0,26489989
Information is clear and understandable.	Content	3,87	4	1,578	1,256	-0,855494307
The terminology used on the website is clear.	Content	3,806	4	1,622	1,274	-0,819269735
AVERAGE GRADE "CONTENT"		**2,151**				
The website is visually attractive.	Look	3,96	4	1,538	1,240	-0,886010244
AVERAGE GRADE "LOOK & FEEL"		**3,96**				
AVERAGE GRADE TOTAL		**3,107**				

Source(s): Authors' Research, 2014

A deeper analysis of selected characteristics shows the total average grade Uniline received is 3,107 (out of 5). Uniline's website attributes that were best rated were the ones categorized in the look & feel category followed by trust category, and usability. Median is lower than the average if the data are mostly grouped in the beginning. This is the case for the three attributes only whilst all in all other cases the median is above the average. Authors conclude that the opinion of generation Y is mostly positive towards Uniline's website.

Conclusion

We live in a world where the information technology is rapidly changing the way businesses are conducted, and largely effect of firms' success. In case of OTAs organizational changes are fundamentally related to technology and demographic changes (new generations of customers) and the fact that online distribution has become an important channel to provide service in general. As the analysis has shown, OTAs' websites are experiencing design issues which can be improved by modifications and testing. Design is however closely related to usability, which represents its practical function, of paramount importance online. Despite its well-known importance, usability is still an issue in tourism websites. It will be a challenging priority to fix those issues as generation Y is their customer.

The results are showing that according to opinion of students (generation Y) the favorite website for online booking is Uniline.hr (32,1%) and main reason is the level of confidence that give (professional, safe, reliable) (53% fully agree)**.** Lowest respondents' satisfaction is assessed in categories: usability (2, 52) and balance of motivational and informative content (2,151).

So operation strategy should reflect market requirements and every operation in service processes should add value for customers to enhance operations performance objectives as quality, speed, flexibility, dependability, costs to improve business performance in general. Since we have been discussing the quality and effectiveness of travel agencies websites and the key factors affecting their success, we must underline how important the opinion of generation Z is towards the above since they have been consuming the offered services. The sustainability and success of online travel agencies is highly correlated with the opinion of generation Y.

This is why the organization should follow their recommendations and listen carefully their needs, requirements and wants. Processes needed to be put into place to drive this new clarity and focus throughout the organization as well as create new value.

Research Limitation

Several limitations of this study, encompassing the nature of the sample (this study was conducted in Croatia, Pula and was restricted to the higher education sector), data collection procedures, and the identification of factors related to Internet search and purchasing, should be considered when interpreting the study's results and developing future research to extend and expand its scope. A much larger sample size and more extensive survey are needed to gain an in-depth understanding of this generation. Therefore, outcomes cannot be applied in general. The authors plan to expand the participant pool in the near future to include a statistically significant number of respondents.

The expectation is that the survey and results (although limited due to small sample size) described in this article, coupled with the literature review, will begin to unveil what Generation Y stimulate in OTAs purchasing. More time could cause different perceptions of same characteristics but research may need to be conducted with a longitudinal analysis design.

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