REPORT NO. 3
MARKET RESEARCH

IDENTIFICATION OF MARKET NEEDS IN THE DUKAGJINI PLAIN

3rd RESEARCH

IDENTIFICATION OF NEEDS IN THE ACCOMMODATION INDUSTRY

INSTITUTE FOR SCIENCE AND ARTS

PEJA, 2025

“HAXHI ZEKA” UNIVERSITY

INSTITUTE FOR SCIENCE AND ARTS

IDENTIFICATION OF MARKET NEEDS IN THE DUKAGJINI PLAIN

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Report compiled by the Institute for Science and Arts

Peja, 2025

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CONTENT

LIST OF FIGURES...Error! Bookmark not defined.

LIST PF GRAPHS ....Error! Bookmark not defined.

LIST OF ABBREVIATIONS............ Error! Bookmark not defined.

1. INTRODUCTION.............................. **9**

2. RESEARCH METHODOLOGY......... **11**

3. DATA ANALYSIS AND INTERPRETATIONS **13**

4.SWOT ANALYSIS OF FINDINGS IN REPORT NO. 3.................................. **38**

5. CONCLUSIONS AND RECOMMENDATIONS **76**

5.1. Conclusions 76

5.2. Recommendations.....................77

LIST OF FIGURES

Figure 1. Research methodology 12

LIST OF GRAPHS

Graph 1. Type of business/enterprise 13
Graph 2. Size of business/enterprise 13
Graph 3. Number of employees 14
Graph 4. Business/enterprise location 14
Graph 5. What are the types of services you offer? 15
Graph 6. Types of accommodation offered? 15
Graph 7. What types of rooms do you offer? 16
Graph 8. What are the strongest points of your accommodation structure? 17
Graph 9. What is the room reservation rate during the winter season (November - March)? 17
Graph 10. What is the room reservation rate during the spring season (April - June)? 18
Graph 11. What is the room reservation rate during the summer and fall season (July - October & September - October)? 18
Graph 12. How do you assess the demand trend for tourist accommodation services over the last 5 years (2019 - 2023)? 19
Graph 13. What are the main customer groups you are targeting? 20
Graph 14. What strategies or channels do you use to increase interest and retain customers? 20
Graph 15. What are the main challenges you face in reaching your target audience? 21
Graph 16. What channels do you use to promote your accommodation services? 21
Graph 17. How do you manage reservations and bookings? 22
Graph 18. What improvements would you like to make in your business operations? 23
Graph 19. How do you currently measure customer satisfaction? 23
Graph 20. What are the most common complaints you receive from customers? 24
Graph 21. What initiatives have you taken to improve the customer experience? 24
Graph 22. Do you collaborate with other companies or organizations in your industry? 25
Graph 23. Have you collaborated with municipalities or local institutions in the last year? 25
Graph 24. If YES, what are the main areas of your cooperation with municipalities and local institutions? 26

Graph 25. What are the main challenges you have encountered during cooperation with municipalities and local institutions? 27
Graph 26. What do you need most from municipalities and local institutions to improve your services and activities? 27
Graph 27. Are you interested in developing new projects in collaboration with municipalities and local institutions? 28
Graph 28. If YES, in which areas would you like to focus these projects? 29
Graph 29. How do you train and develop your staff to meet industry standards and customer expectations? 29
Graph 30. What are the obvious skill or knowledge gaps among your employees? 30
Graph 31. What are your strategic goals for the next 1-3 years? 30
Graph 32. What specific investments or developments do you plan to undertake to grow your business? 31
Graph 33. What are the main challenges your company faces in providing accommodation services? 31
Graph 34. What do you suggest for improving the accommodation industry in the region? 32
Graph 35. What do you think could be improved to increase accommodation development in the region? 33
Graph 36. What are some of the main challenges that tourists face? 34
Graph 37. How often does your enterprise identify training and skills needs (different knowledge and competencies)? 34
Graph 38. If the answer is rarely, moderately or frequently, then which skill/training or set of skills/training do you identify and are needed most frequently? 35

LIST OF ABBREVIATIONS

GP - General Partnership

HZU - “Haxhi Zeka” University

IB - Individual Business

ISA - Institute for Science and Arts

JSC - Joint Stock Company

LLC - Limited Liability Company

1. INTRODUCTION

The Institute for Science and Arts (ISA) at “Haxhi Zeka” University in Peja (HZU), within the framework of its ongoing market research activities, presents this report, which has been prepared with the aim of providing a clear and structured overview of the current situation in the accommodation sector. The report is based on data collected and directly analyzed from operators within this sector, with the objective of identifying the main characteristics of the enterprises, the challenges they face, their managerial practices, as well as opportunities for improvement and sustainable development.

This report serves as an important instrument not only for businesses operating in the accommodation field but also for local institutions, economic development organizations, the community of experts, and policymakers involved in the planning and support of this industry sector.

For the implementation of this research, a structured questionnaire was distributed to enterprises operating in the municipalities included within the Dukagjini Plain, an area with high tourism potential and valuable natural and cultural resources. The municipalities involved - namely Peja, Deçan, Istog, Klina, Gjakova, Junik, Prizren, Suhareka, Malisheva, and Rahovec - represent a diverse mosaic of accommodation structures, forms of cooperation, and specific challenges that are closely linked to the geographical and socio-economic characteristics of this region. The collected data realistically reflect the existing situation, providing the report with particular practical value for planning and supporting the sustainable development of accommodation in the Dukagjini Plain.

By offering detailed data and clear interpretations, the report contributes to a better understanding of the industry’s needs and the areas where interventions and investments are most necessary. The primary beneficiaries of this report are the enterprises within the respective sector, which can use the findings to improve their operational strategies and capacity management. At the same time, the report serves municipalities and local institutions by helping to guide supportive policies and strengthen cooperation with local stakeholders. It can also serve as a reference for international organizations and donors aiming to support projects in the field of accommodation sector development.

Overall, this report aims to contribute to the creation of a sustainable and well-founded data base, facilitating decision-making, strategic planning, and initiatives for enhancing the quality and competitiveness of the accommodation sector in the region.


Seraphine Plaza


HOTEL 12
Parking
Recepsioni
Restauranti &
Këndi i lodrave
Dhomat 101-109
Dhomat 201-208
HOTEL 12

2. RESEARCH METHODOLOGY

This report is based on a structured process of collecting and analyzing primary data, with the aim of realistically reflecting the situation, needs, and challenges faced by the tourism accommodation sector. The main instrument used for data collection was the *"Questionnaire for Identifying the Needs of the Accommodation Industry"*, specifically designed to cover various aspects of the operations of businesses active in this sector.

The questionnaire was designed to gather information on the fundamental characteristics of the enterprises, the types of services they offer, their accommodation capacities, methods of managing reservations and marketing, key operational challenges, cooperation with local institutions, and needs for developing human capacities. A significant portion of the questions were structured, while some included open-ended options to enable the collection of qualitative information in addition to quantitative data.

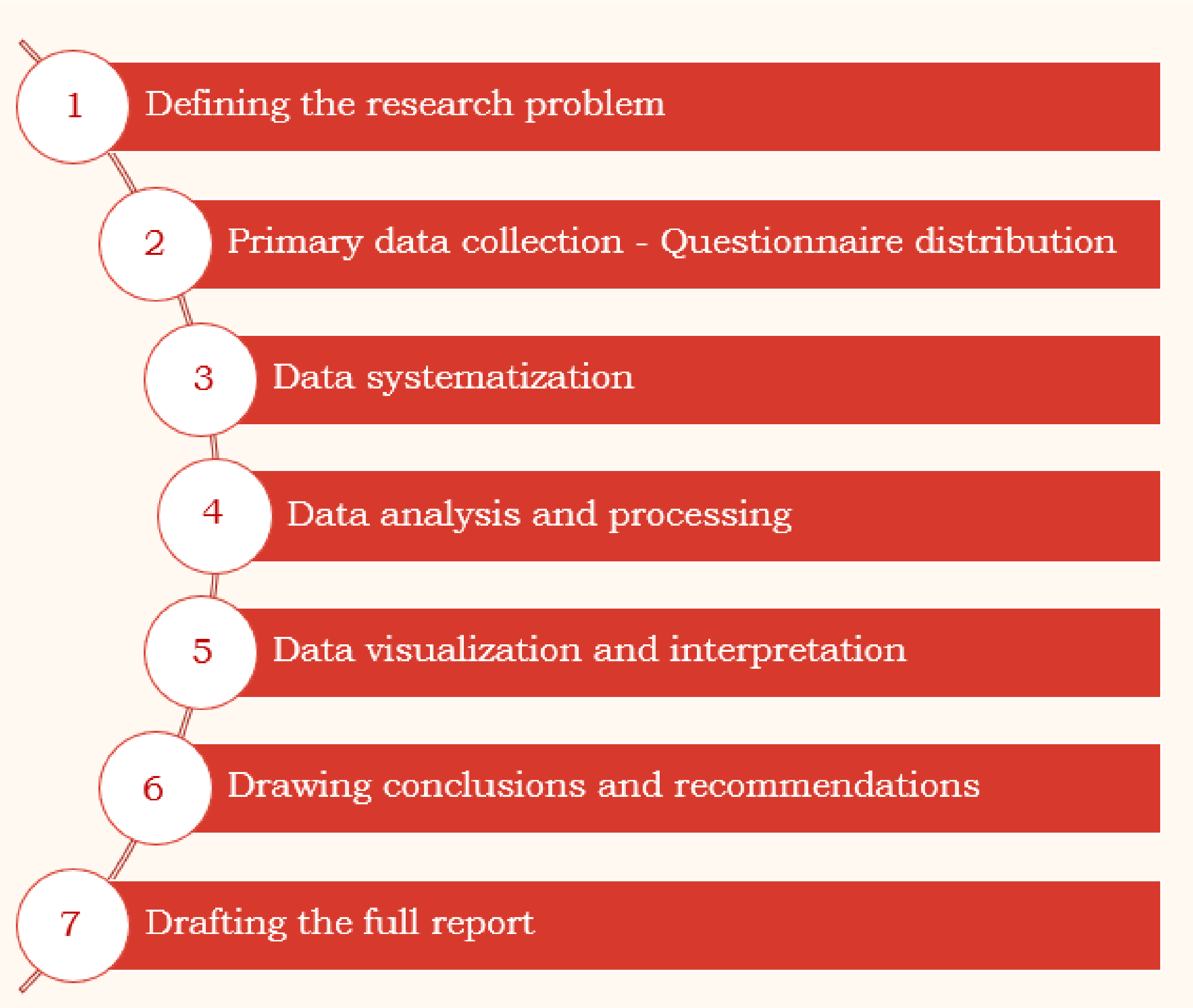
The data collection process was carried out through the distribution of the questionnaire to various businesses in the accommodation sector in the region, including hotels, motels, holiday houses, rental apartments, and other similar establishments. The data were processed and statistically analyzed to extract the relevant percentages and to identify the main trends and challenges characterizing these businesses.





Through this methodology, it has been ensured that the information included in the report is based on the genuine voices of the industry, allowing for an interpretation that is as objective and useful as possible for all interested stakeholders. This approach helps ensure that the recommendations derived are supported by concrete evidence, thereby increasing the practical value of the report for businesses, local institutions, economic development organizations, and all actors contributing to the strengthening of the accommodation sector.

Figure 1. Research methodology

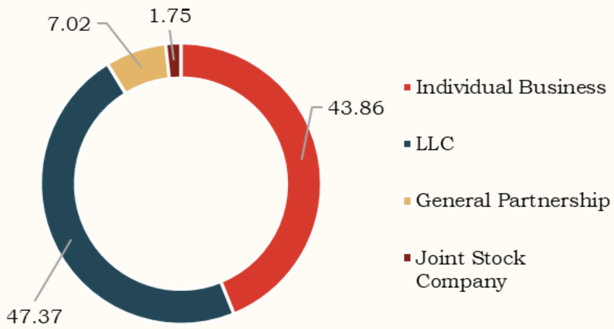


Source: ISA (2025)

3. DATA ANALYSIS AND INTERPRETATION

This chapter includes all the main findings gathered from the questionnaire and relevant sources, which help to understand the structure of businesses in the accommodation sector, their characteristics, the challenges they face, as well as their perceptions regarding the development of the sector. Through this interpretation, aspects such as the type and size of enterprises, the number of employees, the services offered, accommodation capacities, booking levels by season, marketing strategies, and communication channels with clients are addressed. It also includes data on key management challenges, cooperation with local institutions, training needs, and the professional development of staff. The chapter aims to provide a comprehensive overview of how business operators assess the current situation and the opportunities for improvement, serving as a basis for further recommendations for the sustainable development of the accommodation sector in the region.

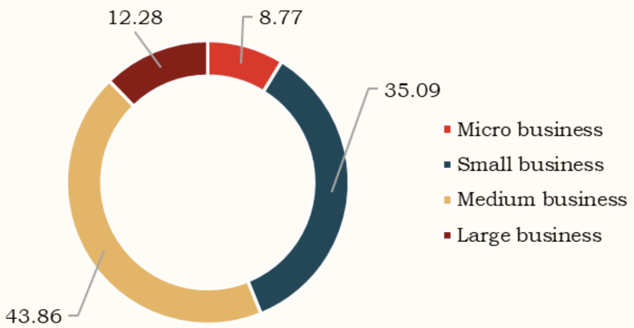
Graph 1. Type of business/ enterprise



Source: ISA (2025)

The data on the distribution of businesses by their legal form show that the majority are organized as limited liability companies (LLC), accounting for 47.37%, followed by sole proprietorships (SP) with 43.86%. Together, these two forms make up approximately 91% of all enterprises, which demonstrates a strong orientation towards simpler and more flexible forms of organization. General partnerships (GP) represent only 7.02%, while joint stock companies (JSC), which are usually larger and more structured enterprises, have a very small representation of just 1.75%.

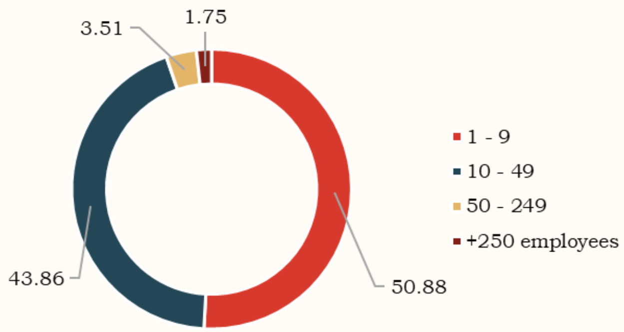
Graph 2. Size of business/ enterprise



Source: ISA (2025)

The data on business size indicate that the majority of enterprises are classified as medium-sized businesses, accounting for 43.86%, followed by small businesses at 35.09%. Together, these two categories comprise approximately 79% of all businesses, highlighting a structure dominated by enterprises with limited but stable capacity. Large businesses constitute 12.28% of the total, reflecting a more limited presence of major market players. Meanwhile, micro businesses represent only 8.77%, which may indicate a low level of formalization among very small enterprises or a greater concentration in more advanced stages of business development. This distribution suggests that the economic environment is primarily composed of small and medium-sized enterprises, which play a significant role in economic activity and employment.

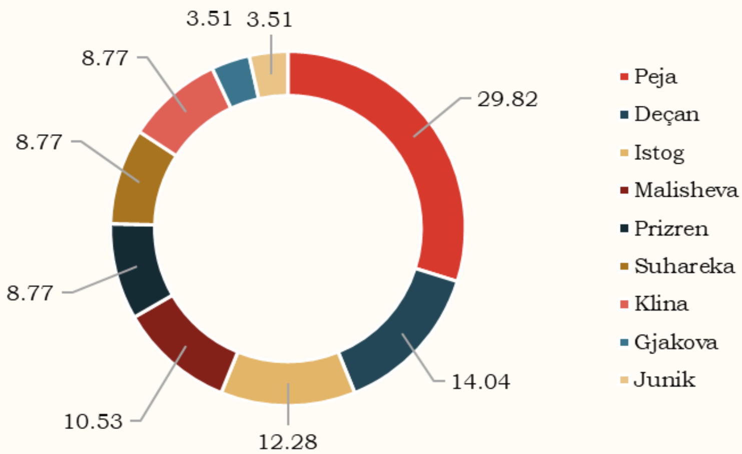
Graph 3. Number of employees



Source: ISA (2025)

The data on the number of employees in the surveyed businesses show that the vast majority of enterprises employ a small number of people. Specifically, 50.88% of businesses have between 1 and 9 employees, while 43.86% have between 10 and 49 employees. Together, these two categories make up 94% of the total, clearly indicating the dominance of small businesses in the employment structure. Enterprises with 50 to 249 employees represent only 3.51%, while those with more than 250 employees account for a very small percentage, just 1.75%. This distribution highlights the micro and small-scale nature of the majority of businesses in this context.

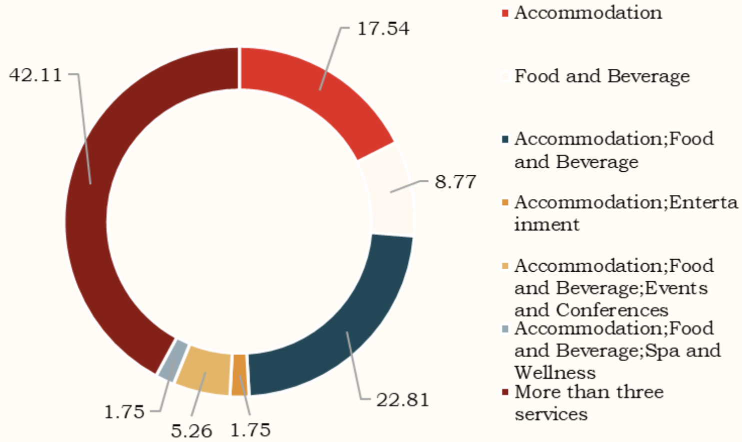
Graph 4. Business/enterprise location



Source: ISA (2025)

The data on the geographical location of enterprises show that the majority are concentrated in Peja, which accounts for 29.82% of the total, making it the main center of economic activity in this sample. Following Peja, the locations with the next highest percentages are Deçan with 14.04% and Istog with 12.28%. Other municipalities such as Malisheva (10.53%), Prizren, Suhareka, and Klina (each with 8.77%) also have a significant presence, indicating a relatively balanced distribution of enterprises across these areas. Meanwhile, Gjakova and Junik are represented with the lowest percentages, each accounting for 3.51%.

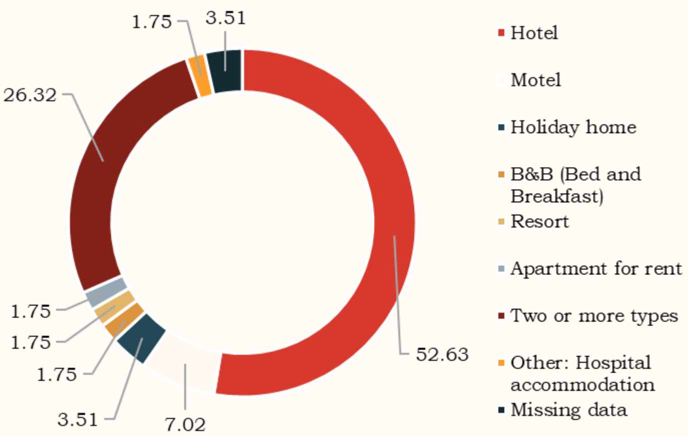
Graph 5. What are the types of services you offer?



Source: ISA (2025)

The data on the types of services offered by enterprises reveal a considerable diversity in their activities, with a tendency toward providing combined services. Specifically, 42.11% of enterprises report offering more than three types of services, indicating a trend toward service integration to better meet customer demands and enhance competitiveness. The combination of accommodation with food and beverage services is present in 22.81% of cases, while accommodation alone accounts for 17.54%, reflecting that accommodation remains a core component of these businesses' operations. Enterprises offering exclusively food and beverage services represent 8.77%. Other more specific categories, such as those offering combinations with entertainment activities, events and conferences, or spa and wellness services, have lower percentages (ranging from 1.75% to 5.26%). Overall, it appears that most businesses are oriented toward an expanded and integrated service offering within the accommodation sector.

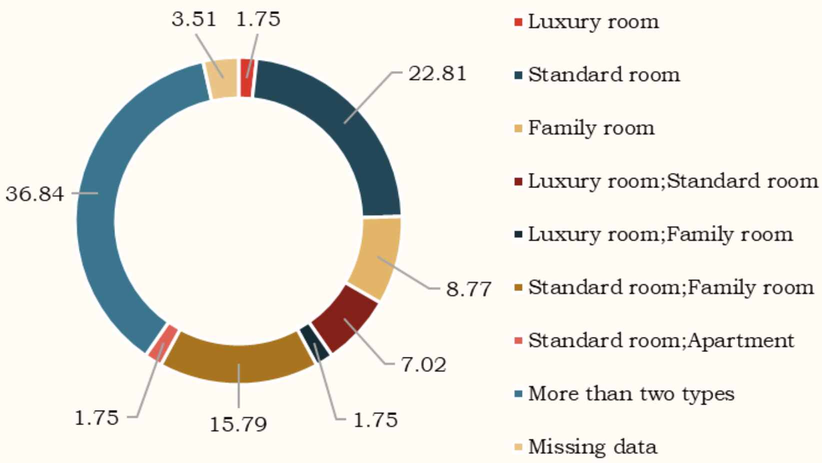
Graph 6. Types of accommodation offered?



Source: ISA (2025)

The data on the types of accommodation offered by enterprises show that hotels are the dominant form, with 52.63% of businesses operating in this category. This suggests that the accommodation market in this context relies primarily on traditional and structured accommodation models. Meanwhile, 26.32% of enterprises offer two or more types of accommodation, indicating flexibility and an effort to meet diverse client needs. Other forms of accommodation are present in much lower percentages, including motels (7.02%), holiday homes (3.51%), and specialized forms such as B&Bs, resorts, and rental apartments (each at 1.75%). A similarly small percentage (1.75%) includes accommodation within a hospital institution, representing a special case. In 3.51% of cases, data were unspecified by respondents, though these do not significantly affect the overall picture of the results. Overall, these findings highlight the dominance of hotels in the market, with lower representation of alternative accommodation types, although a portion of businesses do combine multiple services in order to be more adaptable and competitive.

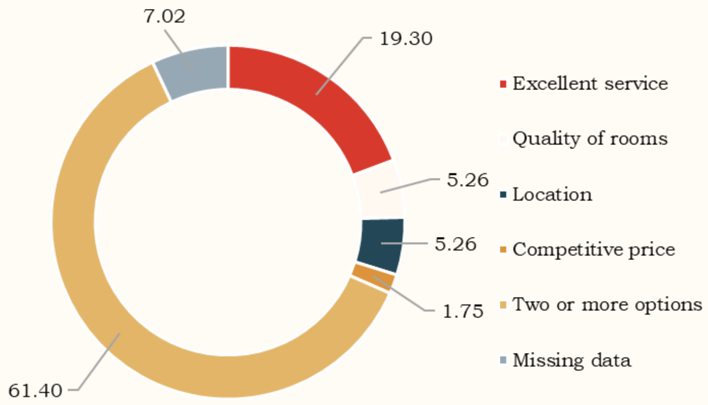
Graph 7. What types of rooms do you offer?



Source: ISA (2025)

The data on the types of rooms offered by businesses show a pronounced presence of standard rooms, which are provided as the sole option by 22.81% of businesses and are also included in many other combinations, demonstrating their central role in the accommodation structure. The most represented category consists of enterprises offering more than two types of rooms, at 36.84%, indicating significant efforts toward service diversification and adaptation to various customer needs. Meanwhile, the combination of standard and family rooms accounts for 15.79%, reflecting the need for suitable options for larger groups or families. Family rooms and luxury rooms offered exclusively represent 8.77% and 1.75%, respectively, while other combinations (such as luxury with standard or family rooms) have lower percentages. A small share (1.75%) includes apartments as part of the room offerings, while in 3.51% of cases the data were unspecified. Overall, the results indicate a structure primarily oriented toward standard rooms, but with a meaningful presence of combined offerings aimed at meeting diverse customer demands.

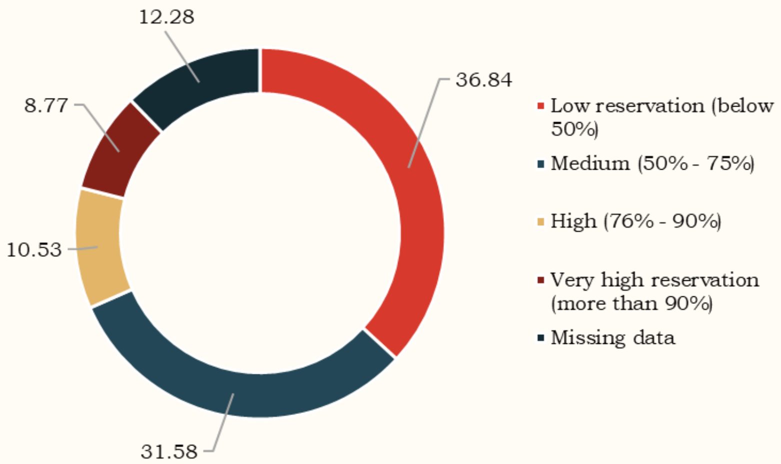
Graph 8. What are the strongest points of your accommodation structure?



Source: ISA (2025)

The data on the strongest aspects of the accommodation structure show that the majority of enterprises (61.40%) identify more than one element as a competitive advantage, suggesting a self-assessment focused on overall service quality and efforts to provide a comprehensive customer experience. A smaller portion of businesses emphasize a specific aspect, such as excellent service (19.30%), room quality (5.26%), or location (5.26%). Competitive pricing is mentioned less frequently (1.75%), which may imply that enterprises do not consider the financial aspect as their main advantage over competitors. In 7.02% of cases, data were not specified by respondents. Overall, these findings suggest that accommodation service providers have a broad and positive perception of the overall quality of their offering, valuing a combination of factors such as service, comfort, and location.

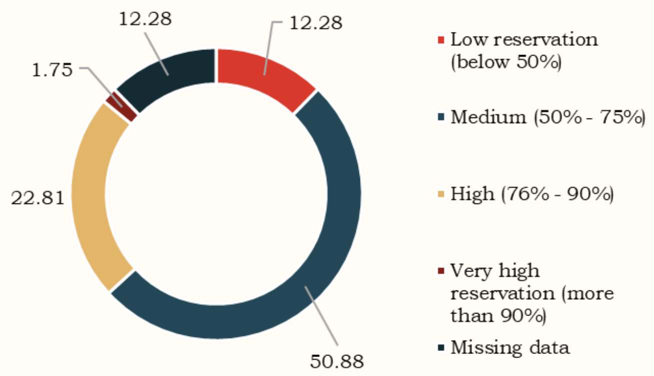
Graph 9. What is the room reservation rate during the winter season (November - March)?



Source: ISA (2025)

The data on room reservation levels during the winter season (November - March) show that a considerable portion of accommodation structures face low demand during this period. Specifically, 36.84% of enterprises report a low reservation rate, below 50%, while 31.58% consider the season to have a moderate reservation level (between 50% and 75%). Only a smaller percentage of businesses achieve high reservation rates, with 10.53% reporting reservation between 76% and 90%, and 8.77% reaching full or near-full capacity at 90%. In 12.28% of cases, data are missing, creating a small gap in the analysis. These results suggest a pronounced seasonality in the hospitality sector, with weaker activity during the winter months, and consequently, a potential need for promotional strategies or special offers during this period to increase capacity utilization.

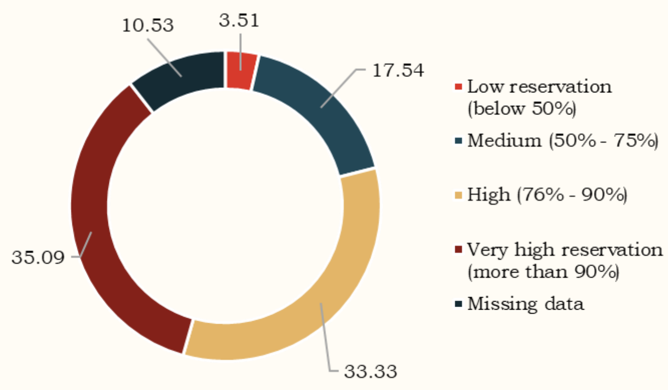
Graph 10. What is the room reservation rate during the spring season (April - June)?



Source: ISA (2025)

The data on room reservation levels during the spring season (April - June) indicate a significant improvement compared to the winter season. The majority of enterprises, specifically 50.88%, report a moderate level of bookings (between 50% and 75%), while 22.81% consider the season to be busy (76% - 90%). Only 1.75% of businesses reach a very high reservation rate, at 90%, while the percentage of those reporting low booking levels (below 50%) stands at 12.28%. An equal percentage of the data remains unspecified. Overall, the spring season appears to be a period of increased activity compared to winter, reflecting higher tourism potential and greater visitor appeal during this time of the year.

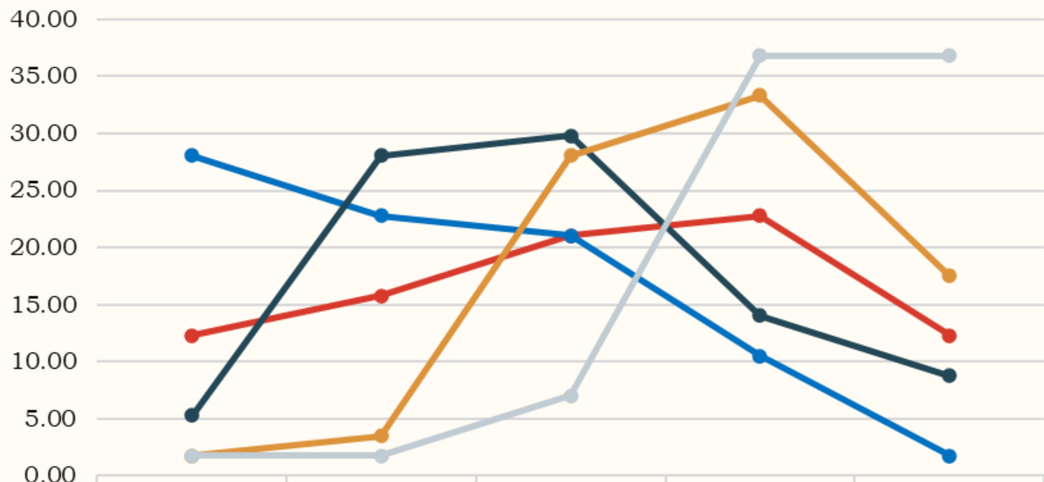
Graph 11. What is the room reservation rate during the summer and fall season (July - October & September - October)?



Source: ISA (2025)

The data on room reservation levels during the summer and autumn seasons (July - October & September - October) indicate a high utilization rate of accommodation capacities, identifying this period as the peak of tourism activity. The majority of enterprises, specifically 35.09%, report a very high booking level (at 90%), while 33.33% consider this season to be busy, with occupancy rates between 76% and 90%. The category with moderate bookings (50% - 75%) accounts for 17.54%, whereas only 3.51% report low levels (below 50%). In 10.53% of cases, data are missing. This distribution clearly shows that the summer season and early autumn are the most favorable periods for the hospitality industry, with high potential for revenue generation and peak operational activity. The indicators highlight the strategic importance of this period for planning offers and managing resources within the accommodation sector.

Graph 12. How do you assess the demand trend for tourist accommodation services over the last 5 years (2019 - 2023)?



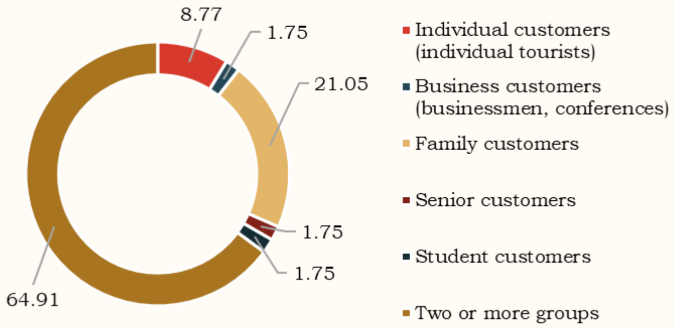
	Very Low Demand	Low Demand	Average Demand	High Demand	Very High Demand
2019	12.28	15.79	21.05	22.81	12.28
2020	28.07	22.81	21.05	10.53	1.75
2021	5.26	28.07	29.82	14.04	8.77
2022	1.75	3.51	28.07	33.33	17.54
2023	1.75	1.75	7.02	36.84	36.84

2019 2020 2021 2022 2023

Source: ISA (2025)

The data presented in the comparative graph above indicate a positive and steady trend in the growth of demand for tourist accommodation services during the period 2019–2023. In 2019 and 2020, a considerable proportion of business operators reported low or very low levels of demand, with relatively high percentages in the categories "Very Low Demand" and "Low Demand," reaching 28.07% and 22.81% respectively in 2020 - likely reflecting the impacts of the pandemic. However, starting in 2021 and especially in the years 2022 and 2023, a clear shift toward higher demand levels is observed: the categories "High Demand" and "Very High Demand" show significant increases, peaking in 2023 when 36% of operators reported very high demand. At the same time, the perception of low demand almost disappears in the later years. These data reflect a strong recovery and a consolidation of the accommodation market, indicating that the sector has entered a more stable and promising phase for further growth, with high potential for investment and sustainable development in line with the region's natural and cultural resources.

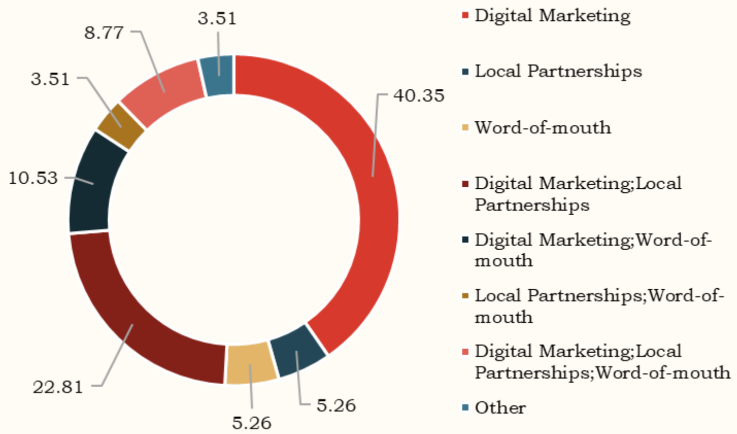
Graph 13. What are the main customer groups you are targeting?



Source: ISA (2025)

The data on the main target customer groups identified by enterprises show a broad and diverse orientation of accommodation structures toward various market segments. The majority of businesses - specifically 64.91% - report targeting more than one customer group, indicating a deliberate strategy to diversify revenue sources and offer inclusive services. Among individual groups, families represent the most significant segment, accounting for 21.05%, reflecting the demand for facilities suitable for group or family vacations. Individual tourists make up 8.77% of the business focus, while other groups such as business clients, the elderly, and students are each reported at equally low rates of 1.75%. This distribution suggests that enterprises are primarily oriented toward a broad audience and seek to maintain flexibility in order to meet diverse visitor needs, with a particular emphasis on families and combinations of different market segments.

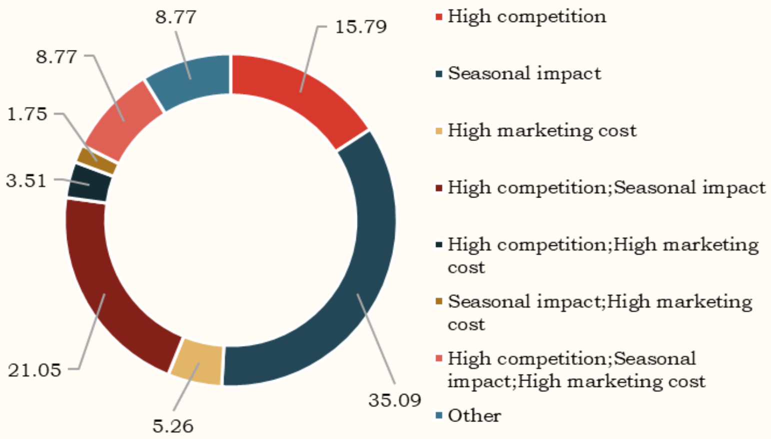
Graph 14. What strategies or channels do you use to increase interest and retain customers?



Source: ISA (2025)

The data on strategies and channels used to increase customer interest and retention reveal a clear focus on digital marketing. This channel is selected by 40.35% of enterprises as the sole option and is also included in the majority of strategy combinations, underscoring the importance placed on online presence and promotion through digital platforms. Digital marketing is most frequently combined with local partnerships (22.81%) and, to a lesser extent, with word-of-mouth strategies (10.53%). Only 5.26% of enterprises rely exclusively on local partnerships or word-of-mouth, which are more traditional methods. The percentage of businesses using all three strategies simultaneously stands at 8.77%, suggesting a more integrated and advanced promotional approach. Meanwhile, 3.51% of businesses report using alternative, unspecified channels (“Other”). Overall, these data show a clear trend toward digital marketing strategies as the most effective tool for attracting and retaining customers, while partnerships and recommendations remain complementary methods for building sustainable customer relationships.

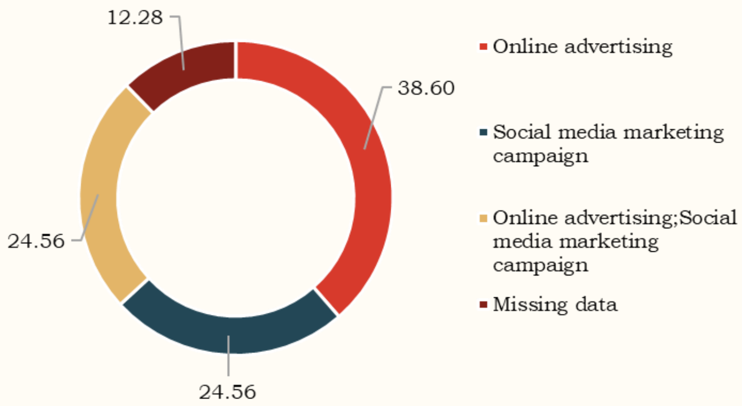
Graph 15. What are the main challenges you face in reaching your target audience?



Source: ISA (2025)

The data on the main challenges in reaching the target audience show that enterprises primarily face difficulties related to seasonality and market competition. Seasonality is reported as the most frequent challenge, identified by 35.09% of businesses, suggesting a strong dependence on seasonal tourist flows and a lack of year-round demand stability. High market competition is mentioned independently by 15.79% of businesses, but it also appears in many combinations of challenges, highlighting the pressure enterprises feel to remain competitive. Combined challenges are also reported in significant proportions: 21.05% of respondents face both competition and seasonality simultaneously, while 8.77% identify all three key challenges - competition, seasonality, and high marketing costs. Marketing costs, as a standalone challenge, are declared by a smaller percentage (5.26%) but remain an important factor when combined with others. Additionally, 8.77% report other challenges outside the listed categories. Overall, the data indicate that accommodation structures operate in an environment heavily influenced by seasonality and competition, while economic and operational challenges related to marketing act as additional constraints on their ability to consistently reach and retain their target audience.

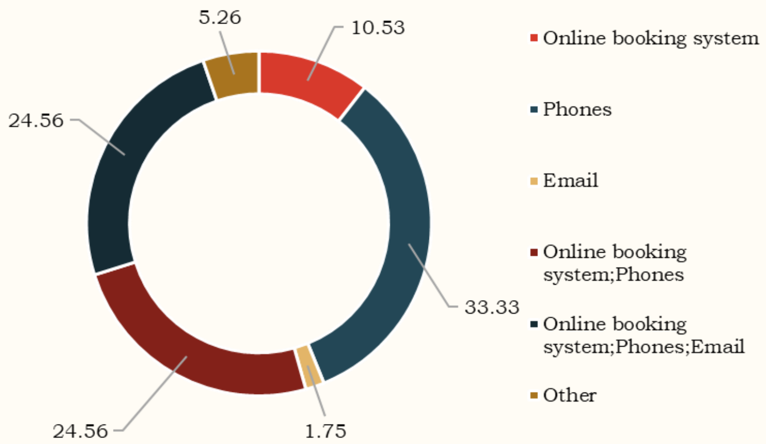
Graph 16. What channels do you use to promote your accommodation services?



Source: ISA (2025)

The data on the channels used to promote accommodation services show that enterprises primarily rely on digital tools, with a strong focus on online advertising and social media marketing. Specifically, 38.60% of businesses use only online advertisements as their promotional channel, while 24.56% rely exclusively on social media marketing campaigns. An equal percentage, 24.56%, combine both forms of promotion, suggesting a more comprehensive and integrated digital communication strategy. In 12.28% of cases, data are missing. The results highlight the importance of online presence and the use of social platforms in building the visibility of accommodation enterprises, as well as the growing trend of adapting to new consumer behaviors, where information and bookings increasingly occur through digital channels.

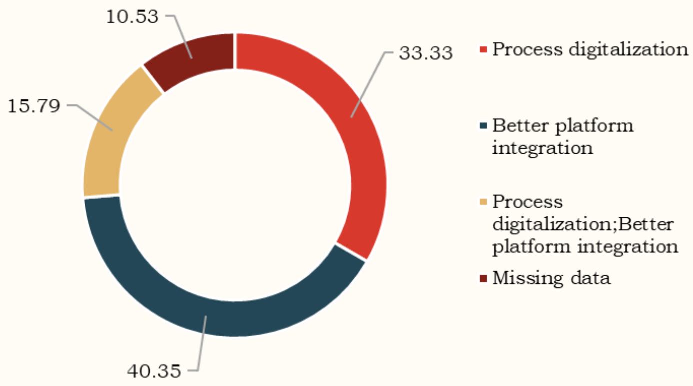
Graph 17. How do you manage reservations and bookings?



Source: ISA (2025)

The data on reservation and booking management methods indicate that the majority of enterprises use a combination of traditional and digital approaches to communicate with their clients. The most commonly used channel is the telephone, reported by 33.33% of businesses, whereas an online booking system is used independently by 10.53% and in combination with other channels by a considerable percentage. Specifically, combining an online system with telephone communication accounts for 24.56%, while the inclusion of email alongside both methods also reaches 24.56%. The use of email alone is limited (1.75%). Meanwhile, 5.26% of enterprises report alternative methods, which include physical meetings with clients as well as communication through messaging platforms and social networks such as Viber, WhatsApp, Facebook, and Instagram. This indicates that, in addition to structured channels, a portion of businesses continue to rely on more flexible and direct means of communication, adapted to the local context and client preferences. Overall, the results suggest a gradual transition process towards digitalization, while the importance of personal contact and the use of everyday communication channels remain significant.

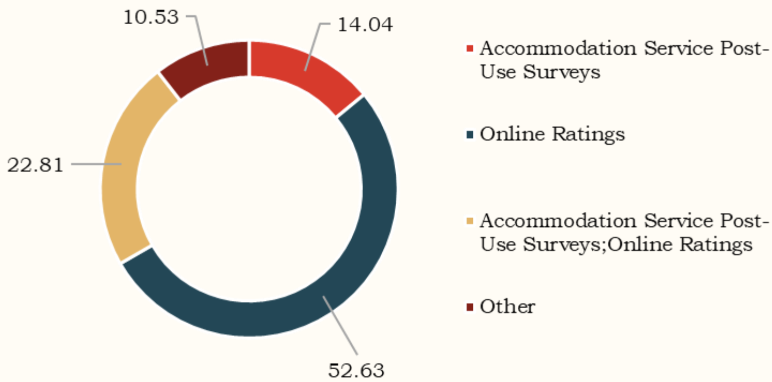
Graph 18. What improvements would you like to make in your business operations?



Source: ISA (2025)

The data on desired improvements in business operations indicate a clear interest among enterprises in technological development and higher management efficiency. The majority of businesses, specifically 40.35%, emphasize the need for better platform integration, which implies the harmonization of various reservation, customer management, and marketing systems into a functional ecosystem. On the other hand, 33.33% of businesses express interest in process digitalization, which involves digitizing operational tasks to save time and resources. Enterprises that consider both digitalization and technological integration necessary represent 15.79%, reflecting broader awareness of the need for the overall modernization of internal operations. In 10.53% of cases, data were not specified. Overall, these findings demonstrate a clear trend towards improving technological infrastructure and achieving more efficient operational performance in the accommodation sector.

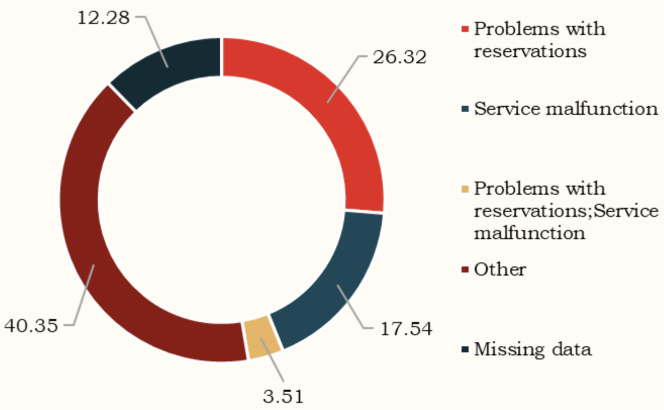
Graph 19. How do you currently measure customer satisfaction?



Source: ISA (2025)

The data on methods of measuring customer satisfaction show that the majority of enterprises rely on online reviews as the primary tool for gathering feedback, with 52.63% of businesses using these platforms independently. Post-stay surveys are used by 14.04% of enterprises, while 22.81% combine both methods, reflecting a more comprehensive approach to evaluating the customer experience. In 10.53% of cases, other methods are reported, which include direct conversations with clients, relying on repeat customers as an indicator of satisfaction, and instances where satisfaction is not measured in any structured manner. These alternative methods reflect a more informal and spontaneous approach which, although it helps to build an awareness of customer feedback, does not guarantee a systematic or comparable assessment over time.

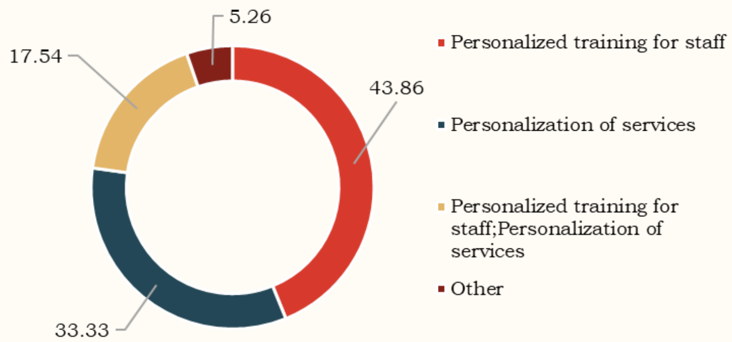
Graph 20. What are the most common complaints you receive from customers?



Source: ISA (2025)

The data on the most common customer complaints indicate that enterprises primarily face issues related to reservations (26.32%) and service malfunctions (17.54%), while a smaller percentage (3.51%) report a combination of these two challenges. However, 40.35% of businesses categorize complaints as “Other”, encompassing a wide range of concerns. These include minor service-related problems, nighttime noise in certain accommodation facilities, dissatisfaction with the lack of available rooms during specific periods, difficulties with internet and television services, communication issues with staff, complaints about prices, the check-in/check-out process, or the inability to make reservations in a timely manner. In 12.28% of cases, data are not specified. This distribution shows that, in addition to common operational challenges, enterprises also face external or structural factors that affect customer satisfaction, reflecting the need for a comprehensive approach to managing the visitor experience.

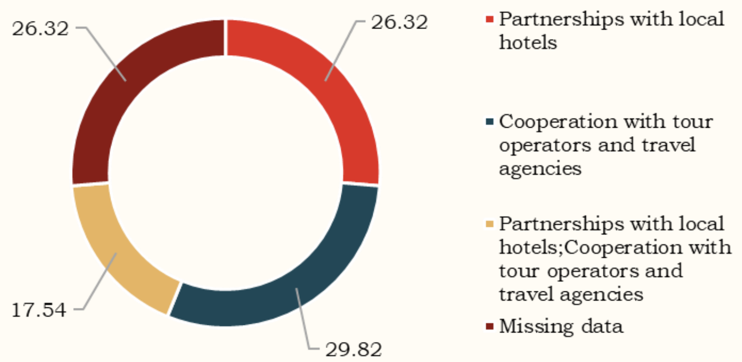
Graph 21. What initiatives have you taken to improve the customer experience?



Source: ISA (2025)

The data on initiatives undertaken to improve the customer experience indicate a clear focus among businesses on staff empowerment and the customization of services according to clients’ needs. More specifically, 43.86% of enterprises have invested in personalized staff training, aiming to enhance professionalism and the quality of interactions with customers. On the other hand, 33.33% have focused on the personalization of services, in order to provide more individualized experiences aligned with customer preferences. A percentage of 17.54% combine both approaches, reflecting a more comprehensive strategy for improving user experience. In 5.26% of cases, other initiatives have been reported, which may include infrastructure improvements, more efficient communication, or additional activities for clients. Overall, these findings indicate a growing awareness of the importance of customer experience and concrete efforts to increase satisfaction levels through investments in human resources and the adaptation of services.

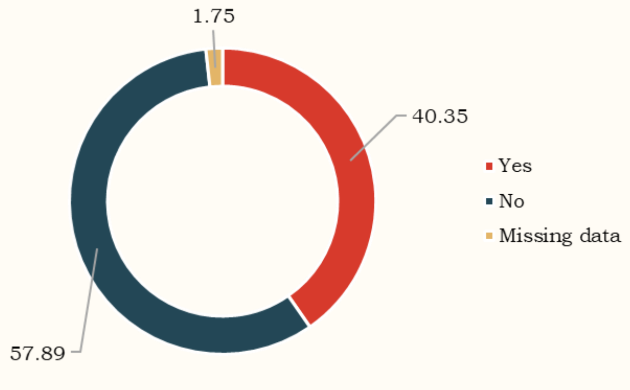
Graph 22. Do you collaborate with other companies or organizations in your industry?



Source: ISA (2025)

The data on inter-institutional cooperation show that a considerable proportion of enterprises in the accommodation sector have developed partnership relationships with other industry actors. Specifically, 29.82% cooperate with tour operators and travel agencies, which suggests an effort to increase market presence and secure stable client flows. On the other hand, 26.32% of businesses report partnerships with local hotels, which may serve to share capacities or offer joint packages. A percentage of 17.54% have opted for a combined approach, collaborating both with agencies and local accommodation establishments, thereby creating a broader cooperation network within the hospitality industry. In 26.32% of cases, data are missing, which limits a full assessment of the extent of cooperation. Overall, the results indicate that although a portion of enterprises are integrated into cooperation networks, there is still potential to strengthen links between different actors to enhance sustainability and competitiveness in the accommodation sector.

Graph 23. Have you collaborated with municipalities or local institutions in the last year?

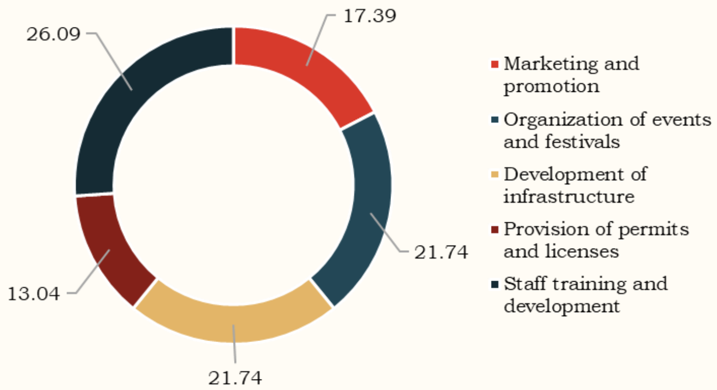


Source: ISA (2025)

The data on cooperation with municipalities or local institutions during the past year indicate a limited level of institutional engagement in the accommodation sector. Only 40.35% of enterprises state that they have had cooperation with local authorities, while the majority, specifically 57.89%, report having had no form of collaboration. In 1.75% of cases, data were not specified. This distribution suggests that the absence of structured dialogue and joint initiatives may limit the potential for sustainable development, highlighting the need for more inclusive policies and coordinated support from local institutions.

Businesses that have cooperated with municipalities or local institutions during the past year have been engaged in a range of areas directly related to service improvement and the development of the accommodation sector. The most represented area is staff training and development, with 26.09% of enterprises reporting involvement in this aspect, indicating a shared interest in enhancing professional capacities. Infrastructure development and the organization of events or festivals each account for 21.74%, demonstrating efforts to improve the tourism offer and increase the attractiveness of local destinations. Marketing and promotion are undertaken by 17.39% of enterprises, while obtaining permits and licenses applies in 13.04% of cases. These data suggest that cooperation with public institutions, where it exists, focuses on key areas for sustainable development and the enhancement of the visitor experience, but there remains room for further deepening and broader institutionalization of this collaboration.

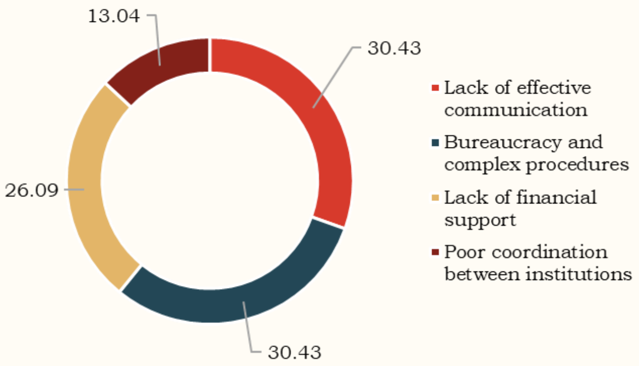
Graph 24. If YES, what are the main areas of your cooperation with municipalities and local institutions?



Source: ISA (2025)

The data show that a portion of businesses have been involved in specific projects in cooperation with municipalities, local institutions, or international partners. Some of these partnerships have been carried out with the support of the European Union, specifically through grants aimed at improving accommodation services. Additionally, one project has been identified in collaboration with the Italian organization "Volontari del Mondo," which aimed to enhance conditions for guests. Other areas of cooperation include the operation of tour operators, the organization of events and fairs, the maintenance of road infrastructure (such as the Peja - Rugova road), as well as the advancement of gastronomy in terms of service and hygiene. Beyond specific projects, some businesses have emphasized their continuous participation in various activities without providing detailed specifications. These data demonstrate a certain level of cooperation with local and international institutions, particularly through initiatives aimed at improving service quality and further developing the accommodation sector.

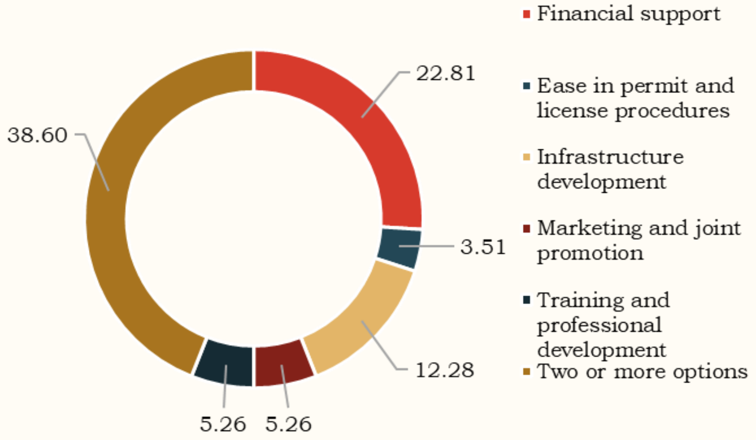
Graph 25. What are the main challenges you have encountered during cooperation with municipalities and local institutions?



Source: ISA (2025)

The data on challenges in cooperation between businesses and local institutions reveal several structural and procedural obstacles that negatively affect the effectiveness of collaboration. A lack of effective communication and excessive bureaucracy emerge as the most prominent challenges, each reported by 30.43% of businesses, reflecting difficulties in access, delayed responses, and the absence of clear and functional dialogue between the parties. Additionally, 26.09% of enterprises identify the lack of financial support as an obstacle to implementing joint projects or benefiting from development initiatives. Meanwhile, 13.04% report poor inter-institutional coordination, which suggests fragmentation in public actions and a lack of coherence among institutional actors at the local level. These findings underline the need to improve institutional cooperation mechanisms, simplify procedures, and build a more structured platform for support and dialogue with the private sector in the field of accommodation.

Graph 26. What do you need most from municipalities and local institutions to improve your services and activities?

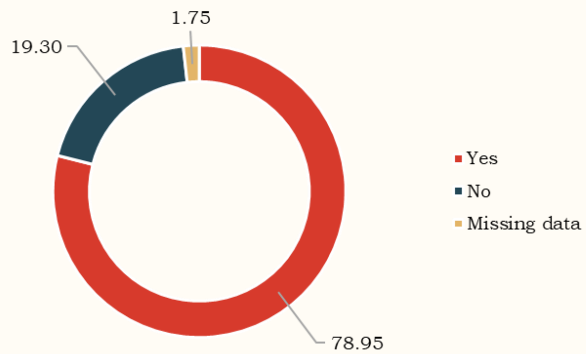


Source: ISA (2025)

The data show that enterprises in the accommodation sector have various needs from municipalities and local institutions to improve their services and activities, with particular emphasis on financial support, which is mentioned by 22.81% of respondents. Likewise, a considerable proportion (38.60%) report the need for more than one form of support, indicating a broad demand for combined interventions by public authorities. Specific needs include infrastructure development (12.28%), joint marketing and promotion (5.26%), facilitation of procedures for permits and licenses (3.51%), and staff training and professional development (5.26%). In 12.28% of cases, the data are unspecified. The results underline that businesses seek a more active and comprehensive approach from local institutions, which includes not only financial support but also improvements in structural conditions, human capacities, and market access. This highlights the need for more coordinated and supportive policies to ensure the sustainable development of the accommodation sector.

The recommendations provided by enterprises for improving cooperation with municipalities and local institutions are diverse and focus primarily on three main areas: infrastructure development, institutional support, and improved communication. Repeated requests include the improvement of infrastructure, especially during periods that are crucial for businesses in the accommodation sector, as well as the creation of conditions to increase capacities, including parking spaces and better access to tourist areas. Businesses emphasize the need for direct support through subsidies and the simplification of bureaucratic procedures, particularly for the gastronomy sector, as well as support in promoting local accommodation. It is recommended to organize regular meetings between businesses and institutions to address regional challenges and to build an honest and sustainable dialogue. Another important aspect is increasing the participation of businesses in events and cooperation platforms, as well as more active engagement by municipalities themselves in supporting the private sector for the development of the accommodation industry. These recommendations suggest a clear expectation for a more functional and transparent partnership between institutions and the business community.

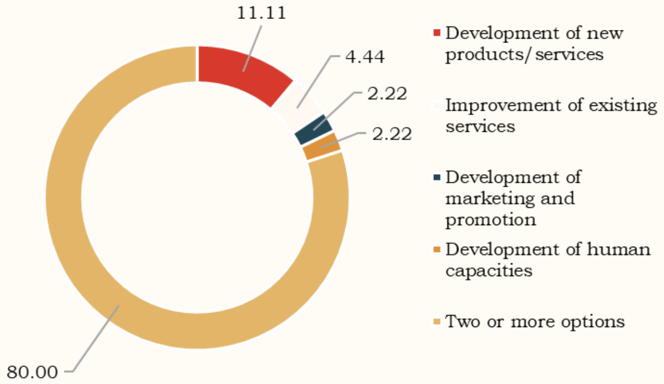
Graph 27. Are you interested in developing new projects in collaboration with municipalities and local institutions?



Source: ISA (2025)

The data show a high level of interest among enterprises in developing new projects in cooperation with municipalities and local institutions, with 78.95% of respondents expressing willingness for further collaboration. Only 19.30% declare a lack of interest, while in 1.75% of cases the data are missing. This result highlights a considerable potential for building new inter-institutional partnerships, especially considering that a significant number of businesses have already experienced challenges in existing collaborations. The high level of interest in new projects suggests that the private sector views cooperation with local authorities as an important opportunity to improve capacities, service quality, and competitiveness in the accommodation sector. This also underlines the need to establish effective and regular platforms for dialogue and coordination between the parties involved.

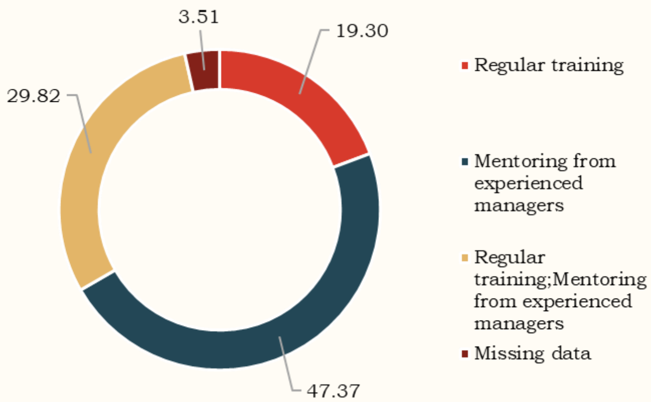
Graph 28. If YES, in which areas would you like to focus these projects?



Source: ISA (2025)

The data show that enterprises expressing interest in further cooperation with municipalities and local institutions have a clear tendency toward a comprehensive approach to project development. Specifically, 80% of respondents are interested in working simultaneously in more than one area, including the development of new products/services, improvement of existing services, marketing and promotion, as well as the development of human capacities. Only a smaller portion of businesses have emphasized any one of these areas as a separate priority: development of new products/services (11.11%), improvement of existing services (4.44%), development of marketing and promotion (2.22%), and development of human capacities (2.22%). This distribution indicates that businesses are aware of the complexity of the challenges and the need for coordinated interventions across multiple dimensions at the same time, in order to ensure sustainable and competitive growth in the accommodation sector.

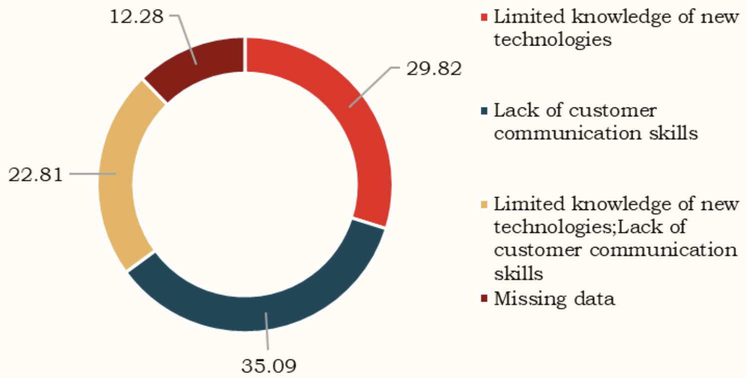
Graph 29. How do you train and develop your staff to meet industry standards and customer expectations?



Source: ISA (2025)

The data on how businesses train and develop staff to meet industry standards and customer expectations show a strong orientation towards mentoring and practical training. The majority, 47.37% of enterprises, rely on mentoring by experienced managers, viewing practical experience and the transfer of knowledge within the organization as an effective means of building capacity. On the other hand, 19.30% offer regular training for staff, reflecting a commitment to continuous professional development through more formal methods. A significant percentage, 29.82%, combine both forms - structured training and practical mentoring - creating a more balanced and comprehensive approach to staff development. Only 3.51% of businesses reported missing data. Overall, this distribution indicates that the sector regards investment in staff professional preparation as a key factor for improving service quality and increasing customer satisfaction.

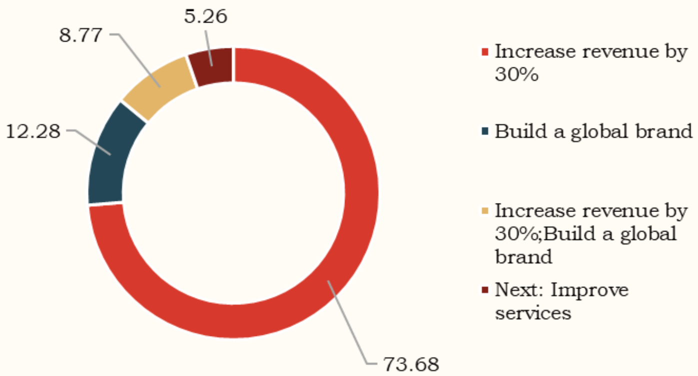
Graph 30. What are the obvious skill or knowledge gaps among your employees?



Source: ISA (2025)

The data on skill and knowledge gaps among employees reveal several clear challenges that impact the quality of accommodation services. The most pronounced deficiency relates to customer communication skills, reported by 35.09% of enterprises, reflecting the need to improve interactions and enhance the visitor experience. At the same time, 29.82% of businesses identify limited knowledge in the use of new technologies as a significant gap, which may restrict their capacity to keep up with digital trends and utilize modern management systems. For 22.81% of respondents, both of these challenges are present simultaneously, highlighting the need for a comprehensive approach to staff capacity building. In 12.28% of cases, data are missing. These results clearly show that investing in training for communication skills and acquiring up-to-date technological competencies are essential factors for improving service quality and meeting customer expectations in an increasingly competitive market.

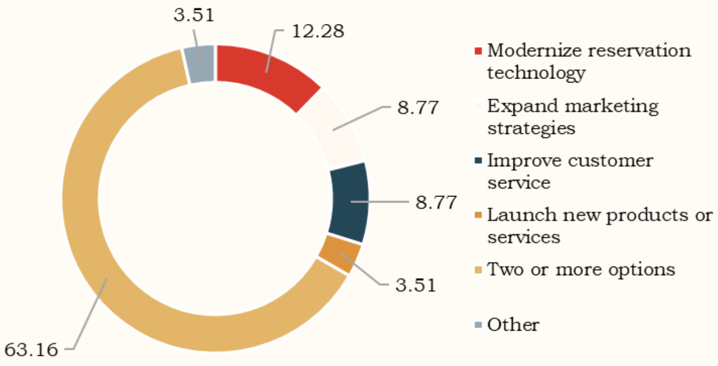
Graph 31. What are your strategic goals for the next 1-3 years?



Source: ISA (2025)

The data on the strategic goals of enterprises for the next 1–3 years show a strong focus on economic growth and strengthening their market position. The vast majority, specifically 73.68% of businesses, have set revenue growth of 30% as their primary objective, reflecting an approach oriented towards financial sustainability and higher profitability. A smaller portion, 12.28%, aim to build a global brand, indicating aspirations for expansion and internationalization of their activities. For 8.77% of enterprises, these two goals are combined, demonstrating dual ambitions to increase revenues and establish a stronger identity in international markets. Meanwhile, 5.26% have emphasized other objectives, such as improving services, which is directly related to enhancing quality and customer satisfaction. This distribution highlights that businesses in the accommodation sector are primarily focused on sustainable economic growth while also seeing opportunities to develop competitive capacities and achieve better positioning in the global market.

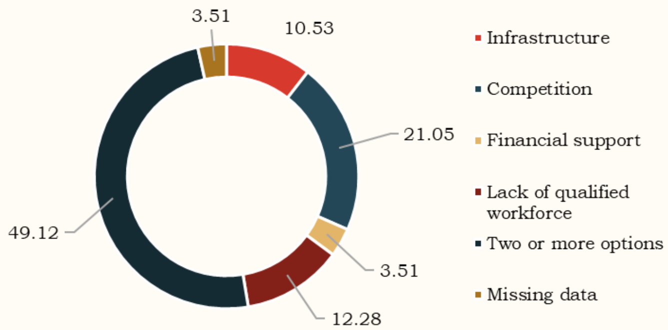
Graph 32. What specific investments or developments do you plan to undertake to grow your business?



Source: ISA (2025)

The data on the investment and development plans that enterprises intend to undertake to grow their businesses indicate a clear orientation towards a multifaceted and integrated approach. The majority, specifically 63.16% of businesses, plan to combine several measures simultaneously, such as modernizing reservation technologies, expanding marketing strategies, improving customer service, and launching new products or services. On the other hand, 12.28% are focused specifically on modernizing reservation systems, reflecting the importance of increasing operational efficiency and adapting to digital trends. 8.77% aim to concentrate on expanding their marketing scope, and the same percentage mention improving customer service as a priority investment. Only 3.51% plan to launch new products or services, while another small portion (3.51%) provided responses categorized as “Other.” This distribution demonstrates that enterprises are aware of the need for combined investments in technology, marketing, and service quality in order to strengthen competitiveness and ensure sustainable growth in the accommodation sector.

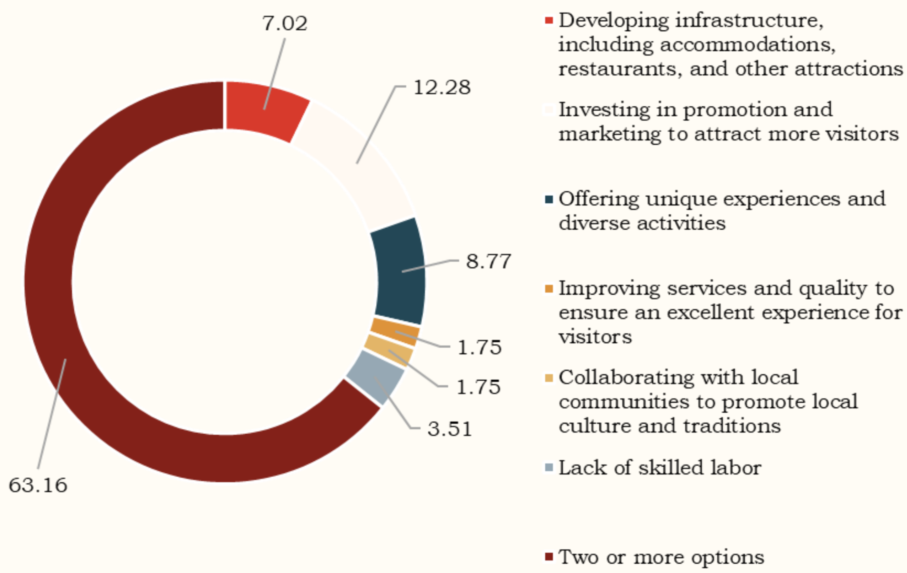
Graph 33. What are the main challenges your company faces in providing accommodation services?



Source: ISA (2025)

The data show that enterprises operating in the accommodation services sector face a wide range of challenges, many of which are often interrelated. Nearly half of respondents (49.12%) have identified more than one challenge as an obstacle to providing optimal services, highlighting the complex nature of these issues. Competition remains one of the main challenges, mentioned by 21.05% of businesses, reflecting a saturated market or a lack of clear differentiation among operators. The lack of qualified workforce accounts for 12.28%, indicating difficulties in securing professional staff who meet industry standards. Infrastructure is reported as an issue by 10.53% of enterprises, covering problems such as roads, parking, or access to tourist areas, all of which directly affect the visitor experience. Financial support is less emphasized (3.51%) but remains important for some operators. In 3.51% of cases, data are missing. Overall, the results suggest that addressing these challenges requires a coordinated approach that includes investments in infrastructure, the strengthening of human resource capacities, and effective strategies to cope with competitive pressures in the accommodation sector.

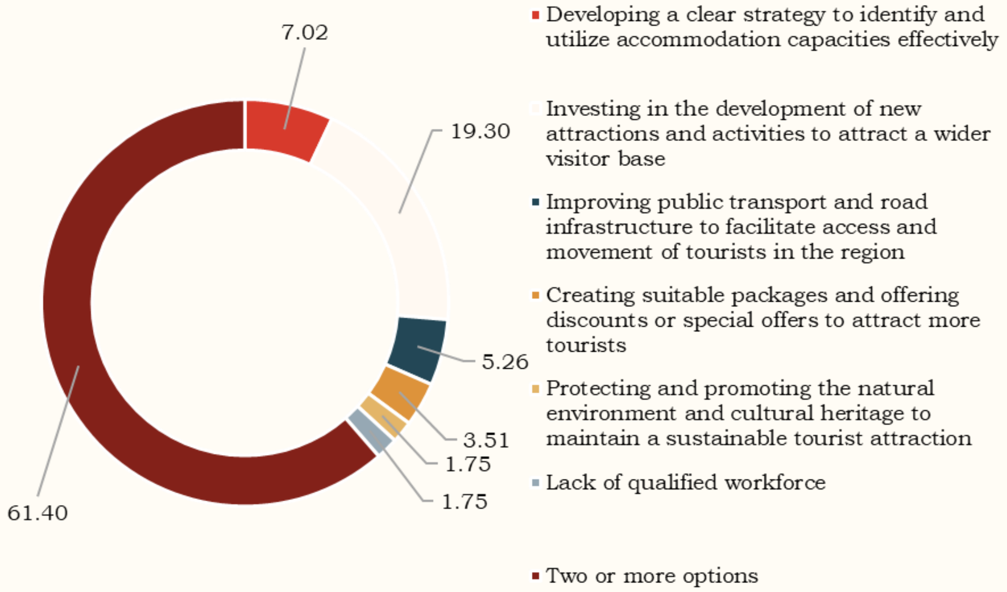
Graph 34. What do you suggest for improving the accommodation industry in the region?



Source: ISA (2025)

The data on recommendations for improving the accommodation industry in the region indicate that the majority of businesses suggest an integrated and comprehensive approach to the sector's development. Specifically, 63.16% of respondents emphasized the need to implement multiple measures simultaneously, such as infrastructure development, investment in marketing and promotion, offering unique experiences and new activities, as well as improving service quality. Among specific recommendations, investment in promotion and marketing to attract more visitors accounts for 12.28%, while infrastructure development is reported by 7.02% of businesses. Additionally, 8.77% suggest creating unique experiences and activities that distinguish the region, thereby increasing its competitive value. Service and quality improvement is mentioned by 1.75%, the same percentage as the recommendation to collaborate with local communities to promote local culture and traditions. The lack of a qualified workforce, identified by 3.51% of businesses, highlights a challenge that requires targeted action. The small percentage of responses classified as "Other" (1.75%) suggests that most recommendations are focused on concrete areas that require coordinated interventions. Overall, this distribution demonstrates that stakeholders in the accommodation industry see the necessity for close cooperation between the private sector, public institutions, and local communities in order to build an attractive, high-quality, and sustainable offering.

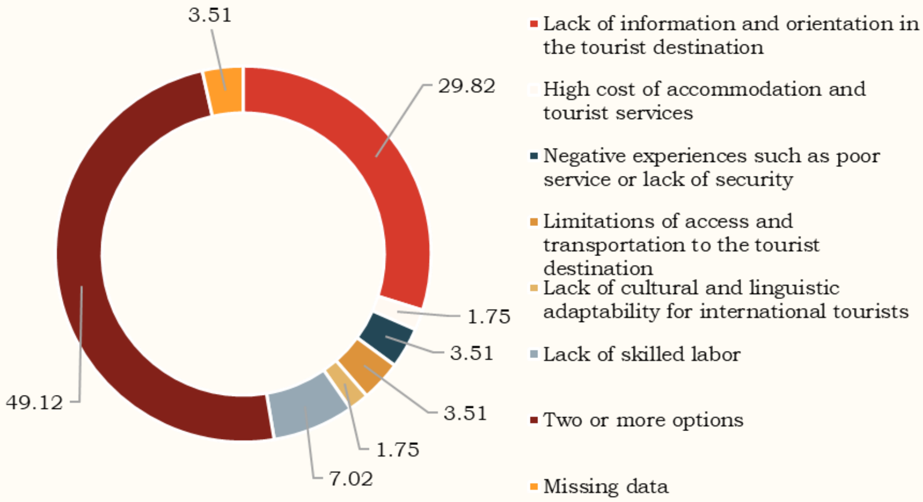
Graph 35. What do you think could be improved to increase accommodation development in the region?



Source: ISA (2025)

The data indicate that businesses in the accommodation sector view the sustainable development of this sector in the region as closely linked to a comprehensive and coordinated approach. The majority, specifically 61.40% of respondents, emphasized that multiple measures are needed simultaneously to increase competitiveness and attract tourists. Specifically, 19.30% have identified investment in the development of new attractions and activities as a priority for expanding the visitor base and diversifying the tourism offer. A smaller portion (7.02%) highlight the importance of developing a clear strategy to identify and utilize accommodation capacities more effectively, while 5.26% call for improvements in public transport and road infrastructure to facilitate visitor access and mobility within the region. Additionally, the creation of suitable packages and special offers is reported by 3.51%, while 1.75% mention the protection and promotion of the natural environment and cultural heritage as a key element for maintaining long-term attractiveness. The lack of qualified workforce also appears as an obstacle that needs to be addressed, identified by 1.75% of businesses. These findings underline the need for integrated strategic planning, coordinated investments in infrastructure, new products and services, and the strengthening of professional capacities, so that the region can reinforce its position as a competitive and sustainable destination.

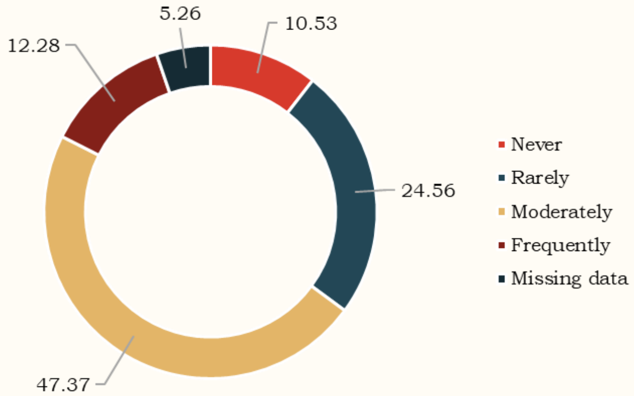
Graph 36. What are some of the main challenges that tourists face?



Source: ISA (2025)

The data show that tourists visiting the region face a range of challenges that are often interrelated and directly impact their overall experience. Almost half of respondents (49.12%) emphasize that multiple problematic factors exist simultaneously, highlighting the complexity of these challenges, which require integrated solutions. Among the most significant challenges is the lack of information and guidance within the tourist destination, reported by 29.82% of businesses, indicating the need to improve signage, information centers, and visitor guidance materials. To a lesser extent, some businesses identify the high cost of accommodation and services (1.75%), negative experiences such as poor service or lack of safety (3.51%), and limited access and transportation (3.51%) as factors that may affect tourists' overall satisfaction. Additionally, 1.75% mention the lack of cultural and linguistic suitability, which is a key factor for international tourists, while 7.02% consider the shortage of qualified workforce as a challenge that impacts service standards. In 3.51% of cases, data were not specified. Overall, these findings indicate that enhancing the quality of information, investing in workforce skills, and improving logistical access are among the most necessary actions to improve the tourist experience and increase the competitiveness of the destination.

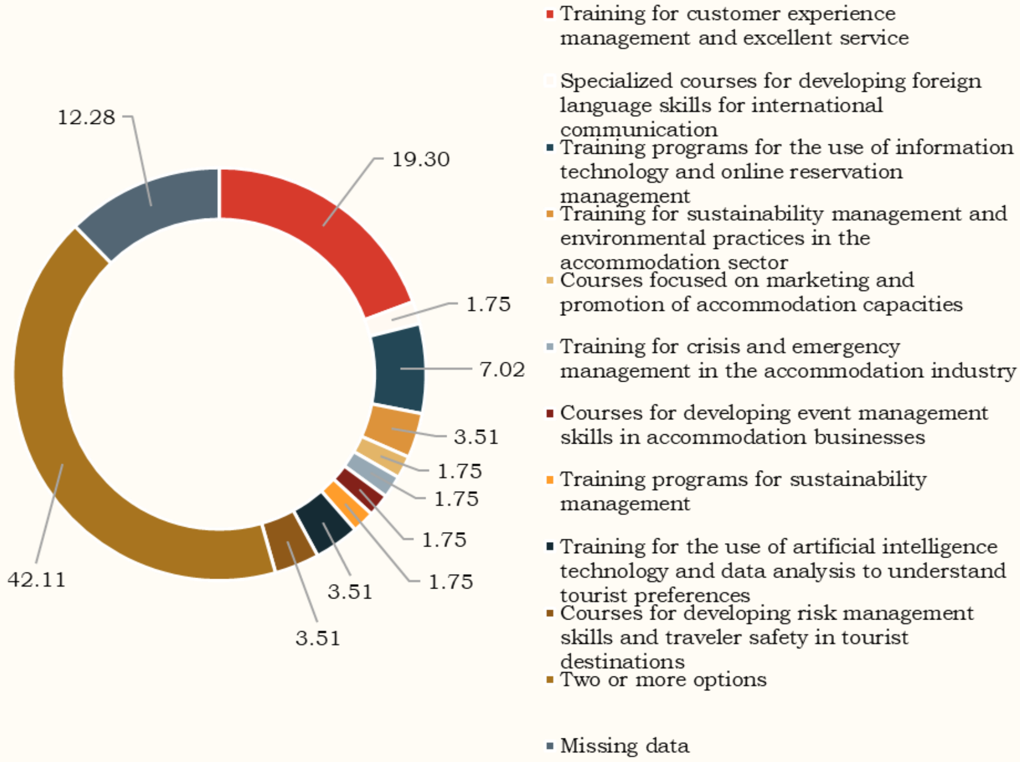
Graph 37. How often does your enterprise identify training and skills needs (different knowledge and competencies)?



Source: ISA (2025)

The data regarding the frequency with which enterprises identify the need for training and skills development indicate a moderate level of awareness about the importance of continuous professional growth. Specifically, 47.37% of respondents state that they perform this process at a moderate level, showing that while most businesses recognize the need for training, they do not implement it systematically or regularly. Meanwhile, 12.28% report that they frequently identify training needs, reflecting a more proactive and structured approach to improving human capacities. On the other hand, 24.56% of businesses admit to doing this rarely, and 10.53% never identify the need for training, highlighting a clear gap in the strategic planning of human resources. In 5.26% of cases, data were not specified. This distribution underscores the importance of building an organizational culture that considers the identification of training needs as an integral part of human resource management, thereby enhancing service quality and competitiveness in the accommodation sector.

Graph 38. If the answer is rarely, moderately or frequently, then which skill/training or set of skills/training do you identify and are needed most frequently?



Source: ISA (2025)

The data regarding the areas in which businesses most frequently identify the need for training indicate a clear orientation toward improving customer experience, modern management, and the use of contemporary technologies. The majority of enterprises (42.11%) have emphasized the need for more than one set of skills, clearly reflecting that staff development requires a multifaceted approach. Approximately 19.30% of businesses highlight training in customer experience management and the provision of high-quality services as a priority, as this directly impacts visitor satisfaction and the destination's reputation. A smaller portion reports the need for specialized programs, including the use of information technology and the management of online bookings (7.02%), pointing to challenges in adopting digital systems. Skills related to sustainability management and environmental practices (3.51%), as well as the use of artificial intelligence and data analytics (3.51%), reflect the need to adapt to new trends and to operate responsibly. Other more specific training needs - such as crisis management, safety, destination marketing, foreign language proficiency, and event management - are reported at lower levels, indicating more limited priorities depending on the nature of the business. In 12.28% of cases, data is missing. These findings underscore that a well-structured professional development program that integrates training in quality services, digital technology, and sustainable management can significantly contribute to enhancing the competitive capacities of the accommodation sector.

At the end, respondents were asked to provide their opinion on which study programs (Bachelor/Master) are most needed by the accommodation sector to develop or advance their personnel, and the data related to this show that ***businesses seek a wide range of specializations*** covering practical, managerial, and professional fields. The responses include ***programs directly oriented toward the hospitality and accommodation sector***, such as ***Tourism and Hospitality Management***, as well as specific programs for ***tour guides, interpreters,*** and ***information center staff***, highlighting the importance of raising standards in basic services. Additionally, some businesses suggest the need for ***supporting profiles related to administration, accounting, and general business management*** (Business Administration and Accounting, Master in Accounting), indicating that the development of financial and managerial capacities is equally important for efficient operation.

In particular, the attention given to the history of accommodation services and the improvement of standards highlights the need to enrich the guest experience by strengthening service quality, staff professionalism, and the integration of cultural and local values into the offering. Overall, this overview underscores that ***the accommodation industry in the region would greatly benefit from study programs and training that combine professional practice with managerial skills, financial competencies, and knowledge of the area's cultural resources,*** enabling the sector to enhance the quality, creativity, and sustainability of its services.


TROJA


PREVALLA
HOTEL & RESTAURANT

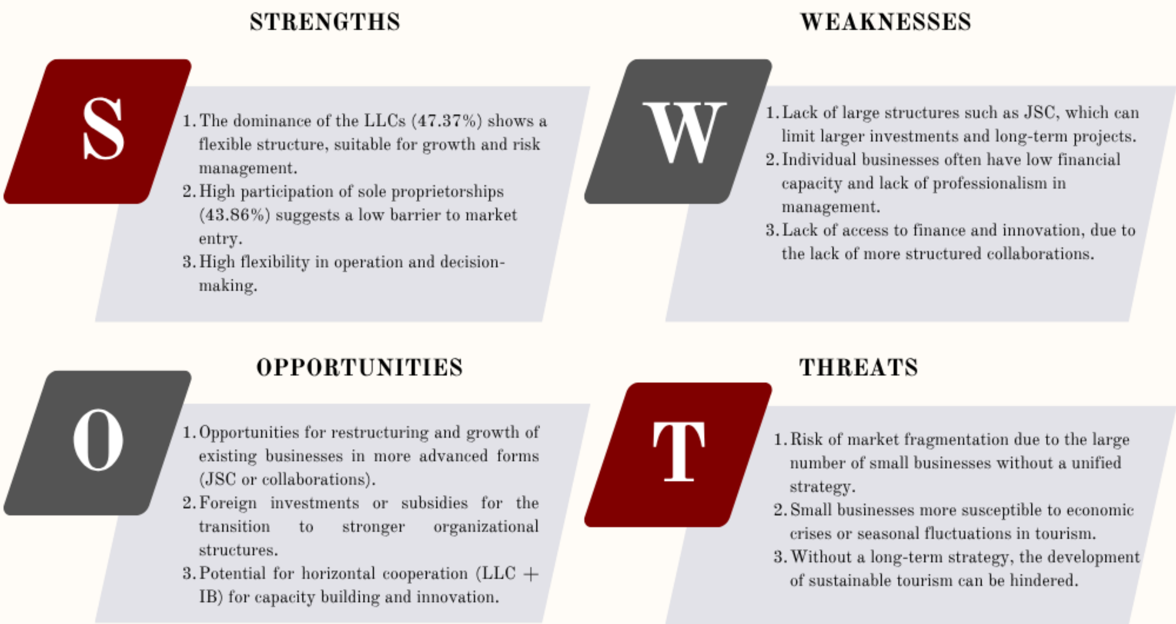

APARTMENTS

4. SWOT ANALYSIS OF FINDINGS IN REPORT NO. 3

1. Type of Business/Enterprise in the Accommodation Industry

The current legal structure of enterprises in the accommodation industry in the Dukagjini Plain shows an **orientation towards small and flexible forms** such as LLC and IB, which offer ease of operation, but at the same time present challenges for professionalization, access to finance and long-term development. This structure provides a **good basis for development**, but it needs **orientation towards consolidation**, increased partnerships and **increased formalization of the sector**.

1. TYPE OF BUSINESS/ENTERPRISE IN THE ACCOMMODATION INDUSTRY



Source: ISA (2025)

2. Business Size in the Accommodation Industry

The structure of businesses in the accommodation industry in Dukagjini Plain is dominated by small and medium-sized enterprises, which are **an important pillar for employment and local development**. However, **the lack of large businesses and formalized micro-initiatives** shows an **untapped potential for growth and strategic structuring** of the industry. There is a need for policies that support the transition of businesses to more advanced stages.

2. BUSINESS SIZE IN THE ACCOMMODATION INDUSTRY

STRENGTHS

S

1. The dominance of medium-sized businesses (43.86%) suggests sustainability and moderate capacity for development.
2. Small businesses (35.09%) are flexible and easily adapt to customer requirements.
3. The active role of small and medium-sized enterprises in local employment and development.

WEAKNESSES

W

1. The lack of very large businesses (only 12.28%) limits the impact on the regional market and export.
2. Micro-businesses account for only 8.77%, which may mean low formalization of micro-enterprises.
3. Limited capacities for innovation, digitalization and international expansion.

OPPORTUNITIES

O

1. Institutional support for the growth of small, medium and large businesses.
2. EU development and funding programmes for small and medium-sized enterprises (SMEs).
3. Establishment of cooperation networks between similar businesses for quality and capacity building.

THREATS

T

1. Sensitivity to economic and seasonal crises - small businesses with low resilience.
2. Low opportunity for large strategic collaborations with international actors.
3. Lack of strong competition from within can lead to stagnation of innovation.

Source: ISA (2025)

3. Number of Employees in the Accommodation Industry

Research data show that the accommodation industry in the Dukagjini Plain is dominated by **businesses with a small number of employees**, where over 94% of enterprises have up to 49 employees. This indicates a **fragmented structure with limited capacities**, but at the same time **flexible and low operating costs**.

Although this structure enables small businesses to quickly adapt to market dynamics, it poses **major challenges in providing quality, innovative and scalable services**, especially in periods of high demand. A lack of qualified and support staff can affect the customer experience and the long-term competitiveness of the sector.

To overcome these challenges, **a focus is needed on building the capacities of the workforce through training, collaborations with vocational schools**, as well as the creation of policies that **promote seasonal or subsidized employment** in tourism and hospitality.

3. NUMBER OF EMPLOYEES IN THE ACCOMMODATION INDUSTRY

STRENGTHS

S

1. 94% of businesses have between 1 and 49 employees - high flexibility in human resource management.
2. The simple organization structure enables quick adaptation to market changes.
3. Lower operating cost due to reduced number of staff.

WEAKNESSES

W

1. Most businesses are micro or small - limited capacity for managing large projects.
2. Lack of division of roles and functions - can affect the quality of services.
3. Difficulty in providing diversified services due to lack of specialized staff.

OPPORTUNITIES

O

1. Opportunities for professional training and capacity building of existing staff.
2. Institutional support for seasonal or subsidized employment.
3. Networking and cooperation with vocational education institutions for the provision of workforce.

THREATS

T

1. Dependence on a few employees increases the risk in case of their absence or fluctuation.
2. Small businesses may not be able to cope with unexpected market demands during busy periods.
3. Competition for skilled workers in small regions - lack of local talent.

Source: ISA (2025)

4. Business Location in the Accommodation Industry

Data shows that **Peja is the main economic center in the accommodation industry**, with the highest percentage of businesses. The distribution of businesses in other municipalities such as Deçani, Istog, Malisheva and Klina suggests a **potential for coordinated regional development**, but at the same time **reflects the lack of geographical imbalance**, especially in areas such as Gjakova and Junik.

This situation creates the need for **inter-municipal strategies and development policies aimed at activating less developed areas**, including investments in infrastructure, tourism promotion and cooperation between municipalities. Only through an **integrated territorial approach**, the Dukagjini Plain can develop a **comprehensive and competitive tourism offer**.

4. BUSINESS LOCATION IN THE ACCOMMODATION INDUSTRY

STRENGTHS

S

1. Peja as the main center (29.82%) shows concentration of resources, infrastructure and human capacities.
2. Good distribution in other municipalities (Deçan, Istog, Malisheva) - moderate regional diversification.
3. Inter-municipal synergy opportunities for the development of joint tourism packages.

WEAKNESSES

W

1. Inequality in distribution - municipalities such as Gjakova and Junik have low representation (3.51%).
2. Lack of equal tourism development in all municipalities - untapped potential.
3. Peja's dominance can lead to infrastructural overload and high dependence on an area.

OPPORTUNITIES

O

1. Development of areas with low representation - Gjakova, Junik - to balance the tourist offer.
2. Establishment of inter-municipal tourism and accommodation networks to promote the Dukagjini Plain as a whole.
3. Regional strategy for tourism branding of lesser-known municipalities.

THREATS

T

1. Neglecting less developed municipalities can deepen regional inequalities.
2. Unoptimized resource allocation can limit the effectiveness of regional development.
3. Dependence on one or two major centers can cause other areas to stagnate.

Source: ISA (2025)

5. Types of Services in the Accommodation Industry

Research data shows that the accommodation industry in the Dukagjini Plain has a **strong trend towards the provision of integrated services**, where a significant part of businesses combine accommodation with food, beverages and sometimes other activities. This approach increases **the value of the customer experience** and contributes to **increased competitiveness**.

However, the low percentage of businesses that offer **specialized services** such as spas, events or conferences, indicates a **huge untapped opportunity** in the market. As the tourism market is increasingly oriented towards full and thematic experiences, the increase in investments in these categories would bring significant benefits, both in **prolonging the stay of tourists** and in **increasing revenues for businesses**.

5. TYPES OF SERVICES IN THE ACCOMMODATION INDUSTRY

STRENGTHS

S

1. 42.11% offer more than three types of services - indicating a trend towards integrated and flexible offerings.
2. The combination of accommodation service with food and beverages (22.81%) points to a more complete experience for customers.
3. Indicator of a developing trend to be more competitive in the market.

WEAKNESSES

W

1. Only 1.75% - 5.26% offer specialized services such as spas, events, or conferences - untapped potential.
2. Some businesses rely only on accommodation (17.54%) - a limited and not very competitive offer.
3. Lack of differentiation in the market through unique or high-end services.

OPPORTUNITIES

O

1. Expanding the offer with additional activities (spa, wellness, conferences) to increase financial sustainability.
2. Creation of comprehensive tour packages for local and foreign customers.
3. Collaborations with tour operators and event organizers for sustainable diversification.

THREATS

T

1. Similar services between businesses - risk of market homogeneity and price competition.
2. Without a clear strategy for developing additional services, businesses can only remain at the basic level.
3. Investments in additional services require financial capacity and training, which are lacking in most businesses.

Source: ISA (2025)

6. Types of Accommodation

Research data show a **clear dominance of traditional accommodation structures, where hospitality** prevails as an organized and consolidated form of service delivery. This indicates a relatively stabilized market and built on a classic model that responds to the standard demands of tourists.

However, **the very limited presence of alternative forms of accommodation**, such as B&Bs, rental apartments or resorts, suggests that **the diversity of the offer is still at an early stage**. This constitutes a constraint on the development of experiential tourism, which is a growing trend in Europe and beyond.

Increasing the personalized offer and non-traditional types of accommodation would positively affect attracting more diverse tourists, especially those looking for authenticity, tranquility, or unique experiences. Expansion and innovation in this regard would be a sustainable strategy for diversifying and increasing the competitiveness of the sector.

6. TYPES OF ACCOMMODATION

STRENGTHS

S

1. The dominance of hotels (52.63%) shows structuring and stability in the provision of traditional services.
2. 26.32% offer more than one type of accommodation - flexibility and adaptation to customer requirements.
3. Presence of motels and holiday homes - signal of potential increase in family or economic supply.

WEAKNESSES

W

1. Very low percentage of alternative forms such as B&Bs, resorts, apartments - lack of diversity.
2. Lack of orientation towards modern tourism trends such as authentic accommodation or unique experiences.
3. The offer remains largely concentrated on a classic model, limiting the attraction of new tourist segments.

OPPORTUNITIES

O

1. Development of alternative forms of accommodation (resorts, villas, B&Bs, agrotourism) to attract different market segments.
2. Combination of accommodation types with packages for families, groups or special tourists.
3. Promoting personalized experiences through non-standard accommodation.

THREATS

T

1. Over-reliance on hotels can increase dependence on a model that doesn't fit all tourism trends.
2. Competition from international platforms such as Airbnb, which offer cheaper and more flexible alternatives.
3. Lack of innovation in supply can lead to market losses to regions with more diversified supply.

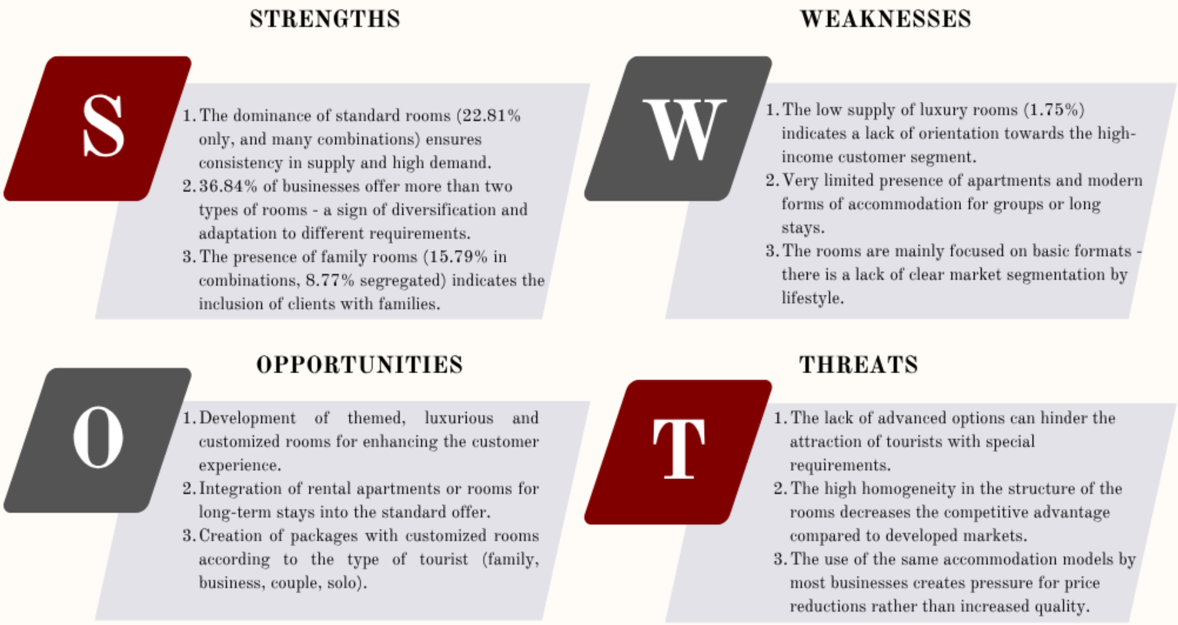
Source: ISA (2025)

7. Types of Rooms Offered by Businesses

The structure of the rooms offered in the accommodation industry in the Dukagjini Plain is **mainly oriented towards standard rooms**, which are presented as the most widespread option, reflecting **the stability and practicality of the traditional accommodation model**. However, **the significant participation of businesses offering more than two room types (36.84%)** shows a clear effort to **diversify and adapt to different customer segments**.

Despite this, **the low level of supply of luxury rooms or apartments** suggests a **lack of access to the market of more demanding customers**, as well as tourists looking for personalized experiences or longer stays. Businesses that invest in **innovation, personalization, and higher standards of accommodation** will have a competitive advantage in a market increasingly influenced by individual preferences and international platforms.

7. TYPES OF ROOMS OFFERED BY BUSINESSES



Source: ISA (2025)

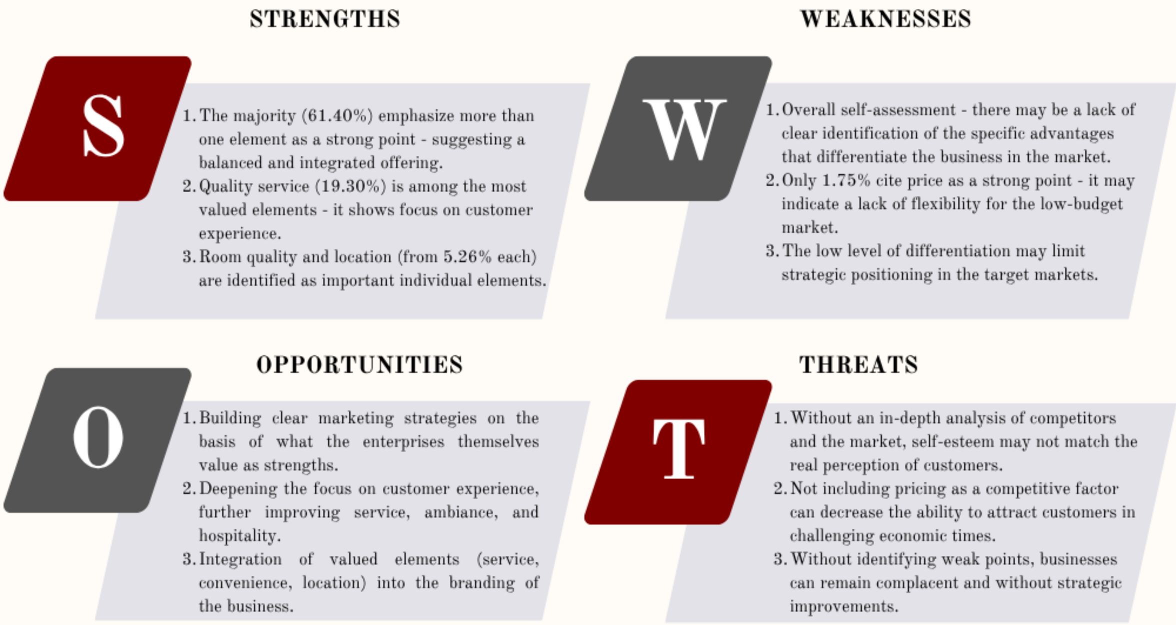
8. Strengths of the Accommodation Structure

The data suggests a **positive and overall self-assessment on the part of accommodation businesses**, with most highlighting more than one element as a competitive advantage. This reflects an effort to build an **immersive experience for the customer**, through the combination of quality of service, comfort of rooms, and convenient location.

However, it is noted that **only a small number of enterprises have a clear focus on a differentiating element**, such as price or a unique feature of the offer, which indicates **a lack of strategic positioning approach** in the market. This can limit the ability to build a stable brand or compete with more sophisticated markets.

For a sustainable and clearly positioned development, it is necessary for businesses to **identify and strengthen their unique features**, use them in communication with the market and **adapt the experience according to the target customer segment**.

8. STRENGTHS OF THE ACCOMMODATION STRUCTURE



Source: ISA (2025)

9. Reservation Level during the Winter Season

The research data reflects a **pronounced presence of seasonality in the accommodation sector**, with low bookings during the winter season. Only about 19% of businesses manage to utilize capacities above 75%, while most operate with **unfilled capacities**, reflecting **the lack of an effective strategy for attracting customers in this period**.

This situation highlights the need for a **new and sustainable approach to the management of the winter season**, where the offers are targeted, innovative and adapted to the preferences of tourists in the cold period. **Product diversification**, regional collaborations and **the use of digital channels for promotion** are key steps to increase room reservation and reduce dependence on the summer season.

9. RESERVATION LEVEL DURING THE WINTER SEASON

STRENGTHS

1. A part of businesses (19.30%) reach high levels of reservation (over 76%) - an indicator of the possibility for the development of winter offers.
2. 31.58% report an average level (50-75%) - potential for improvement with tailored strategies.
3. Some structures have managed to break the seasonal barrier - they can serve as good practical models.

WEAKNESSES

1. The majority of enterprises (36.84%) have reservations below 50% - weak economic activity during the winter.
2. Pronounced seasonality creates financial instability for smaller businesses.
3. The lack of data in 12.28% of cases hinders full analysis and strategic planning.

OPPORTUNITIES

1. Creating special winter offers (festive packages, spa, skiing, traditional food) to increase reservation.
2. Cooperation with tourism agencies for the promotion of winter accommodation and mountain tourism.
3. Promoting local tourism in the cold period through awareness campaigns.

THREATS

1. Declining revenues during the winter can jeopardize the viability of enterprises with high seasonal dependency.
2. Competition from more developed winter destinations can further reduce demand.
3. The unstable climate and the lack of supporting infrastructure for winter activities may limit interest.

Source: ISA (2025)

10. Reservation Level during the Spring Season

Data shows that **the spring season marks a significant improvement in reservations compared to winter**, with over 73% of enterprises reporting medium to high capacity room reservation. This result reflects an **increased tourism potential**, supported by the favorable climate and seasonal activities that attract domestic and foreign tourists.

However, it is observed that **most of the structures do not reach maximum reservations**, and some still face low reservation, which means that **the capacity offered by spring as a transitional tourism season has not been fully utilized**. This situation creates opportunities for enterprises to undertake **focused marketing strategies, create specific spring products and develop collaborations for the promotion of the region** in this period.

10. RESERVATION LEVEL DURING THE SPRING SEASON

STRENGTHS

S

1. 50.88% report an average level (50-75%) - an indicator of a stable economic activity during the spring.
2. 22.81% report a high occupancy rate (76-90%) - a signal for a significant improvement compared to winter.
3. The season reflects good tourism potential and increased visitor attraction.

WEAKNESSES

W

1. Only 1.75% achieve very high reservation capacity (over 90%) - a limited indicator of capacity optimization.
2. 12.28% of businesses have low reservations (<50%) - there continues to be a segment that does not benefit from the season.
3. 12.28% of unspecified data - hinders full analysis and accurate policymaking.

OPPORTUNITIES

O

1. Creation of thematic spring offers (agritourism, hiking, culinary, cultural events).
2. Active promotion of new destinations during the months of April-June.
3. Inter-municipal collaborations for the creation of calendars of events and spring tourist packages.

THREATS

T

1. Increased competition from regions with a more developed structure may affect the rate of bookings.
2. In the absence of targeted campaigns, activity may remain at average levels without an upward trend.
3. Without an increase in the quality of services, the increase in demand may not be reflected in long-term improvement.

Source: ISA (2025)

11. Reservation Level during the Summer and Autumn Season

The data confirm that **the summer season and the beginning of autumn (July - October)** is **the main period of activity and profits for accommodation businesses in the Dukagjini Plain**, where over 68% of enterprises report high or very high reservation rates. This makes this season **strategic for the annual planning of resources, offers, and investments**.

While this high presence of tourists offers **significant potential for revenue generation**, it creates a **significant dependence of the sector on the season**, which increases the risk in case of sudden interruptions, competition or temporary crises. Therefore, it is imperative that in addition to maximizing this season, enterprises **also invest in mitigating seasonality**, building attractive offers during winter and spring to balance activity throughout the year.

11. RESERVATION LEVEL DURING THE SUMMER AND AUTUMN SEASON

STRENGTHS

S

1. 68.42% of businesses report very high reservation rates (76% - 100%) - peak of tourism activity.
2. Only 3.51% have low reservations (<50%) - an indicator of high and stable demand.
3. The season provides high potential for revenue, genuine planning, and sustainable promotion.

WEAKNESSES

W

1. High dependence on this season creates instability during the rest of the year.
2. Excessive focus on the summer season can neglect the development of the off-season offer.
3. Possibility of overloading capacities, affecting the quality of service in peak periods.

OPPORTUNITIES

O

1. Strategic planning for maximizing income during the season to compensate for poor periods.
2. Creation of special packages and products for segments traveling in this period (families, international tourists).
3. Promoting summer and autumn as a season of natural activities, festivals, and cultural experiences.

THREATS

T

1. Climate change or unpredictable factors can negatively affect the summer season.
2. Capacities may not cope with the high flow if sufficient staff and adequate infrastructure are lacking.
3. The increase in regional competition in this period can affect prices and benefits.

Source: ISA (2025)

12. Demand Trend for Accommodation Services (2019-2023)

The data for the period 2019-2023 show a **significant transformation in the trend of demand for accommodation services**, moving from a difficult and unstable phase (especially during the pandemic) to a **period of steady and optimistic growth**. The year 2023 represents the highest point of demand, reflecting **full market recovery and increased interest in local tourism**.

This positive trend should be used to **design long-term development policies and to stimulate investments in quality, capacities and diversification of the tourism offer**. However, attention should also be paid to building **resilience to external factors**, as well as **balancing development with preserving natural and cultural heritage**.

12. DEMAND TREND FOR ACCOMMODATION SERVICES (2019-2023)

STRENGTHS

1. Steady growth in demand since 2021, peaking in 2023 - signal of market consolidation.
2. Very high demand in 2023 for 36% of operators - a reflection of the restoration of customer trust.
3. Perceived sustainable growth - good basis for long-term planning and new investments.

WEAKNESSES

1. Strong negative impact in 2019-2020, especially due to the pandemic - economic damage and uncertainty.
2. Lack of clear strategies for preventing similar crises in the future.
3. Dependence on external global factors (pandemic, economic crisis) that directly affect the sector.

OPPORTUNITIES

1. Creating long-term development strategies based on the positive trend after 2021.
2. Attracting investments for capacity expansion and modernization of services.
3. Integrating sustainable tourism as part of the offer - focus on authentic experiences, nature, culture.

THREATS

1. The rapid increase in demand can lead to a lack of capacity and infrastructure congestion.
2. In the absence of standardization and quality control, increased demand may not be accompanied by increased satisfaction.
3. Not preparing for further growth can cause stagnation after a successful peak.

Source: ISA (2025)

13. Key Target Customer Groups

Data shows that most enterprises in the accommodation sector target **more than one group of customers**, pursuing a **comprehensive strategy** with the aim of increasing revenue sustainability. **Families represent the most important target group**, which is in line with the requirements for group holidays and suitable accommodation for children or shared activities.

However, **the low participation of particular segments such as individual tourists, business customers, students or the elderly**, suggests that there is still **untapped potential for differentiation and specialization of the offer**. A more in-depth analysis of the needs of these segments and the development of dedicated services can help increase **competitiveness and extend the tourist season**.

13. KEY TARGET CUSTOMER GROUPS

STRENGTHS

S

1. 64.91% of businesses target more than one group of customers - flexibility and potential for diversified income.
2. Clear focus on household customers (21.05%) - adaptation to regional demand and group tourism trend.
3. Comprehensive approach to targeting, which increases the ability to cope with seasonal changes in demand.

WEAKNESSES

W

1. Broad orientation can lead to a lack of specialization and non-personalized offer to each group.
2. Segments such as business, seniors, students, and individual tourists are underrepresented - lack of real diversification.
3. Service delivery may not be optimized for specific groups, decreasing customer experience.

OPPORTUNITIES

O

1. Development of customized packages for each segment (business, students, seniors) to expand the market.
2. Promotion of themed accommodation or with specific characteristics for certain segments.
3. Collaborations with institutions, schools, companies and clubs for attracting specialized clientele.

THREATS

T

1. Without accurate analysis of each segment's needs, opportunities for focused benefits can be missed.
2. Increased competition from structures that specialize in a single segment.
3. The "for all" model may prove ineffective in saturated or oriented markets.

Source: ISA (2025)

14. Strategies and Channels for Customer Growth and Retention

The data shows a **clear dominance of digital marketing** as the main strategy used by accommodation structures to **attract and retain customers**, reflecting a **trend towards modernization and adaptation to global promotion trends in tourism**. This strategy increases visibility, helps build brands and creates opportunities for more accurate targeting of customers.

However, **the low number of enterprises using the integrated approach (only 8.77%)** suggests that most still don't strategically combine traditional and modern channels to increase marketing impact. There is a need for **better planning of promotional campaigns, analysis of the effectiveness of channels and integration of tools such as local partnerships, recommendations and digital into a unified strategy**.

14. STRATEGIES AND CHANNELS FOR CUSTOMER GROWTH AND RETENTION

STRENGTHS

1. 40.35% use digital marketing as their main strategy - acceptability to innovation and technology.
2. Combination with local partnerships (22.81%) and recommendations (10.53%) - signal of the effort to build sustainable relationships.
3. Focus on online presence increases visibility, especially for new and foreign customers.

WEAKNESSES

1. Limited use of built-in strategies - only 8.77% use all three strategies combined.
2. Local recommendations and partnerships still used at low levels as independent channels.
3. Lack of analytical approach to the performance of the channels used - difficulty in measuring effectiveness.

OPPORTUNITIES

1. Development of digital campaigns targeted by clientele segment (families, individual tourists, etc.).
2. Integrating digital strategies with events, promotional packages and new collaborations to increase loyalty.
3. Training and investments in improving customer relationship management (CRM).

THREATS

1. Excessive reliance on digital channels can overlook the potential of local resources and physical relationships.
2. In the absence of professionalism in the use of digital marketing, the desired results may not be achieved.
3. Increased competition on online platforms can reduce the effect of digital marketing without clear differentiation.

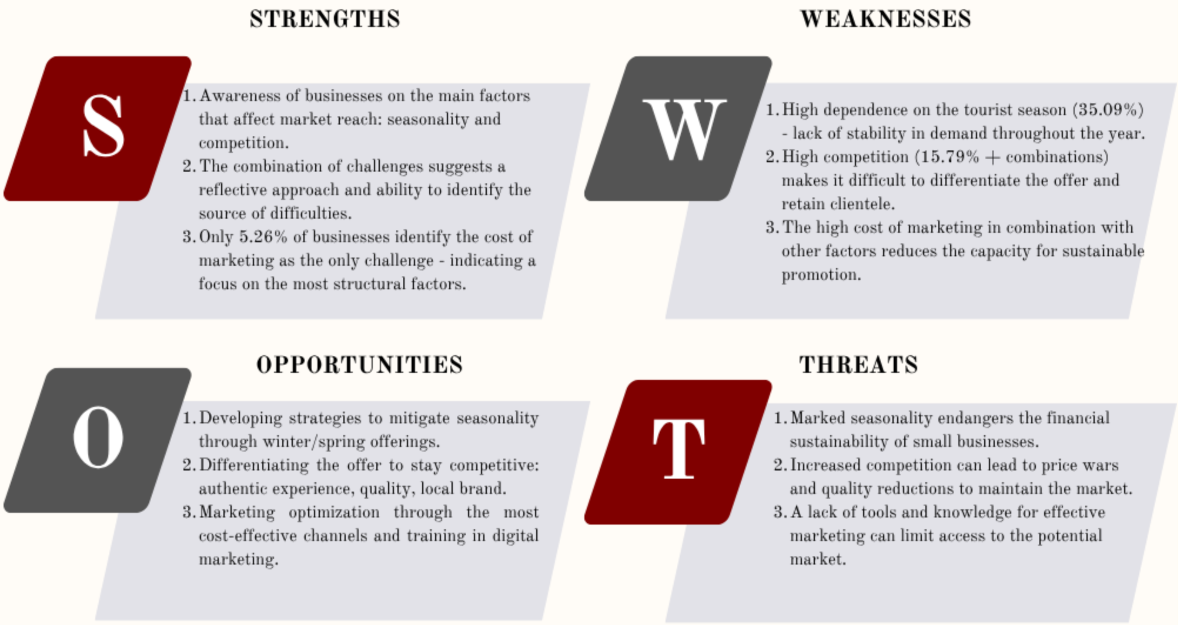
Source: ISA (2025)

15. Challenges in Reaching the Target Audience

The data shows that **the main challenge facing enterprises in the accommodation sector is seasonality**, followed by **competition in the market** and, to a lesser extent, **the high cost of marketing**. This combine creates an **uncertain environment for reaching the target audience**, especially for smaller and less organized enterprises.

Future strategies should focus on **mitigating seasonal effects through alternative offers in quiet periods, strengthening branding and improving digital marketing skills**, as well as **establishing collaborations with local actors to share costs and build joint promotional networks**.

15. CHALLENGES IN REACHING THE TARGET AUDIENCE



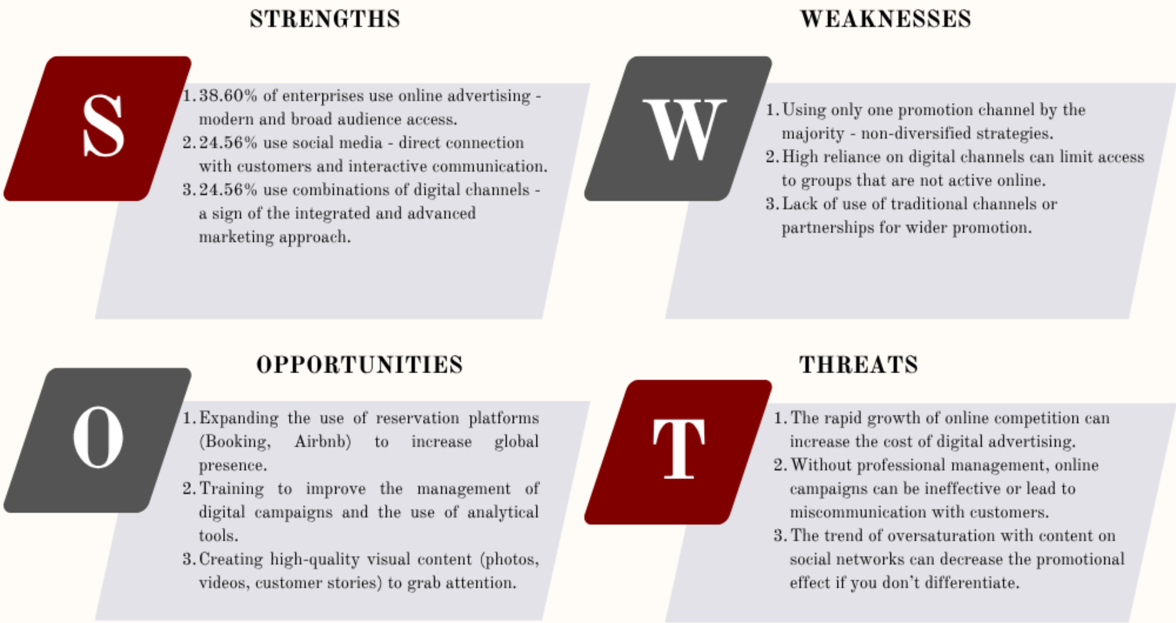
Source: ISA (2025)

16. Accommodation Services Promotion Channels

Research data show a **clear dominance of digital channels** in the promotion strategies of accommodation enterprises in the Dukagjini Plain. **Online advertising and social networks constitute the main means of communication**, reflecting a conscious orientation towards **digital transformation and adapting to new consumer behaviors**.

However, the fact that most enterprises rely only on **a single channel**, and a relatively small percentage pursue combined strategies, points to **a lack of diversified approaches and sometimes a lack of professionalism in managing brand communication**. This makes it necessary to strengthen capacities for **integrated marketing**, as well as **the use of creative content, specialized platforms and collaborations with tourism partners** to maximize the promotional effect.

16. ACCOMMODATION SERVICES PROMOTION CHANNELS



Source: ISA (2025)

17. Reservations and Booking Management

The data shows a **hybrid approach to reservation management**, with most businesses using **phone and online systems in combination with email** to meet communication and coordination needs with customers. This reflects a **phase of transition towards digitalization**, but at the same time emphasizes **the role of personal contacts in the local tourism reality**.

However, **the low use of online platforms independently**, as well as **the lack of standardization of the booking process**, poses challenges in terms of professionalism and efficiency, especially in the busy season. For a more structured and competitive development, it is recommended that enterprises **invest in modern booking management systems**, **train staff on their use**, as well as create **clear, secure and traceable channels of communication with customers**.

16. ACCOMMODATION SERVICES PROMOTION CHANNELS

STRENGTHS

S

1. 38.60% of enterprises use online advertising - modern and broad audience access.
2. 24.56% use social media - direct connection with customers and interactive communication.
3. 24.56% use combinations of digital channels - a sign of the integrated and advanced marketing approach.

WEAKNESSES

W

1. Using only one promotion channel by the majority - non-diversified strategies.
2. High reliance on digital channels can limit access to groups that are not active online.
3. Lack of use of traditional channels or partnerships for wider promotion.

OPPORTUNITIES

O

1. Expanding the use of reservation platforms (Booking, Airbnb) to increase global presence.
2. Training to improve the management of digital campaigns and the use of analytical tools.
3. Creating high-quality visual content (photos, videos, customer stories) to grab attention.

THREATS

T

1. The rapid growth of online competition can increase the cost of digital advertising.
2. Without professional management, online campaigns can be ineffective or lead to miscommunication with customers.
3. The trend of oversaturation with content on social networks can decrease the promotional effect if you don't differentiate.

Source: ISA (2025)

18. Desired Improvements in Business Operations

The data show a **clear orientation of accommodation enterprises towards technological modernization**, with special emphasis on **the integration of platforms and digitalization of operational processes**. This shows an **in-depth awareness of the importance of automation, data harmonization and work optimization**, which in the medium and long term helps to **increase the quality of services, reduce costs and improve the customer experience**.

However, these upgrades require **technical capacities, financial resources, and professional training**, which many small and medium-sized enterprises may not have access to. In this context, **institutional support and strategic partnerships are needed to accelerate the digital transformation in the accommodation sector**, especially through **subsidy programs, consultancy and public-private collaborations**.

18. DESIRED IMPROVEMENTS IN BUSINESS OPERATIONS

STRENGTHS

S

1. 40.35% demand better integration of platforms - awareness of the need for technological harmonization.
2. 33.33% aim at the digitalization of processes - willingness to improve efficiency and save resources.
3. 15.79% demand dual modernization (digitalization + integration) - orientation towards inclusive innovation.

WEAKNESSES

W

1. There is currently a lack of an integrated functional system - risk of inefficiency and waste of time.
2. Operational processes often remain manual, fragmented, and dependent on direct contact.
3. Lack of technical capacities and trained staff for the implementation of modern systems.

OPPORTUNITIES

O

1. Investments in ERP, PMS, CRM systems for integrated management of bookings, customers and marketing.
2. Public subsidies or EU funds for digitalization and technological transformation.
3. Establishment of regional platforms for joint management, promotion and analysis of data.

THREATS

T

1. High upfront costs for technology and training can be a barrier for smaller enterprises.
2. Without institutional support or technical partners, businesses can remain at the current level of operation.
3. Failure to update systems and not modernize can lead to decreased competitiveness in the market.

Source: ISA (2025)

19. Measuring Customer Satisfaction

Research data shows that **online reviews are the predominant way to measure customer satisfaction**, reflecting a **reliance on public and spontaneous feedback**, which while providing a direct insight, is not always systematic or controllable by businesses themselves. Only a relatively small percentage of enterprises use **structured surveys**, which are the most suitable methods for comparative analysis and continuous quality improvement.

The lack of standardization in measuring satisfaction, as well as relying on informal forms such as conversations or perceptions of regular customers, can negatively impact **enterprises' ability to identify real shortcomings, take corrective action, and build sustainable customer experience**.

Therefore, it is recommended that businesses **develop internal mechanisms for measuring the quality of service**, through **periodic questionnaires, feedback tracking system and analysis of customer data**, in order **to systematically improve and raise service standards**.

19. MEASURING CUSTOMER SATISFACTION

STRENGTHS

S

1. 52.63% of businesses use online reviews - transparency and public access to customer experience.
2. 22.81% use the combined method (online assessments + surveys) - a more comprehensive approach to collecting feedback.
3. Some enterprises include direct communication with the customer - it increases sensitivity and real-time feedback.

WEAKNESSES

W

1. Online reviews are external and often uncontrollable - they do not provide structured analysis.
2. Only 14.04% use structured surveys - lack of standardization in quality measurement.
3. 10.53% use unstructured methods, which do not guarantee long-term tracking or in-depth analysis.

OPPORTUNITIES

O

1. Establishment of internal satisfaction assessment systems with digital questionnaires and periodic analyses.
2. Customer management system (CRM) integration for continuous tracking of experience and preferences.
3. Use of mobile apps and social platforms for real-time feedback collection.

THREATS

T

1. In the absence of a precise methodology, decision-making is based on perceptions rather than objective data.
2. Professional non-assessment of satisfaction increases the risk of repeated dissatisfaction and loss of loyalty.
3. Negative online reviews can damage reputation in the absence of a strategy for managing them.

Source: ISA (2025)

20. Most Common Customer Complaints

The data shows that **the most common customer complaints are related to bookings and quality of services**, reflecting operational and infrastructure challenges. A very high percentage of complaints classified as "Other" suggests that **many enterprises do not use a standardized system for recording, analyzing, and managing complaints**, limiting the ability to make informed decisions and improve the visitor experience.

In this context, enterprises should invest in **clear complaint management protocols**, quality tracking systems, staff training, and the use of technology to reduce errors and improve customer communication. This approach is essential for **increasing credibility and building long-term relationships with customers**.

20. MOST COMMON CUSTOMER COMPLAINTS

STRENGTHS

S

1. 26.32% correctly identify problems with bookings - awareness of the need to improve the booking system.
2. 17.54% report complaints about service malfunction - a signal for internal technical improvement.
3. Detailed reporting of complaints about elements such as internet, staff, or pricing - opportunities to improve the overall experience.

WEAKNESSES

W

1. Most of the complaints are of an operational nature - an indication of deficiencies in operation and coordination.
2. 40.35% of complaints are classified as "Other" - lack of standardized categorization for effective analysis.
3. Lack of complaint management protocol - unstructured responses to dissatisfaction.

OPPORTUNITIES

O

1. Establishment of a system of documentation of complaints and their periodic analysis for continuous improvement.
2. Training for staff in managing customer communication and quick problem solving.
3. Implementing technologies for reservations and check-in/out to reduce manual errors.

THREATS

T

1. If not managed carefully, complaints can negatively impact online reputation and customer loyalty.
2. Failure to address operational complaints can decrease the quality of experience and increase the flow of dissatisfaction.
3. Complaints about pricing and a lack of flexibility can lead to long-term customer losses.

Source: ISA (2025)

21. Customer Experience Improvement Initiatives

The data shows a **clear focus of accommodation businesses on improving customer experience through staff training and service personalization**. This shows an **increase in awareness of the importance of the human aspect and the adaptation of the offer to the needs of visitors**, especially in a market increasingly sensitive to the quality of interaction.

However, there is a need to move from **segregated measures to integrated and measurable strategies**, combining **professionalism, technology, and sensitivity** to new customer behaviors. It is recommended that **enterprises periodically evaluate the impact of these initiatives** and **develop comprehensive plans for customer experience management (CEM).**

21. CUSTOMER EXPERIENCE IMPROVEMENT INITIATIVES

STRENGTHS

S

1. 43.86% of businesses invest in staff training – increasing professionalism and customer sensitivity.
2. 33.33% focus on personalizing services – adapting to individual customer needs.
3. 17.54% follow a combined strategy – strengthening both the human side and the service offering.

WEAKNESSES

W

1. Initiatives mainly focus on two areas – lack of more advanced technological or innovative approaches.
2. Lack of measurement of the effectiveness of these initiatives – direct impact on satisfaction is unknown.
3. Other initiatives are still unclear and scattered – lack of structured approach to improvement.

OPPORTUNITIES

O

1. Developing platforms for tracking customer experience and analyzing real-time feedback.
2. Collaborating with customer service experts for standardization and quality auditing.
3. Creating unique packages or experiences for specific customer segments.

THREATS

T

1. Without a clear strategy, partial improvements may not create a consistent and coherent experience.
2. Insufficient and inconsistent staff training can lead to quality regression.
3. Failure to adapt services to changes in customer behavior can lead to customer loss.

Source: ISHA (2025)

22. Cooperation with Accommodation Industry Stakeholders

The data shows that a **significant number of enterprises in the accommodation sector have launched strategic collaborations**, especially with **tour operators and other accommodation structures**, reflecting a **growing awareness of the need for integration into the tourism value chain**.

However, the significant proportion of unspecified data and the still modest participation in combined collaborations suggests that **many actors remain outside formal cooperation networks**, limiting the potential for sustainable and coordinated development of the industry.

It is recommended to take concrete steps for the **institutionalization of partnerships**, through the establishment of **local/regional tourism networks, common platforms and mechanisms for sharing information and capacities**, in order to increase efficiency, **reduce seasonality** and **strengthen the region's position in the national and international tourism market**.

22. COLLABORATION WITH ACCOMMODATION INDUSTRY STAKEHOLDERS

STRENGTHS

S

1. 29.82% of enterprises cooperate with tour operators/agencies – professional approach towards increasing customer flow.
2. 26.32% cooperate with local hotels – opportunities for capacity sharing and joint packaging of the offer.
3. 17.54% follow a combined approach – broad integration into the hospitality industry network.

WEAKNESSES

W

1. 26.32% lack of data – a signal for a low level of documentation or lack of transparency in inter-institutional relations.
2. Collaborations are not yet institutionalized or coordinated at the regional level.
3. A large part of enterprises operate in isolation, without a clear partnership strategy.

OPPORTUNITIES

O

1. Development of organized networks of tourist cooperation between accommodation providers, operators and institutions.
2. Creation of joint packages (accommodation + transport + guide) for local and foreign tourists.
3. Digital platform for coordination and promotion of cooperation (regional portals, applications).

THREATS

T

1. Without sustainable cooperation, enterprises may remain vulnerable to organized competition.
2. Industry fragmentation reduces regional competitiveness and the ability to attract investment.
3. Lack of information sharing and communication can lead to overlap or mismanagement of resources.

Source: ISHA (2025)

23. Cooperation with Municipalities and Local Institutions

The data shows a **moderate level of cooperation between enterprises in the accommodation sector and local authorities**, with around 40% reporting involvement in joint activities. Areas of cooperation are quite important - especially in **staff training, infrastructure improvement and event organization** - and present **sound foundations for building a long-term partnership**.

However, **the majority of businesses (57.89%) have not had institutional cooperation**, reflecting a serious gap in **the use of local support and planning mechanisms**. The lack of coordination and structured platforms negatively affects the **sustainable development of tourism in the region**, especially in increasing the quality of the offer and promoting local destinations.

It is recommended that **municipalities and local institutions establish regular cooperation mechanisms with businesses**, such as municipal forums for tourism development, joint tourism information centers and co-financing funds for projects that support capacity building, digitalization and visitor experience. This approach **would significantly increase efficiency, transparency, and benefits for all parties**.

23. COOPERATION WITH MUNICIPALITIES AND LOCAL INSTITUTIONS

STRENGTHS

S

1. 40.35% e bizneseve kanë realizuar bashkëpunim me autoritetet vendore – prani e një baze bashkëpunimi të krijuar.
2. Fushat e bashkëpunimit përfshijnë trajnimin e stafit, zhvillimin e infrastrukturës dhe ngjarje festive – fusha strategjike për zhvillim.
3. Interes i përbashkët për ngritje profesionale dhe përmirësim të shërbimeve – sinjal pozitiv për bashkëpunim të mundshëm afatgjatë.

WEAKNESSES

W

1. 40.35% of businesses have established cooperation with local authorities – the presence of an established cooperation base.
2. Areas of cooperation include staff training, infrastructure development and festive events – strategic areas for development.
3. Shared interest in professional development and improvement of services – a positive signal for possible long-term cooperation.

OPPORTUNITIES

O

1. Creation of local policies to support the hospitality sector and subsidies for accommodation providers.
2. Deepening partnerships in the field of regional marketing and destination planning.
3. Involvement in joint municipal projects, such as agrotourism, cultural tourism or festive tourism.

THREATS

T

1. Without structured cooperation, the potential for integrated local development and benefit from public programs is lost.
2. Sector development may remain sporadic and unsustainable in the absence of joint planning.
3. Risk of businesses losing interest in cooperation if they do not see concrete and sustainable benefits.

Source: ISHA (2025)

24. Areas of Cooperation with Municipalities and Local Institutions

The data show that some businesses in the accommodation sector have carried out **important collaborations with municipalities and international organizations**, such as the EU and "Volontari del Mondo". The projects are focused on practical areas with a direct impact on the quality of service - improving infrastructure, developing gastronomy, managing events and improving conditions for visitors.

These collaborations represent **a significant potential for sustainable development**, especially when they involve **education, infrastructure, and community involvement**. However, it is noted that many of these initiatives **are isolated, unconsolidated and often unformalized**, limiting their long-term effect.

It is recommended that municipalities and local institutions establish **formal cooperation mechanisms with the private sector**, through memoranda of understanding, platforms for dialogue and common calendars for development projects. This would strengthen the role of the hospitality sector as a partner in local economic development and ensure **sustainability beyond the deadlines of external projects**.

24. AREAS OF COOPERATION WITH MUNICIPALITIES AND LOCAL INSTITUTIONS

STRENGTHS

S

1. Projects implemented with support from the EU and international organizations – potential for quality improvement.
2. Participation in important initiatives such as road maintenance, event organization and gastronomy.
3. Diverse collaborations that include improving conditions, training and tourism development.

WEAKNESSES

W

1. Lack of structuring and documentation of collaborations – many activities are reported without clear specifications.
2. Low level of representation of businesses in the areas of strategic planning and local development policies.
3. Collaborations are often sporadic and dependent on external projects, not integrated into long-term local policies.

OPPORTUNITIES

O

1. Opportunities for expanding cooperation through projects funded by the EU, IPA, GIZ, etc.
2. Deepening cooperation in other sectors such as culture, ecology, agritourism and vocational education.
3. Creating local cooperation networks for rural tourism and improving standards.

THREATS

T

1. Too much dependence on external funds and partners - a risk in the absence of local sustainability.
2. If not institutionalized, collaborations may remain unstable and without lasting impact.
3. Lack of coordination between the local level and businesses may lead to duplication of efforts or inefficiency.

Source: ISHA (2025)

25. Challenges in Cooperation with Municipalities and Local Institutions

The data of the analysis reveal that **the main challenges in the cooperation between enterprises of the accommodation sector and local institutions** are mainly related to **structural and procedural** aspects, namely:

- **Lack of effective communication** and **bureaucracy** (each at 30.43%) are the most frequent obstacles, indicating a lack of direct mechanisms for information exchange and quick decision-making.
- **The lack of financial support** (26.09%) limits the access of businesses to grants or mutual funds, which affects the implementation of projects.
- **Poor inter-institutional coordination** (13.04%) creates inconsistencies in development actions and lack of synergy among institutional actors.

This situation shows that, although there is **a will for cooperation**, it is hindered by barriers of an organizational and administrative nature.

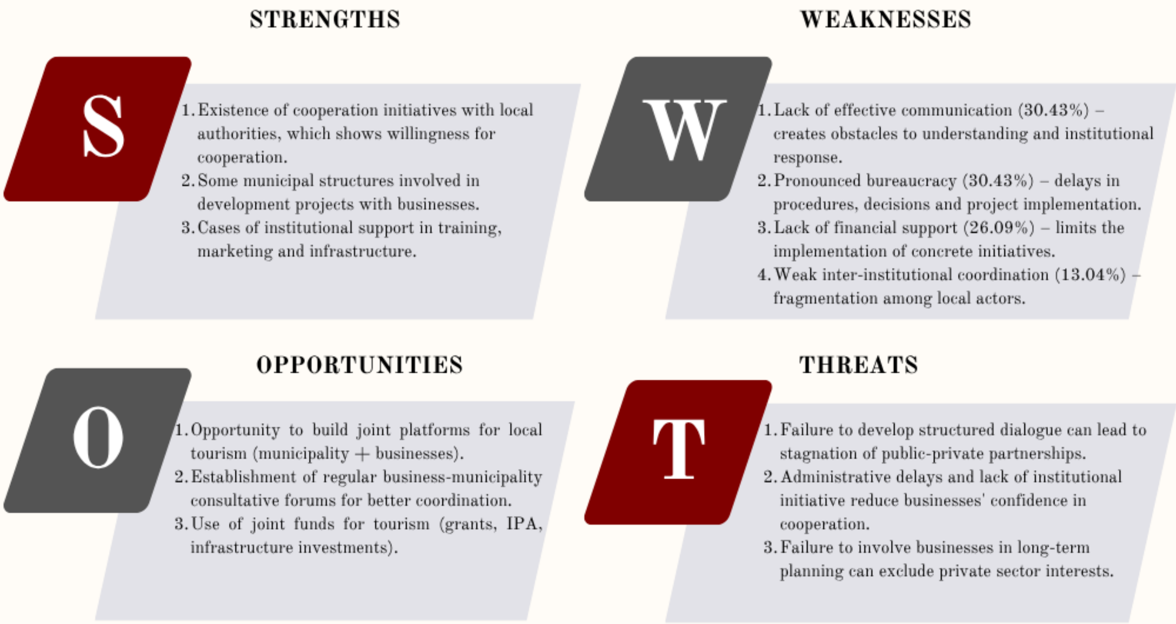
It is recommended that municipalities and local institutions take concrete steps to:

- **Simplification of administrative procedures** related to collaborations and support of businesses.
- **Establishment of public-private partnership offices**, dedicated to the tourism and accommodation sector.

- **Development of joint planning and information platforms**, where representatives from businesses are regularly involved, in order to identify and address challenges in a coordinated manner.

In this way, a **more efficient and stable cooperation will be** enabled, with mutual benefits for the local economic development and increased competitiveness of the accommodation sector in the Dukagjini Plain.

25. CHALLENGES IN COOPERATION WITH MUNICIPALITIES AND LOCAL INSTITUTIONS



Source: ISHA (2025)

26. Needs from Municipalities and Local Institutions for Improving Services and Activities in the Accommodation Sector

The results of Figure 26 show a marked clarity of the needs of enterprises in the accommodation sector from municipalities and local institutions. They require not only financial support, but an integrated approach that includes infrastructure improvement, staff training, joint marketing, and facilitation of procedures. This reflects a good strategic preparation and awareness of the challenges and potentials that this sector has.

However, there is a marked dependence on institutional interventions and a lack of stable structures of dialogue between the public and private sectors. In this context, challenges such as bureaucracy and lack of direct support risk slowing down further development. It is recommended to establish a regular cooperation platform, to support and facilitate enterprises that contribute to the tourism development of the region.

26. NEEDS FROM MUNICIPALITIES AND LOCAL INSTITUTIONS FOR IMPROVING SERVICES AND ACTIVITIES IN THE ACCOMMODATION SECTOR

STRENGTHS

S

1. Vetëdije e lartë e bizneseve për nevojat strategjike të zhvillimit.
2. Kërkesa të qarta për mbështetje në fusha kyçe si financa, infrastrukturë, trajnim.
3. Qasje gjithëpërfshirëse në zhvillim – kërkohen ndërhyrje të kombinuara.
4. Gatishmëri për bashkëpunim me institucionet për zhvillim të qëndrueshëm.

WEAKNESSES

W

1. Strong dependence on institutional support for efficient functioning.
2. Bureaucratic procedures that slow down development and decision-making.
3. Full non-inclusion of all businesses – 12.28% missing data.
4. Lack of structured and regular dialogue with local authorities.

OPPORTUNITIES

O

1. Developing sustainable partnerships with municipalities and local institutions.
2. Increasing financial support through public grants or subsidies.
3. Involving the private sector in decision-making for local development.
4. Digitalizing services and simplifying procedures to increase efficiency.

THREATS

T

1. Lack of cohesive policies may hinder the implementation of support measures.
2. Disconnection between municipal plans and the real needs of the sector.
3. Risk of stagnation in the absence of structural and organizational improvements.
4. Investment limitation due to lack of coordinated support.

Source: ISHA (2025)

27. Interest in Developing New Projects with Municipalities and Local Institutions

The graph data clearly shows a great willingness by the accommodation sector to develop new projects in partnership with municipalities and local institutions. This constitutes a strong basis for creating a stable and oriented climate of cooperation towards joint economic and tourism development.

However, in order to turn this potential into reality, the creation of concrete mechanisms for dialogue, technical and financial support, as well as a clear structuring of responsibilities between the parties is required. In the absence of these elements, there is a risk that private sector enthusiasm will fade due to a lack of effective institutional engagement. For this reason, the development of common platforms, the strengthening of mutual cooperation and the simplification of administrative procedures should be at the focus of the public agenda.

27. INTEREST IN DEVELOPING NEW PROJECTS WITH MUNICIPALITIES AND LOCAL INSTITUTIONS

STRENGTHS

S

1. Very high interest in further cooperation (78.95%).
2. Willingness to build partnerships with public institutions.
3. Proactive approach of the private sector to local development.

WEAKNESSES

W

1. A portion of enterprises still remain uninterested (19.30%).
2. Previous experience with challenges in existing collaborations may affect the motivation of some businesses.
3. The lack of data in a small portion of cases (1.75%) indicates a lack of transparency or inclusion.

OPPORTUNITIES

O

1. Establishing regular platforms for public-private cooperation.
2. Increasing local capacities through joint development projects.
3. Opportunity to benefit from EU funds and international projects.
4. Strengthening the connection between the business community and regional development.

THREATS

T

1. Lack of concrete mechanisms for project implementation can lead to disappointment.
2. Risk of conflicts of interest or uncoordinated approaches by institutions.
3. Inability of local institutions to meet private sector expectations.
4. Lack of resources or institutional will to engage in new projects.

Source: ISHA (2025)

28. Desired Areas for Joint Projects with Municipalities and Local Institutions

The graph data clearly shows that enterprises in the accommodation sector do not only require fragmented support, but aim for comprehensive interventions that combine the development of services, marketing, new products and human capacities. This shows a maturity of businesses in terms of the need for sustainable and competitive development.

However, the multidimensional approach also presents inherent challenges, as such projects require more planning, coordination and technical and financial support. For this reason, it is imperative for municipalities and local institutions to establish support structures, provide technical assistance and develop clear cooperation plans, in order to channel the high interest of the private sector into concrete and successful projects.

28. DESIRED AREAS FOR JOINT PROJECTS WITH MUNICIPALITIES AND LOCAL INSTITUTIONS

STRENGTHS

S

1. 80% of businesses want comprehensive projects in more than one area.
2. Awareness of the need for integrated development of the accommodation sector.
3. Inclusion of key areas such as marketing, product development and human resources.

WEAKNESSES

W

1. Interest in specific areas is low, which may cause a lack of focus on specific projects.
2. Risk that multidimensional projects are more difficult to manage and implement.
3. Limited opportunities for implementation due to lack of technical capacity and institutional support.

OPPORTUNITIES

O

1. Creation of integrated projects that address multiple sector needs simultaneously.
2. Opportunity to attract EU and donor funds for integrated regional development.
3. Potential for improving quality, promotion and services in a coordinated manner.

THREATS

T

1. The complexity of projects may require high coordination and specialized support.
2. Lack of clear development plans by municipalities may hinder implementation.
3. Inability to secure long-term institutional support may dilute project results.

Source: ISHA (2025)

29. Training and Development of Staff in the Accommodation Sector

Data shows that most enterprises in the accommodation sector are gearing towards practical forms of training, especially through mentorship by experienced managers, as well as through combining this process with regular training. This shows a sustained effort to increase staff capacities and ensure compliance with customer expectations.

However, the share that relies exclusively on regular training still remains relatively small, which underscores the need for a more structured and standardized approach. To ensure sustainable improvement, it is recommended to integrate certified training, use digital platforms for skills development, as well as build partnerships with professional education and training institutions. Such an approach would enable increased professionalism and the creation of a more prepared staff to cope with the challenges and standards of the tourism industry.

29. TRAINING AND DEVELOPMENT OF STAFF IN THE ACCOMMODATION SECTOR

STRENGTHS

S

1. 47.37% of businesses rely on mentoring from experienced managers, promoting practical and direct learning.
2. 29.82% use a combined mentoring + formal training approach, building an integrated development model.
3. The use of internal resources (experienced managers) helps in adapting to the reality of the business.

WEAKNESSES

W

1. Only 19.30% provide regular training, indicating a lack of structured policies for continuous development.
2. Training may remain informal and unauditable, limiting adherence to industry standards.
3. Reliance on individual managers' experience may create variations in the quality of training from enterprise to enterprise.

OPPORTUNITIES

O

1. Establish partnerships with training institutions to offer certified and professional courses.
2. Use of technology for online and personalized training.
3. Opportunities to apply for funding programs that support capacity building in the hospitality sector.

THREATS

T

1. Lack of structured training can affect staff professionalism and service quality.
2. Increased customer expectations may not match the current level of staff preparation.
3. Lack of standardization of training can lead to uneven results in the customer experience.

Source: ISHA (2025)

30. Staff Skills and Knowledge Gaps

The data provided show a serious challenge for the accommodation sector in terms of staff capacities, especially in two directions: effective communication with customers and the use of modern technologies. Gaps in these areas are critical, as they directly impact the customer experience and how enterprises operate and adapt to the modern market.

Businesses' awareness of these gaps is a strong point, which should be used to design focused policies and training programs. A combined approach that includes the development of "soft skills" such as communication, and technological knowledge, would help to raise professionalism and improve the quality of service. Cooperation with local institutions for the provision of funds and expertise would be an important step towards modernizing the sector and increasing competitiveness.

30. STAFF SKILLS AND KNOWLEDGE GAPS

STRENGTHS

S

1. Businesses' awareness of existing gaps indicates a high level of institutional awareness.
2. 22.81% of businesses identify challenges in both technology and communication, which paves the way for integrated interventions.
3. The data provides a good basis for designing personalized training programs.

WEAKNESSES

W

1. Lack of communication skills reported by 35.09% of enterprises – negative impact on customer experience.
2. Limited knowledge in the use of modern technologies (29.82%) – obstacle to digitalization and innovation.
3. Lack of a structured strategy for building technological and soft capacities.

OPPORTUNITIES

O

1. Integration of soft skills and technology training through local or online training centers.
2. Applying for funds/subsidies for staff professional development.
3. Using digital platforms for self-directed education in areas identified as deficiencies.

THREATS

T

1. Deterioration of service quality in the absence of improved human interaction and use of technology.
2. Loss of clientele to competing businesses with better trained staff and more advanced technology.
3. Failure to meet the expectations of a growing and increasingly demanding tourist market.

Source: ISHA (2025)

31. Strategic Goals of Enterprises (2025 - 2028)

The data provided prove a clear concentration of enterprises in the accommodation sector towards increasing revenues and expanding market presence, both locally and internationally. About three-quarters of businesses aim to increase revenues by 30%, which shows a strong orientation towards financial sustainability. Meanwhile, more ambitious objectives, such as building the global brand and improving the quality of service, appear less frequently.

This distribution suggests that enterprises are aware of the growth potential, but some still do not have the vision for inclusive development integrated, which includes internal quality, innovation and training. If these goals are not accompanied by investments in human resources, technology, and improved supply, growth may prove short-lived and unsustainable.

In this regard, enterprises must develop balanced strategic plans, which, in addition to profit, also address the improvement of customer experience, differentiation in the market and the modernization of operations. Only in this way can they secure a strong and long-term position in an increasingly competitive tourism market.

31. STRATEGIC GOALS OF ENTERPRISES (2025–2028)

STRENGTHS

S

1. Clarity in the strategic orientation of businesses towards revenue growth (73.68%).
2. Concrete goals for expansion and creation of global brands (12.28%).
3. Combination of goals for growth and internationalization in some businesses (8.77%).

WEAKNESSES

W

1. Narrow focus on financial aspects, with little emphasis on innovation or improving internal capacities.
2. Only a small percentage (5.26%) addresses service improvement – risk of quality being left behind in the face of growth.
3. Lack of integrated vision that includes components such as digitalization, training or environmental sustainability.

OPPORTUNITIES

O

1. Applying for grants or partnerships for brand expansion and internationalization.
2. Leveraging digital channels to achieve revenue and international recognition objectives.
3. Partnerships with local institutions to help in stronger market positioning.

THREATS

T

1. Increased competition in local and global markets, especially without clear differentiation of the offer.
2. Without investments in quality and staff, growth can be unsustainable and have a negative impact on the customer experience.
3. Economic crises, inflation or tourism fluctuations can jeopardize the achievement of growth objectives.

Source: ISHA (2025)

32. Investments for Business Growth in the Accommodation Sector

The results of the research reflect a high awareness of enterprises about the necessity of combined investments in technology, marketing and quality of services. The vast majority of businesses (63.16%) intend to undertake multilateral measures at the same time - an indication of prudence in planning and preparation to face the challenges of the contemporary market. Modernization of reservation systems remains among the top priorities, reflecting the demand for efficiency and compliance with customers' digital behaviors.

However, investments in the launch of new products or services are still at low levels, suggesting a lack of initiative in innovation and potential for stagnation in supply. Also, enterprises that focus on only one aspect (such as marketing or quality of service) risk not benefiting from the synergistic effects of integrated development.

Overall, the accommodation sector in the Dukagjini Plain shows efforts to increase competitiveness through internal transformation and improved customer relations. Planned investments have a high potential for success, especially if combined with supportive policies from local institutions, staff training, and clear market positioning strategies.

32. INVESTMENTS FOR BUSINESS GROWTH IN THE ACCOMMODATION SECTOR

STRENGTHS

S

1. 63.16% of enterprises plan a comprehensive approach with combined investments (technology, marketing, quality, new products).
2. Strong focus on modernizing technology and improving customer service.
3. Awareness of digital trends and the need for efficiency in reservation systems.

WEAKNESSES

W

1. Low percentages of businesses targeting product innovation (only 3.51%), which may limit differentiation in the market.
2. Marketing expansion is still seen by a small proportion as the only priority (8.77%).
3. Investments may remain fragmented if not supported by clear strategies and sufficient resources.

OPPORTUNITIES

O

1. Use of grants and funds for digitalization and capacity development.
2. Collaborations with technology and marketing companies for integrated modernization.
3. Staff training to accompany technological and quality changes.

THREATS

T

1. Lack of capacity for effective implementation of investments can reduce results.
2. Competition from businesses that have already advanced technologically can create pressure.
3. Risk that investments will not translate into real growth in the absence of market analysis.

Source: ISHA (2025)

33. Challenges in Providing Accommodation Services

The data proves that the accommodation sector in the Dukagjini Plain is facing a series of interrelated challenges, requiring an integrated and long-term approach. Competition in the market, cited by more than 1 in 5 businesses, points to the need to differentiate offering, brand building, and customer experience orientation as key factors for survival. At the same time, the lack of qualified staff and poor infrastructure are two fundamental pillars that help or hinder the development of the sector.

Interestingly, despite these challenges, many businesses report more than one setback, showing awareness of the complex nature of the situation - a positive signal that can lead to structured action if supported with adequate policies. Enterprises need institutional support, access to funding for training, and public investment in infrastructure in order to improve competitiveness and ensure higher standards of hospitality in the region.

33. CHALLENGES IN PROVIDING ACCOMMODATION SERVICES

STRENGTHS

S

1. High awareness of complex challenges (49.12% of enterprises report more than one challenge).
2. Ability to identify the most important problems, such as competition and infrastructure.
3. Some enterprises manage to operate even with limited financial resources.

WEAKNESSES

W

1. Lack of qualified workforce (12.28%) directly impacts service quality.
2. Lack of adequate infrastructure (10.53%) hinders customer access and experience.
3. Financial support remains insufficient for some operators (3.51%).

OPPORTUNITIES

O

1. Public investments in tourism infrastructure and transport can ease logistical challenges.
2. Professional training and certifications to raise the quality of staff.
3. Opportunities for cooperation with institutions for financial support or subsidies.

THREATS

T

1. Market oversaturation and lack of differentiation increasing competitive pressure (21.05%).
2. Emigration or lack of skilled labor may worsen.
3. Risk of infrastructure deterioration in the absence of coordinated interventions.

Source: ISHA (2025)

34. Recommendations for Improving the Accommodation Industry

The data clearly show that the actors of the accommodation industry in the Dukagjini Plain are aware of the complexity of the challenges and the necessity of a coordinated approach for sustainable improvement. The vast majority of businesses emphasize that infrastructure development, marketing investment, and creating unique experiences should go hand in hand to attract more visitors and build a distinct identity of the region.

Although improving services and quality has not been mentioned with high intensity, it remains a critical factor in meeting the growing expectations of visitors. Also, the involvement of local communities and the promotion of traditional culture are completely untapped opportunities, which can enhance the authenticity of the tourist experience.

In conclusion, the recommendations given are a call for active cooperation between the private sector, local institutions and international actors. A development strategy that combines natural, cultural and technological resources with staff training and infrastructure investments can transform the accommodation industry into an important engine of regional economic development.

34. RECOMMENDATIONS FOR IMPROVING THE ACCOMMODATION INDUSTRY

STRENGTHS

S

1. High awareness of the need for an integrated approach (63.16% of businesses).
2. Focus on marketing, infrastructure and unique experiences – essential elements for tourism development.
3. Some businesses are already involved in promoting local culture and tradition.

WEAKNESSES

W

1. Underestimation of the impact of service quality (only 1.75% emphasize it).
2. Lack of qualified workforce, still a challenge for 3.51% of businesses.
3. Low percentage of cooperation with the local community and institutional actors.

OPPORTUNITIES

O

1. Opportunity to create special tourist packages that include local experiences.
2. Increased cooperation with local government and international partners for development projects.
3. Staff training and certifications to increase quality.

THREATS

T

1. Lack of infrastructure and marketing may hinder development.
2. Mismatch between market demands and current service delivery capacities.
3. Risk of insufficient institutional support for implementation of recommended measures.

Source: ISHA (2025)

35. Measures to Increase the Development of the Accommodation Sector

The data testify to a high awareness on the part of businesses operating in the accommodation sector about the need for a multifaceted and coordinated approach to increase the tourism attractiveness of the region. They emphasize that isolated interventions alone are not enough to achieve sustainable growth - rather, synchronized measures are required that include the development of new attractions, the improvement of infrastructure, public transport and the creation of innovative tourism products.

However, a smaller proportion of businesses cite environmental and heritage protection as a priority, suggesting a need for greater awareness on the aspect of long-term sustainability. Also, the shortage of skilled labor remains a latent challenge that can undermine any effort to improve services, if not addressed in parallel with the development of infrastructure and tourism offer.

In conclusion, the creation of an integrated regional development plan, supported by public and private actors, is essential to position the region as an attractive, sustainable and competitive destination in the domestic and international tourism market.

35. MEASURES TO INCREASE THE DEVELOPMENT OF THE ACCOMMODATION SECTOR

STRENGTHS

S

1. High awareness of the need for a comprehensive approach (61.40%).
2. Focus on developing new attractions and activities (19.30%).
3. Several businesses emphasize the importance of personalized packages and tourism offers.

WEAKNESSES

W

1. Low importance given to the preservation of cultural and natural heritage (only 1.75%).
2. Low percentage of clear strategies for managing existing capacities (7.02%).
3. Public transport and infrastructure remain undervalued as a critical factor (only 5.26%).

OPPORTUNITIES

O

1. Development of new products and attractions to expand the tourist base.
2. Creation of integrated packages for the promotion of the region.
3. Preservation and promotion of cultural and natural heritage for sustainable tourism.

THREATS

T

1. Lack of qualified workforce as an obstacle to meeting service standards.
2. Lack of a regional strategic plan for coordinated development.
3. Institutional fragmentation and lack of coordination between public and private actors.

Source: ISHA (2025)

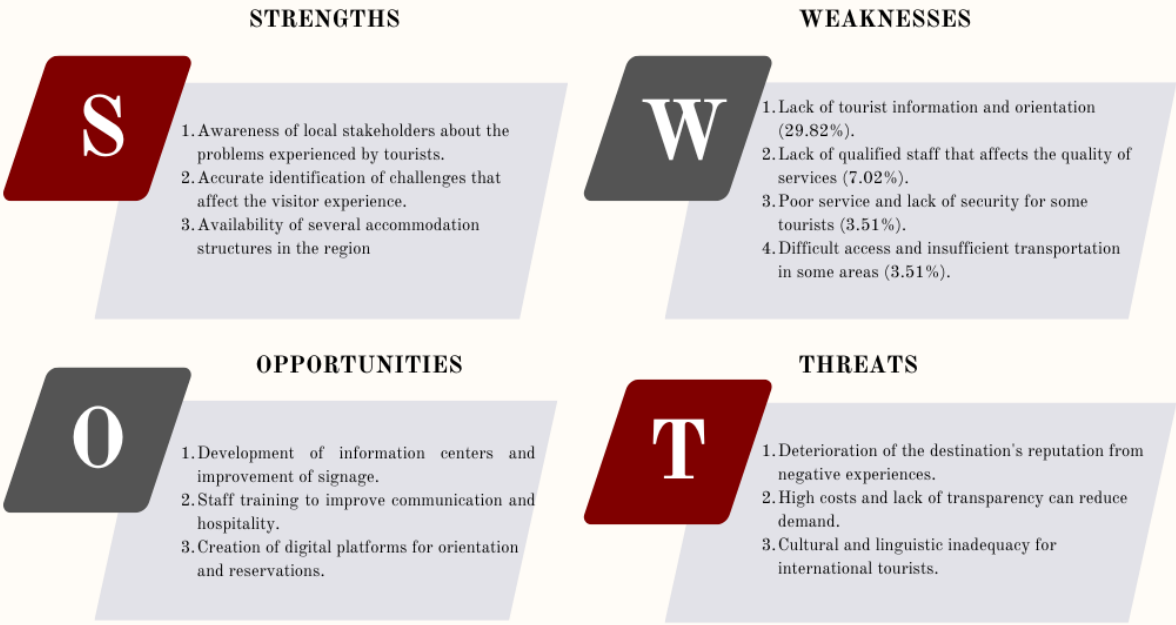
36. Top Challenges of Tourists in the Region

The data clearly shows that tourists in the region face a variety of challenges that negatively impact their experience, ranging from a lack of information and orientation to non-qualitative services and language barriers. More than half of businesses report that tourists face several challenges simultaneously, which underscores the need for a coordinated and integrated approach by institutions and businesses.

The lack of information centers, adequate signage, and instructional materials creates uncertainty and confusion for visitors, especially international ones. Also, reporting on the lack of trained staff and language barriers suggests that investing in vocational training and building a welcoming culture are essential to increase the quality of services.

Improving access to destinations, incorporating digital solutions, and creating partnerships between local institutions and the private sector will enable a better experience for tourists. Otherwise, negative experiences can damage the reputation of the destination and affect the reduction in the number of visitors in the future.

36. THE MAIN CHALLENGES OF TOURISTS IN THE REGION



Source: ISHA (2025)

37. Frequency and Areas of Identification of Training Needs

The figures show a **modest, but not yet systematic, awareness** of identifying training needs in the accommodation sector. Almost half of businesses only carry out the process “on average” and about a third rarely or never. This leaves room for a skills gap that emerges especially in digital technologies, sustainability management and the use of artificial intelligence.

A clear priority is **the focus on customer experience**, but in order to translate into real quality growth, a **permanent training culture** is needed: annual plans, a dedicated budget and partnerships with professional centers. Otherwise, the risk is that businesses will not keep pace with new standards and increasingly sophisticated tourist demands.

37. FREQUENCY AND AREAS OF IDENTIFICATION OF TRAINING NEEDS

STRENGTHS

S

1. Medium/high awareness of the importance of training: 47.37% “average” + 12.28% “often”.
2. 42.11% identify more than one skill set → understand the complexity of the capabilities they need.
3. Clear priority: improving customer experience (19.30%) → focus on service quality.

WEAKNESSES

W

1. 24.56% do this rarely, 10.53% never → lack of training culture in part of the sector.
2. Only 7.02% require ICT training / online booking → slow adoption of digitalization.
3. Sustainability & AI fields remain peripheral (3.51% each) → risk of falling behind trends.

OPPORTUNITIES

O

1. Creation of a regional training program that brings together hoteliers, associations and municipalities.
2. Funding/grants for ICT, CRM, AI modules, to increase efficiency and competitive differentiation.
3. Collaboration with professional colleges, online platforms & international certification partners.

THREATS

T

1. Without a regular identification system, the skills gap widens → risk to service quality.
2. Competitors (within and outside the region) that quickly adopt new technologies and standards may gain an advantage.
3. Low flow of qualified workforce may inhibit the implementation of any training initiatives.

Source: ISHA (2025)

38. Needs for Study Programmes and Skill Sets in the Accommodation Sector

The data clearly shows that the accommodation sector has **a significant need for specialized staff**, which goes beyond general training and includes the practical areas of hospitality, hotel management, tour guides, accounting and business administration. Businesses require a **vocational training combined with technical skills and cultural knowledge**, signaling a lack of appropriate qualifications in the current market.

This requires a **review of existing curricula** and closer collaboration between universities and industry to deliver flexible, certifiable, and practice-oriented programs. If these programs were offered and promoted in a sustainable manner, the accommodation sector would benefit not only in terms of **service quality**, but also in building a **sustainable and authentic tourism identity for the region**.

38. NEEDS FOR STUDY PROGRAMS AND SKILL SETS IN THE ACCOMMODATION SECTOR

STRENGTHS

S

1. Clear demand for specialized programs in Management, Hospitality, Tourist Guide and Cicero.
2. Awareness of the importance of managerial and financial skills (Business Administration, Accounting).
3. Appreciation of the cultural dimension and guest experience as an element of development.

WEAKNESSES

W

1. Current lack of properly trained personnel in professional and technical fields.
2. Educational institutions do not always offer programs adapted to the real needs of the sector.
3. Lack of standardization and international recognition of most local training programs.

OPPORTUNITIES

O

1. Creation of sector-tailored Bachelor and Master programs – in collaboration with industry.
2. Development of short courses, modular training and professional certifications.
3. Integration of local values, history and culture in education for an authentic and competitive offer.

THREATS

T

1. Without intervention in the content of programs, the gap between education and the labor market will increase.
2. Risk of migration of qualified labor force to more attractive markets outside the region.
3. Difficulty in harmonizing the needs of the private sector with the pace of changes in public education.

Source: ISHA (2025)

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

The data collected and detailed interpretations clearly show that the tourism accommodation sector represents a significant development potential for the region, but at the same time faces structural and managerial challenges that limit its capacity to fully utilize existing resources. Most businesses operate as small or medium-sized enterprises, focused on providing a combination of services such as accommodation, catering, recreational activities, and event organization, but with a relatively low level of process digitalization and digitalization of reservation management.

A significant number of operators identify ***the lack of qualified labor*** as one of the biggest challenges, which is coupled with the need for continuous skills growth through ***specialized study programs and practical training***. This demand has also been supported by suggestions for ***expanding and adapting programs in catering, management, tour guides, and business administration***, to meet industry standards and growing visitor expectations.

From the interpretation of the data, it emerges that the level of bookings varies significantly from season to season, creating pressure for better planning and for the development of new products and packages that can extend the tourist season. Additionally, digital marketing and online channels remain the most used tools for promoting services, but businesses ***emphasize the need for more effective collaborations with tour operators, travel agencies, and other partnerships*** to expand the network of customers.

Cooperation with municipalities and local institutions is identified as essential, however, many operators have encountered obstacles such as ineffective communication, bureaucracy and a lack of inter-institutional coordination. Most businesses ***express their readiness to develop new projects in partnership with municipalities***, especially in areas related to infrastructure development, capacity building, joint marketing and financial support.

5.2. Recommendations

Based on these findings, it is recommended:

- → ***Modernization of operational capacities***, through investments in the digitalization of reservation and data management processes, as well as the integration of online platforms to increase efficiency.
- → ***Continuous workforce development***, in collaboration with universities and vocational training institutions, by creating programs tailored to the needs of the industry and enabling hands-on access through internships and mentorship.
- → ***Diversification of the tourist offer***, to extend the season and attract different market segments through attractive packages, promotion of cultural heritage and development of new attractions.
- → ***Strengthening cooperation with municipalities and local institutions***, improving communication, inter-institutional coordination and providing administrative facilities for licenses, grants or subsidies that can support the development of the sector.
- → ***Increase inter-business cooperation and with international partners***, through the creation of networks and joint initiatives for marketing, event organization and participation in fairs.

Overall, this report constitutes a stable database of data and interpretations on which ***concrete action plans and well-oriented policies can be built*** to increase the competitiveness, quality of services and sustainability of the tourist accommodation sector in the region. The main beneficiaries of the implementation of these recommendations will be businesses themselves***, local communities*** and ***all actors that contribute to the development of accommodation*** as an important engine of the local economy.

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