

INTERNATIONAL SCIENTIFIC CONFERENCE ON  
ECONOMICS AND MANAGEMENT

**EMAN 2017**

March 30, 2017  
Ljubljana, Slovenia  
Hotel M



# CONFERENCE PROCEEDINGS



Association of Economists  
and Managers of the Balkans  
UdEkoM Balkan





***INTERNATIONAL SCIENTIFIC CONFERENCE  
EMAN 2017***

***Economics & Management:  
Globalization Challenges***

***CONFERENCE PROCEEDINGS***

***Ljubljana, Slovenia  
March 30, 2017***

**Conference EMAN 2017**

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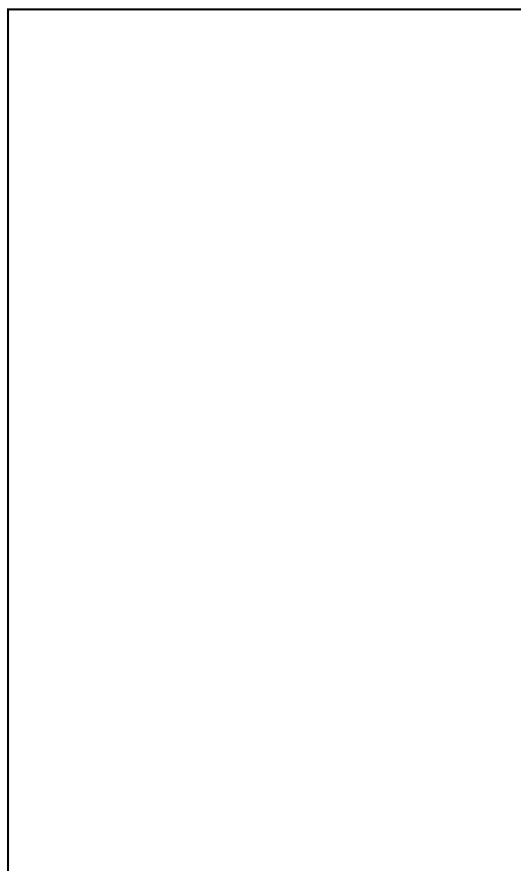
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## PREFACE

Association of Economists and Managers of the Balkans headquartered in Belgrade – Serbia, Faculty of Management Koper – Koper, Slovenia; Doba Business School - Maribor, Slovenia; Integrated Business Faculty - Skopje, Macedonia and Faculty of Management - Zajecar, Serbia organized International Scientific Conference on Economics and Management: Globalisation Challenges - EMAN 2017 in Ljubljana on March 30, 2017 at the Hotel M.

International Scientific Conference on Economics and Management EMAN aims to establish and expand international contacts and co-operation across regions and countries. The main purpose of the conference is to provide scientists an encouraging and stimulating environment in which they may present results of their research to the scientific community and general public.

The conference theme was discussed in following sections:

1. Economics
2. Management
3. Law
4. Tourism
5. Environment
6. Technology

The aim of this year's conference is achieved - bring together the academic community of the Balkans region and other countries and publication of their papers with the purpose of popularization of science and their personal and collective affirmation. The unique program combined presentation of the latest scientific developments in these areas, interactive discussions and other forms of interpersonal exchange of experiences.



The conference was opened by **Doc. dr Suzana Laporšek**, Associate Dean of the Faculty of Management Koper; **Prof. dr Rasto Ovin**, Dean of the Doba Business School – Maribor, Slovenia and a member of the Scientific Committee of the conference and **Nikolina Vrclj**, Executive Director of the Association of Economists and Managers of the Balkans and Secretary General of the Organizational Committee of the EMAN 2017 conference.

Participation in the conference took a total of **285 researchers with the paper** representing:

- 17 different countries,
- 56 different universities,
- 69 eminent faculties,
- 12 scientific institutes,
- 14 colleges,
- various ministries, local governments, public and private enterprises, multinational companies, associations, etc.

In the Conference Proceedings of the EMAN 2017 conference **127 papers** and **24 abstracts** have been published on more than **1150 pages**.

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### Participating universities

1. Abant Izzet Baysal University, Bolu, Turkey
2. Alexander Dubček University in Trenčín, Trenčín, Slovakia
3. Bucharest University of Economic Studies, Bucharest, Romania
4. Comenius University in Bratislava, Bratislava, Slovak Republic
5. Dokuz Eylul University, Buca, Izmir, Turkey
6. Evropski Univerzitet Brčko Distrikt, Bosna i Hercegovina
7. IE University, Maribor; Slovenia
8. Istanbul Esenyurt University, Istanbul, Turkey
9. Istanbul University, Istanbul, Turkey
10. Medical University - Plovdiv, Bulgaria
11. Međimursko veleučilište u Čakovcu, Čakovec, Hrvatska
12. Mediterranean University Podgorica, Montenegro
13. Megunaroden Slavjanski Univerzitet "Gavrilo Romanovic Derzavin", Macedonia
14. MIT University Skopje, Macedonia
15. National University of Political Studies and Public Administration, Bucharest, Romania
16. Panevropski univerzitet „Apeiron“ Banja Luka, Bosna i Hercegovina
17. Perm National Research Polytechnic University, Perm, Russia
18. Singidunum University, Belgrade, Serbia
19. Slovak University of Agriculture in Nitra, Nitra, Slovakia
20. Ss. Cyril and Methodius University in Skopje, Skopje, Macedonia
21. Sveučilište u Zadru, Hrvatska
22. Technical university - Varna, Varna, Bulgaria
23. Technical University of Cluj-Napoca - Cluj-Napoca, Romania
24. Trakya University, Merkez-Edirne, Turkey
25. Union – Nikola Tesla University Belgrade, Belgrade, Serbia
26. Universität Wien, Wien, Österreich, Austria
27. University „Goce Delcev“, Shtip, Macedonia
28. University American College Skopje, Skopje, Macedonia
29. University Donja Gorica, Podgorica, Montenegro
30. University of Belgrade, Belgrade, Serbia
31. University of Elbasan, Elbasan, Albania
32. University of Finance, Business and Entrepreneurship, Sofia, Bulgaria
33. University of Gdansk in Poland, Poland
34. University of Guadalajara, México
35. University of Maribor, Maribor; Slovenia
36. University of National and World Economy, Sofia, Bulgaria
37. University of Nis, Nis, Serbia
38. University of Novi Pazar, Serbia
39. University of Primorska, Koper, Slovenia
40. University of Shkodra "Luigj Gurakuqi", Albania
41. University of Tirana, Tirana, Albania
42. University of Trieste, Trieste, Italia
43. University of Wroclaw, Wroclaw, Poland
44. University of Yalova, Yalova, Turkey
45. University of Žilina, Žilina, Slovakia
46. Univerzitet Alfa, Novi Beograd, Srbija
47. Univerzitet Džon Nezbit, Beograd, Srbija
48. Univerzitet Privredna akademija u Novom Sadu, Beograd, Srbija
49. Univerzitet za poslovne studije, Banja Luka, Bosna i Hercegovina
50. Ural Federal University named after the first President of Russia Boris Yeltsin, Ekaterinburg, Russia
51. Valahia University of Targoviste, Targoviste, County Dambovita, Romania
52. Veleučilište "Lavoslav Ružička" u Vukovaru, Vukovar, Hrvatska
53. Veleučilište u Rijeci, Rijeka, Hrvatska
54. Wroclaw University of Economics, Poland
55. Xhuvani University, Elbasan, Albania
56. Универзитет „Свети Климент Охридски“ – Битола, Македонија

## Participating Faculties

1. DOBA Business School Maribor, Slovenia
2. School of Advanced Social Studies, Nova Gorica, Slovenia
3. Ekonomski fakultet Rijeka, Hrvatska
4. Ekonomski fakultet u Subotici, Univerzitet u Novom Sadu, Subotica, Srbija
5. Ekonomski fakultet Univerziteta u Banjoj Luci, Banja Luka, Bosna i Hercegovina
6. Ekonomski fakultet Univerziteta u Kragujevcu, Kragujevac, Srbija
7. Ekonomski fakultet, Sveučilište u Splitu, Split, Hrvatska
8. Ekonomski fakultet, Sveučilište u Zagrebu, Hrvatska
9. Ekonomski fakultet, Univerzitet u Nišu, Srbija
10. Facultad de Ciencias Económico Administrativas de Mazatlán, Universidad Autónoma de Sinaloa, Mexico
11. Faculty of Architecture and Urban Planning, Technical University of Cluj-Napoca, Cluj-Napoca, Romania
12. Faculty of Arts at Ljubljana University, Ljubljana, Slovenia
13. Faculty of Business Studies and Law, Union – Nikola Tesla University Belgrade, Belgrade, Serbia
14. Faculty of Commercial and Business Sciences, Celje, Slovenia
15. Faculty of Economic and Administrative Sciences, Hacettepe University Beytepe Campus, Cankaya/Ankara, Turkey
16. Faculty of Economics – Prilep, Macedonia
17. Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje, Macedonia
18. Faculty of Economics & Administrative Sciences, Abant İzzet Baysal University, Bolu, Turkey
19. Faculty of Economics and Administrative Sciences, Trakya University, Merkez-Edirne, Turkey
20. Faculty of Economics and Business, Maribor, Slovenia
21. Faculty of Economics, Istanbul University, Istanbul-Turkey
22. Faculty of Geography, University of Belgrade, Belgrade, Serbia
23. Faculty of Law and Administration, University of Gdańsk, Poland
24. Faculty of Law Iustinianus Primus, Ss. Cyril and Methodius University in Skopje; Macedonia
25. Faculty of Law, Comenius University in Bratislava, Bratislava, Slovak Republic
26. Faculty of Law, Security and Management "Konstantin Veliki", Union – Nikola Tesla University Belgrade, Nis, Serbia
27. Faculty of Law, University of Maribor, Slovenia
28. Faculty of Law, University of Zagreb, Croatia
29. Faculty of Management and Administrative Sciences, Istanbul Esenyurt University, Istanbul, Turkey
30. Faculty of Management Science and Informatics, University of Žilina, Žilina, Slovakia
31. Faculty of Management, Sremski Karlovci, Union – Nikola Tesla University Belgrade, Serbia
32. Faculty of Management, University of Gdansk, Sopot, Poland
33. Faculty of Management, University of Primorska Slovenia, Koper, Slovenia
34. Faculty of Natural Science Elbasan, University of Elbasan, Albania
35. Faculty of Operation and Economics of Transport and Communications, University of Žilina, Žilina, Slovakia
36. Faculty of Political Sciences, Istanbul University, Fatih-İstanbul, Turkey
37. Faculty of Public Health, University Plovdiv, Bulgaria
38. Faculty of Social and Economic Relations Alexander Dubček University in Trenčín, Trenčín, Slovakia
39. Faculty of Technical Science, University of Pristina, Kosovska Mitrovica
40. Faculty of Technology and Metallurgy, University „Ss. Cyril and Methodius“, Skopje, Macedonia
41. Faculty of Tourism and Business Logistics, University "Goce Delchev", Shtip, Macedonia
42. Faculty of Tourism and Hospitality Management, Singidunum University, Belgrade, Serbia
43. Faculty of Tourism and Hospitality, Ohrid, Macedonia
44. Faculty of Tourism, University of Maribor, Brežice, Slovenia
45. Fakultet organizacionih nauka, Univerzitet u Beogradu, Beograd, Srbija
46. Fakultet za bezbjednost i zaštitu Nezavisnog univerziteta u Banjoj Luci, Bosna i Hercegovina
47. Fakultet za ekonomiju, finansije i administraciju, Univerzitet Singidunum, Novi Beograd, Srbija
48. Fakultet za finansije, bankarstvo i reviziju, Univerzitet Alfa, Novi Beograd, Srbija
49. Fakultet za međunarodnu ekonomiju, Univerzitet "Džon Nezbit", Beograd, Srbija
50. Fakultet za menadžment u turizmu i ugostiteljstvu u Opatiji, Hrvatska

51. Fakultet za menadžment Zaječar, Univerzitet Džon Nezbit, Srbija
52. Fakultet za poslovne studije, Univerzitet "Džon Nezbit", Beograd, Srbija
53. Fakultet za primenjeni menadžment, ekonomiju i finansije, Univerzitet Privredna akademija u Novom Sadu, Srbija
54. Fakultet zaštite na radu u Nišu, Univerzitet u Nišu, Srbija
55. FH JOANNEUM, University of Applied Sciences, Graz, Austria
56. Integrated Business Faculty Skopje, Skopje, Macedonia
57. Law Faculty at the South-Western University, Blagoevgrad, Bulgaria
58. Mašinski fakultet, Univerzitet u Nišu, Srbija
59. Pravni fakultet Sveučilišta J. J. Strossmayera u Osijeku, Osijek, Hrvatska
60. Pravni fakultet Sveučilišta u Rijeci, Rijeka, Hrvatska
61. Pravni fakultet u Banjoj Luci, Bosna i Hercegovina
62. Pravni fakultet u Novom Sadu, Srbija
63. Pravni fakultet Univerziteta u Nišu, Srbija
64. Pravni fakultet Univerziteta u Sarajevu, Sarajevo, Bosna i Hercegovina
65. Prirodno-matematički fakultet, Departman za geografiju, turizam i hotelijerstvo, Novi Sad, Srbija
66. Економски факултет – Прилеп, Универзитет „Свети Климент Охридски“ – Битола, Македонија
67. Пословни и правни факултет, Београд
68. Факултет за културу и медије, департман за културолошке студије, Србија
69. Шумарски Факултет Унивезитета у Београду, Србија

#### **Participating Institutes**

1. European Polytechnic Institute, Kunovice, Czech Republic
2. Institut sertifikovanih računovođa Crne Gore, Podgorica, Crna Gora
3. Institut za međunarodnu politiku i privredu, Beograd, Srbija
4. Institut za razvoj i međunarodne odnose- IRMO, Zagreb, Hrvatska
5. Institut za strategijska istraživanja, Beograd, Srbija
6. Institute for the Study of Societies and Knowledge at Bulgarian Academy of Sciences, Sofia, Bulgaria
7. Institute of Business Economics and Industrial Sociology, Graz University of Technology, Austria
8. Institute of Economics, University "Ss. Cyril and Methodius", Skopje, Macedonia
9. Institute of Social and Political Sciences at Ural Federal University, Ekaterinburg, Russia
10. The Institute of Agriculture and Tourism, Poreč, Croatia
11. The Institute of Hospitality Management in Prague, Czech Republic
12. Институт за примену науке у пољопривреди, Београд, Република Србија

#### **Participating Colleges**

1. Beogradska bankarska akademija, Beograd, Srbija
2. Beogradska poslovna škola-Visoka škola strukovnih studija, Beograd, Srbija
3. Business Academy Smilevski, Macedonia
4. Ekonomska šola Celje, Višja strokovna šola, Celje, Slovenia
5. Higher Institution Fizioterapevtika, Medvode, Slovenia
6. Niška poslovna škola strukovnih studija, Niš, Srbija
7. Polytechnic Nikola Tesla, Gospić; Hrvatska
8. Visoka građevinsko - geodetska škola Beograd, Srbija
9. Visoka poslovna škola strukovnih studija „Čačak“, Beograd, Srbija
10. Visoka poslovna škola strukovnih studija, Kruševac
11. Visoka poslovna škola strukovnih studija, Novi Sad, Srbija
12. Visoka poslovna škola Valjevo, Valjevo, Srbija
13. Visoka škola strukovnih studija za menadžment i poslovne komunikacije, Sremski Karlovci, Srbija
14. Zagrebačka škola ekonomije i managementa, Zagreb, Hrvatska

### Other Participating Institutions

Academy of Romanian Scientists, Bucharest, Romania; Association of Economists and Managers of the Balkans, Belgrade, Serbia; Credit Agricole A.D, Novi Sad, Serbia; Čokopak, Kruševac, Srbija; DOO Montenegro ART, Budva, Crna Gora; Epromar d.o.o., Celje, Slovenija; Hotel, Bar & Restaurant Vajushi, Shiroke; Javno vodoprivredno preduzeće „Vode Vojvodine“, Novi Sad, Srbija; Komercijalna banka AD Skorje, Macedonia; KPMG Македонија, Скопје, Македонија; LogiMan, s.r.o., Praha, Czech Republic; M:tel Banja Luka, Bosna i Hercegovina; Makstil a.d Skorje, Macedonia; Ministarstvo odbrane Republike Srbije, Beograd, Srbija; Prime Minister’s Office, Republic of Albania; Publi Una, d.o.o. Ljubljana, Ljubljana, Slovenia; Regionalna privredna Komora Novi Sad, Srbija; Research Center for Sustainable Development and innovation processes, Russia; Rijeka promet, d.d.,Rijeka, Hrvatska; TKK Group Ltd, Srpenica, Slovenia; Vexpert OG, Registration Office Allianz, Vienna, Austria; Zavod za preventivnu medicinsku zaštitu u Nišu, Srbija, ЈП „Србијашуме”- Београд, Србија



## MAKING STUDENTS OF BUSINESS TO CONSULT MACROECONOMIC THEORY

**Rasto Ovin<sup>1</sup>**  
**Anita Maček<sup>2</sup>**

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**Abstract:** *(Economic) theory means empirically proved facts of our predecessors and contemporaries. It prevents the researchers and users of economics from repeating mistakes and use energy to solve the problems, which had already been solved. Studying theory requires motivation, which is usually present with future researchers or candidates for top positions in finance, marketing, and other business functions. In the last decades we see the growing popularity of business studies if compared with enrolment in economics. This is also a consequence of growing share of young population entering universities and thus the need to make economic and business studies more accessible.*

*Reaching top positions in companies managers are using data and comments on economic developments in media. Since this information very often biased through the media due to political and doctrinal position, it is relevant that the businesspersons are able to critically understand the information obtained in this way. This is especially relevant when the news could influence companies decision. As rule top managers with deeper knowledge of applicable theories will be able to stronger advocate their positions on proposed measures of the company. Being faced with the falling interest of business students in economic theory and following their mission to educate managers the authors have introduced innovative teaching approach, which was well accepted by the students of business.*

*As a case of the learning approach here, serve the courses introduced at the University of Maribor (Economic policy in media interpretation and at DOBA Business School Maribor (Economic policy in media and Macroeconomics). The tasks required from students represent their reacting as a top manager over the loop of macroeconomic theory. Their access to economic theory are readings requiring from them to find chosen items of macroeconomics on the internet. During the course, they are asked through weekly assignments to connect the economic theory hidden behind the news and transfer it into their business decisions.*

*The authors have experiences that with such study approach besides achieving better knowledge of students, most of them recognize the importance of theory. They actually enjoy it as they have the possibility to use it when they need it.*

**Key words:** *theory teaching, business studies, role of the media for management*

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### 1. INTRODUCTION – SELECTED ENROLMENT TRENDS AND ECONOMICS. VS. BUSINESS MAJORS

**T**here we were faced with considerable hurdles when collecting and organizing the existing data set on tertiary education and with comparing them internationally. When trying to compare shares of young generation entering post-secondary education the data are in principle unreliable from the point of treatment who really is enrolled and who only entered this level of education and left it soon (Ball 2013). Secondly, international statistics

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does not cover it, while with national statistic there are (expected) differences in treating economics and business.

While with business (administration), the data was quite reliable, with economics we had to go for second best solutions. This means for study programmes of economics considering synonyms such as liberal arts and sciences, social studies or “Wirtschaftswissenschaften” (economic sciences) for Volkswirtschaftslehre (economics).

It is a well-known fact that we are dealing with growing shares of young population entering tertiary study. So the data for the USA - enrolment in colleges of 18 – 24 years olds show that in 1970 this share was 35% to reach 64% in 2014 (Statista 2017, and own calculations). According to Ball (2013) otherwise statistically unreliable, this share in the study year 2011/2012 in United Kingdom was 49%. According to Government RS (2011) the share of enrolled students within the generation in Slovenia would mount from 50,3% (2008) to about 70% in 2020 in this way topping the EU member states.

As a rule, growth of students is most dynamic in the field of business administration studies.

This is a normal consequence of growing share of young population entering tertiary study, business development but also as of the fact that business studies are more connected to practice and count as intellectually more accessible. The figures for Canada offset typical trends. In only five years (from 2003 to 2008), the number of enrolled students in business overtook the number of students of economics with the index 139 (Aydede 2015). Typical relation between these two disciplines can be seen in most countries. Referring to USA numbers of graduates in 2014/2015 on one student graduating in business there were 8,3 students graduating in economics (Statista 2017/a). In United Kingdom enrolment (2015/2016) this relation was 1,5 although here social sciences had to be taken as representative of economics programmes (HESA 2017). In Germany in 2012/2013 the relation between students studying business and economic studies was 24,8 students of business per student of economics (Statistisches Bundesamt Deutschland 2014).

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## 2. THE DIFFERENCES BETWEEN ECONOMICS AND BUSINESS ADMINISTRATION INFLUENCING STUDENTS' DECISION FOR THE MAJOR

It can be said that the study approach with economics and business more or less influences students' decision for their major. Let us here stress the general view on main differences between economics and business administration:

- economics has more developed and complex theory, which requires higher concentration with the lectures and a thorough study;
- economics more often uses statistical methods, some of them are quite complex and require a thorough study;
- economics in principle means understanding (macro and micro) economic theories and applications (economic policy);
- business administration is closer to companies' practice and as a principle enables more interesting lectures;
- also in the course of studies students are often put in virtual management roles;
- all this rises the imagination that they are better prepared for the labour market.

As a professor of economics, one of the authors saw several challenges with attracting students at the university to the courses of economic theory and policy. As a head of Department of Economics, he was faced with the need to attract sufficient number of students at the university, where students' interests were rather focused on business administration than on economics. This was also a consequence of the fact that the University of Maribor has been second to University of Ljubljana according to the size and to the choice of students especially in economics. As a national capital of a small state Ljubljana possesses almost exclusively all political and economic institutions where competencies in economics are vital.

Accepting all facts presented above the main challenge was how to offer the students the competencies in economics without making economic theory and concepts unattractive for them.

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### 3. WHO NEEDS THE THEORY?

The teachers in economics and business programmes usually agree that there is unanimous attitude (especially with the students of business) against theory. This is probably due to (usual) expectations of students that the courses should make them operable with solving of quite concrete and practical issues of their profession – as soon as possible. Theory here represents a (time) investment, where they do not expect much returns. However, there are at least two facts that the teachers ourselves also produce such attitude. Faced with more and more complex knowledge in the field we sometimes tend to make the course more scientific with the help of numerous systemizations, which student “should” master. In this case, when we proof these systemizations at the exam, we actually dangerously narrow student’s view and knowledge. The students hate systemizations that must be learned and mistakenly take it as an unavoidable “theory” connected with the course which otherwise is quite interesting. Systemizations are not theory – they are usually by teachers produced hurdles to make students adopting their personal perspective about the subject and at the same time giving them the tools to objectively evaluate students’ “knowledge” at the exam. Furthermore fearing that we would lose students we often fail to explain them what theory actually is and how its knowledge can decisively reduce the cost of (business) decisions. We could do much more for their competencies as well as for their careers if we canalize some energy to these question instead ridiculous attempts to attract students with workshopping and gaming, which is sometimes lowering the standards to high-school intellectual level.

When we start (stop) acting as scientists?

Jaxon is fifteen months old and he enjoys his first month experiencing a kind of running. He loves to run all the way from the kitchen to his mummy working at the computer. There is a corner, which he has to master around the cupboard. He wants to reach her mummy quick so he hits the corner with his head and cries. Mummy of course tells him to avoid the cupboard. Aunty Nasta comes for a visit, so Jaxon is even more eager to perform his race in the house. Again, he hits the corner, breaks up in crying and again goes mummy: „Jaxon I have told you dozen times already to avoid the cupboard. Listen to me! “ Next month there is aunty Nasta at the visit again and again here goes Jaxon. However, this time he takes the line without hitting his head. „Finally he understood what I was telling him how to avoid the cupboard“ tells mummy to aunty.

WRONG.

Those were not mummy's warnings, which finally convinced Jaxon to take the proper line around the cupboard. In this age, he is not learning much from instructions: he wants to find out by himself how to enjoy the running without losing to much speed and avoiding cost of hitting the cupboard (to be compared with Rohn 2017). Even more, he is using scientific approach: he repeatedly carries out an experiment. It does not work properly the first time, also the second time and even with half a dozen times. After certain number of fails, he had enough (statistical) proof that the way he is trying, will not work, because the cupboard does not cooperate. Having enough of statistical cases, he is finally in position to introduce a theory: when you are close to the cupboard, you do not want to hit it with your head and you do not want to reduce the speed, try a bigger circle, and you will complete the race.

Similar to the case presented above the theory is important for our everyday life. The same is with our profession in the field – nevertheless if we are starting a university career or seek for

success in business. The only difference is that theories and concepts in business are subject to faster changes imposed by technology changes. We will have to know at least general facts and concepts that have been proven by our predecessors and contemporaries. Otherwise, we are experimenting with the issues that have been solved before – at the cost of our projects and companies.

#### **4. SHOULD WE INTERFERE WITH STUDENT DILEMMA?**

When we presuppose that students qualify with their intellectual capabilities there is a crucial dilemma, which the students of economic and business are facing. Since participating in education is an investment, the dilemma is whether invest on a long term or on a short term. Studying complex theories and concepts means a long-term investment, since it provides graduates with more understanding and broader view of the field. On the other hand staying close to practice enables smooth inclusion in concrete business projects and positions although being constantly subject to learning process when the practice changes and being prone to wrong decisions when failing to understand factors that incur changes and are going to do this in the future.

Nobody sets limits to his/hers career, so a graduate may be faced with responsibilities within a company that include mastering the information from wider environment. This is a simple requirement because corporate policy and measures usually end at the business limits. They are not only influenced but could be completely turned around by the environment. Here we mean the governmental and international bodies' measures. To prewise them with corresponding adaptations and measures requires much broader knowledge than just mastering business functions. Therefore, we believe that students of business must be acquainted with categories and concepts that usually found governments' measures. Here the competencies they receive at basic economics in the first year of study are insufficient.

Following positions stressed above this would mean a requirement to deepen business students' knowledge on economics especially those referring to economic policy. However, how to make them to consult macroeconomic theory?

#### **5. HOW TO MAKE STUDENTS OF BUSINESS TO CONSULT (MACRO) ECONOMIC THEORY? – THE CASE<sup>3</sup>**

The case presented here refers to the practice developed initially at the University in Maribor to be later developed to nowadays form at the DOBA Business School Maribor. The course goal is to enable students' better orientation in business environment and the courses' name is "Economic Policy in Media Interpretation". The work with the students comprises online lessons in the form of interactive webinars. By using Blackboard environment communication between the teacher and students and among themselves takes place in the form of blogs, forum and group discussion. The evaluation consists of two main features. The first one is a business game requiring mastering basic macroeconomic categories and concepts. It is a part of weekly assignments and influences 60% of the grade. The other 40% of the grade refers to individual assignment.

We start by readings. It consists of a set of economic categories and concepts and must be accessed on the internet or in books and articles. We include internet as we are sure that in their

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<sup>3</sup> The presupposition is that they have already absolved at least a course on basic economics.

career the business graduates surely will not study literature in order to look for specific answers on questions coming their way stochastically. They are using internet before accessing the course and after it.

With the Business game carry out the following steps:

- We form virtual companies and student teams represented by: finance manager, marketing manager, human resource manager and general manager. They work and cooperate on their weekly assignments.
- The instructor prepares a virtual media article in length of 600 – 800 words bringing the information on (national and EU) government activity that could influence business (environment).
- The teams prepare their views and measures for their companies in individual fields. Before being submitted they have to be coordinated within the team and must contain separate company's synthesis – the statement why a chosen approach - measures has been selected.
- The grade assigned to individual team member evaluates his (hers) ability to recognize the concepts and theories behind proposed governmental measures and consider them with company's measures.

It has proved that the students as expected enjoyed role-playing but also communicate to bring forth a consistent set of measures.

The individual assignment has to evaluate student's capability to place the news on economic developments and especially envisaged measures of economic policy in a broader concept. This enables them to build company's expectations on probable further steps by the government. It is based on analysis of an article of sufficient length published in media. The phases are the following:

- Students choose a real article on economic developments and proposed governmental measures from a daily newspaper (approved by the instructor).
- They must answer set of number of questions® requiring:
  - Understanding the nature of news (economic policy measure or other government action).
  - Understanding the actor and the user of the measure and their position.
  - Understanding the nature of the measure from the position of economic theory and concepts.
  - Personal evaluation of the measure including evaluation of its possible effect.
  - Personal proposal for measures that would better address economic goals proclaimed by the government.

The grade assigned to a student for a seminar work up to 5 pages evaluates his (hers) understanding of concepts and theories applied in measures and decisions of the government(s) as presented in the article.

The standard at both universities where the course has been carried out is permanent evaluation of study results. Expressed in rankings study results for three experienced groups of students are: 3. International bachelor students at the University of Maribor, 2. Post-graduate students at the University of Maribor, 1. Post-graduate students of DOBA Business School. The rankings correspond expectations: to students at the bachelor programmes it is less clear why they should learn economics as their major is business. Bigger is the interest with post-graduate students due to their better knowledge. Average age of the students of post-graduate study at the DOBA

Business School is 35 years and about two thirds of them are already employed. As a rule, they hold positions of middle management. In this way, they have been introduced into real issues of business practice and could understand the assignment as well as the usefulness of learning approach.

## 6. CONCLUSIONS

Two main pillars characterize the presented approach. The first one is to bring interest to the students of business to consult (macro) economic theory. This is the mission of the instructor. The second one is to introduce the study process where the students will look for relevant information in the course environment that is adapted to study approach of business sciences. We believe that the instructor also must possess certain expertise to be included in macroeconomic debate in the field of economic policy.

We believe that the mission of such study approach exceeds the study of business although as presented above it is the most popular study programme at tertiary education. We should beware the fact that with growing share of young generation entering higher education their average intellectual capabilities and readiness to follow theory in any field is sinking. Fast technology changes however, require better flexibility of knowledge in every discipline. This should be sufficient reason to bring most relevant theories to the students thus making them more flexible with the changes and this is probably the most important competency in the today's labour market.

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## TRŽIŠNE STRUKTURE I PERFORMANSE USLUŽNOG SEKTORA HRVATSKE

### MARKET STRUCTURES AND PERFORMANCE OF THE SERVICE SECTOR IN THE REPUBLIC OF CROATIA

Lorena Škuflić<sup>4</sup>

**Sažetak:** *Uslužni sektor u Hrvatskoj ima velik doprinos u strukturi BDP-a Hrvatske, a posebice neke djelatnosti kao što su turizam i trgovina. Značaj turizma je, i u pogledu izvoznih prihoda, izuzetno velik i rastući za hrvatsko gospodarstvo. U ovome radu se istražuje koji je prevladavajući oblik tržišnih struktura uslužnog sektora i kakva je veza performansi i tržišnih struktura. Istražuje se stupanj koncentriranosti pojedinih djelatnosti i poddjelatnosti tijekom razdoblja od 2003 do 2015. godine kroz broj poduzeća, ali i Herfindahl-Hirschman-ov indeks (HHI). Stupanj koncentracije nije uvijek pozitivno koreliran sa performansama, već postoje odstupanja. Prema provedenim istraživanjima uslužni sektor hrvatskog gospodarstva u glavnini je monopolistički konkurentna tržišna struktura s niskim stupnjem koncentriranosti, a izuzetak čine prijevoz, skladištenje i veze, te financijsko posredovanje, koje ima tendenciju razvoja prema umjereno koncentriranoj industriji. Rastući prihodi i profiti u hotelima i restoranima nisu rezultat povećane koncentracije u toj djelatnosti već isključivo vanjskih čimbenika povećane potražnje, dok je u sektoru trgovine pogoršavanje performansi dijelom rezultat negativnih trendova iz okruženja, a dijelom i povećane konkurencije s jedne strane, dok s druge ide u pravcu okrupnjavanja. Unatoč relativno višoj i rastućoj razini koncentriranosti sektora trgovine, koja je posljedica preuzimanja i spajanja, profiti su opadajući, što ukazuje na cjenovni rat u tom sektoru. Tržišna struktura ima utjecaj na performanse industrije, a time i samog poduzeća, te se velik dio ishoda može objasniti tim faktorima, ali postoji dio koji nije rezultat tržišne strukture nego endogenih varijabli, kao što su kriza, ratovi, iznenadni rast potražnje, prodor nove tehnologije itd.*

**Ključne riječi:** *tržišne strukture, uslužni sektor, koncentracija, HHI, performanse*

**Abstract:** *The service sector of the Republic of Croatia greatly contributes to its gross domestic product, especially trade and tourism industry. The importance of tourism is, in terms of export revenues, extremely large and growing for the Croatian economy. This paper analyzes the prevailing market structures in the service sector and their relationship with sector's performance. The degree of concentration of certain activities and sub-activities during the period from 2003 to 2015 is studied through the number of companies but also the Herfindahl-Hirschman Index (HHI). Concentration is not always positively correlated with performance, occasionally there are deviations. According to the conducted research, the service sector of the Croatian economy is mainly a monopolistic competitive market structure with a low degree of concentration, with the exception of transport, storage and communication, and financial services, which tends to develop towards a moderately concentrated industry. Growing revenues and profits in hotels and restaurants are not the result of increased concentration in this activity but solely external factors of increased demand, while in the sector of trade performance deterioration partly results from negative trends in the environment and partly from the increased competition on the one hand, while on the other it is heading toward consolidation. Despite the relatively high and increasing level of concentration of the trade*

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*sector, which is the consequence of acquisition and merging, the profits are declining, indicating a price war in that sector. The market structure has an impact on the industry's performance, and therefore the business itself, and much of the outcomes can be explained by these factors, but there is a part that is not a result of market structure but endogenous variables, such as crises, wars, sudden growth in demand, etc.*

**Key words:** *market structure, service sector, concentration, HHI, performance*

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## 1. Uvod

**N**eoklasična ekonomska teorija pretpostavlja da su visoki ili extra (monoposki) profiti rezultat tržišne moći postojećih poduzeća u industriji, dok su predstavnici Čikaške škole smatrali kako isti može biti rezultat troškovne prednosti ili superiornosti u proizvodnoj efikasnosti pojedinog poduzeća. Predstavnici austrijske škole vjerovali su kako su extra profiti nagrade za prethodne inovacije. U mjeri u kojoj visina profita ima utjecaj na odluku poduzeća da ostane ili izađe sa tržišta, ona istodobno ima i utjecaj na dizajniranje tržišne strukture. Ulazak i izlazak s tržišta povezan je sa postojanjem ulaznih i izlaznih barijera, što ponovno predstavlja jednu od karakteristika tržišnih struktura. Tržišna struktura neke industrije osim unutarnjih faktora ovisi i o vanjskim, kao što je sama veličina zemlje, ali i makroekonomska politika države. Rezultati poslovanja subjekata unutar jedne tržišne strukture ovise osim unutarnjih i o vanjskim čimbenicima kao što je kretanje potražnje za produktom poduzeća, trendovi u okruženju, prodor tehnologije itd. Hrvatska kao mala zemlja ima predispoziciju da su njene industrije više koncentrirane nego iste u velikim državama, s jedne strane, dok su zasigurno liberalizacijski tijekovi s početka 90-ih doprinijeli znatnom snižavanju stupnja koncentracije u brojnim djelatnostima.

U ekonomskoj teoriji postoje četiri temeljne tržišne strukture i to su savršena konkurencija, s jedne strane, te monopol s druge strane, a između njih su oligopol i monopolistička konkurencija. Općenito se kao kriteriji koji se koriste za razgraničenje tržišnih struktura uzimaju broj sudionika, tip proizvoda, barijere ulaska, stupanj utjecaja na cijenu, informiranost sudionika. Tržišne strukture se obično promatraju s obzirom na broj sudionika na ponudnoj strani, ali postoje klasifikacije koje uzimaju u razmatranje i tržišne strukture prema broju sudionika na potražnoj strani. Performanse u ove četiri tržišne strukture nisu iste i kreću se od monopolskih extra profita kod monopola, do nultog ekonomskog profita kod savršene konkurencije. U ovome radu će se promatrati uslužni sektor Hrvatske i to od trgovine na veliko i malo, preko hotelijerstva i prijevoza, kao značajnih hrvatskih djelatnosti s obzirom na njihov udio u BDP-u, do obrazovanja i zdravstvene zaštite. U samom radu analizirat će se tržišne strukture s obzirom na broj sudionika u istima, te stupanj koncentracije i utvrditi postojanje veze između tržišne strukture i performansi koje će ponajprije biti razmatrane kroz profit i profitnu maržu.

## 2. Teorijski pregled tržišnih struktura i performansi poduzeća

U ekonomskoj literaturi poznato je da okruženje u kojem poduzeće djeluje ima velik utjecaj na njegove performanse, pa se u nastavku posebno daje teorijski pregled tržišnih struktura i performansi.

## 2.1. Pregled tržišnih struktura i njihovih karakteristika

Pod pojmom tržišne strukture smatra se okruženje unutar kojeg djeluje poduzeće i koje kao takvo ima utjecaja na njegovo ponašanje i definiranje poslovne strategije, a onda i na same poslovne rezultate. U početku su se tržišne strukture promatrale prema broju sudionika na tržištu, odnosno u ovisnosti o postojanju zavisnosti cijena proizvoda između sudionika, a vremenom su se u ekonomsku analizu uključivali i drugi kriteriji sa ciljem preciznije sistematizacije. Tržišna struktura je određivanje pravila igre ili pravila interakcije između postojećih ili potencijalno ulazećih poduzeća u industriju. Mason je promatrao tržišnu strukturu kao multidimenzionalni koncept, koji je specificiran i mjerljiv slijedećim varijablama: karakteristike proizvoda, karakteristike troškova i proizvodnje, broj i udio kupaca i prodavatelja na tržištu. Pored pobrojanih postoje i drugi faktori koji utječu na poslovanje poduzeća, kao što su životni ciklus industrije, karakteristike distribucije (Mason, 1939). Prema navedenom autoru (Mason, 1939) tržište i tržišne strukture se moraju proučavati s obzirom na poziciju jednog prodavatelja ili kupaca. Struktura prodavatelja na tržištu, dakle, uključuje sve one okolnosti koje on uzima u obzir u određivanju njegove poslovne politike i prakse, pa po njemu tržišne strukture uključuju i kupca i prodavatelja bilo kojeg proizvoda, čije se aktivnosti smatraju da utječu na ukupnu prodaju.

Tržišne strukture se razlikuju prema broju kupaca i prodavatelja, prema tipu proizvoda, barijerama ulaska i izlaska, odnosu cijene i graničnog troška, a time i mogućnosti utjecaja na cijenu, te informiranosti sudionika. Broj sudionika u nekoj tržišnoj strukturi označava i prisutnost slabije ili jače potrebe za povećanjem produktivnosti. Naime, što je konkurencija veća to su proizvođači prisiljeni povećavati produktivnost kako produktivnost rada, tako i kapitala, ali i multifaktorsku produktivnost, pa su ekonomske politike brojnih zemalja na tragu tih zaključaka išle tijekom

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prošlog stoljeća prema jačoj liberalizaciji kako robnih tako i kapitalnih tijekova. Povećana konkurencija znači povećanu produktivnost, a time i poboljšanje odnosa potrošača koji dobiva proizvod po nižoj cijeni.

Sve tržišne strukture se mogu podijeliti na savršeno konkurentne i nesavršeno konkurentne strukture, pri čemu unutar ove druge grupacije postoji gradiranje tržišnih struktura s obzirom na razinu tržišne moći. Najviše tržišne moći ima monopol, ali i oligopol unutar kojeg postoji dogovor, dok onaj unutar kojeg postoji rivalstvo približava se savršeno konkurentnom poduzeću. Najniži stupanj mogućnosti utjecaja na cijene, s obzirom na visok broj sudionika na tržištu, imaju poduzeća unutar monopolistički konkurentne tržišne strukture.

U ekonomskoj literaturi najduže se zadržala Stackelbergova podjela tržišnih struktura, iako je nakon 50-ih godina nadalje bilo brojnih pokušaja sistematizacije. Svima je zajedničko određivanje kriterija kako bi se izvršila sistematizacija i kao osnovni kriterij može se izdvojiti stupanj konkurencije, što je on viši tržište ide prema savršenoj, čistoj ili potpunoj konkurenciji, a što je manji prema nesavršenoj. Stackelber je kao kriterij uzeo međuzavisnost cijena proizvoda, pa kada je ona prisutna i evidentna riječ je o tržištima ograničene konkurencije, a koristio je i broj sudionika na tržištu kao jedan od glavnih kriterija (Stojanović, I., 1990). Jednu od možda najsveobuhvatnijih i vrlo detaljnih sistematizacija dao je Seyffert i ona je bliža svakodnevnom životu, jer monopol ne uključuje samo postojanje jednog poduzeća na strani ponude (čisti monopol), nego ovaj autor razlikuje dominacije jednog poduzeća i nekolicine drugih u sektoru što naziva meromonopol, a u stvarnosti predstavlja parcijalni monopol. Kod oligopola, autor razlikuje manji broj prodavatelja približno jednake ekonomske snage koji dominiraju sektorom i skupinu ostalih manje značajnih poduzeća. Merooligopol je tržište u kojem dominira nekolicina većih poduzeća, ali postoji i skupina značajnih prodavatelja s druge strane, dok su kod oligopola oni bili manje značajni. Polipol predstavlja tržište većeg broja prodavatelja približno iste ekonomske snage. Analiza ponudne strane tržišta, može se preslikati i na potražnu stranu i to su tržišta monoon, meromonoon, oligoon, merooligoon, polion. Monoon je tržište jednog kupca i ostalih manje primjetnih kupaca, meromonoon je kada na tržištu postoji jedan prevladavajući i više primjetnih kupaca; oligoon predstavlja manji broj prevladavajućih kupaca i više neprimjetnih kupaca, merooligoon znači manji broj prevladavajućih i više primjetnih kupaca i polion predstavlja tržište u kojem ima velik broj kupaca podjednake tržišne snage. (Stojanović, I. 1990 prema Seyffert, R.)

Analiza strukture gospodarstva u brojnim zemljama ukazuje da je prevladavajući oblik tržišne strukture oligopol i monopolistička konkurencija, dok je monopol karakterističan jedino kod proizvodnji koje imaju visoke troškove istraživanja i razvoja (proizvodnja automobila u nekoj zemlji ili aviona), te ostalih proizvodnji gdje su barijere ulaska izuzetno visoke, a u uslužnom sektoru moguće je da bude zastupljen kod pošte. U prošlom stoljeću u većini zemalja u sektoru telekomunikacija je prevladavao monopol, ali i u onim uslužnim djelatnostima gdje su visoki infrastrukturni troškovi čime se te djelatnosti svrstavaju u prirodni monopol.

Oligopol sam po sebi predstavlja tržišnu strukturu koja nije jednoznačna. Naime, najniža konkurencija je kod kartela, gdje se poduzeća eksplicitno dogovaraju i postavljaju monopolističku cijenu, te dijele ukupan profit kartela, odnosno monopolski profit na  $n$  poduzeća ili broj sudionika. Bez obzira na to koliko poduzeća ima na tržištu, cijena kartela uvijek je visoko određena i to na razini monopolske cijene. U skladu s time, poduzećima nije u interesu da ih ima puno na tržištu, jer se jednaka količina profita dijeli na veći broj sudionika, pa poduzeća svojim strateškim djelovanjima nastoje blokirati ulazak na tržište. Stoga, kod kartela postoje izuzetno visoke barijere ulaska, bile one strukturne ili strateške.

Unutar oligopola moguće je razlikovati još i Cournot-ov i Bertrand-ov oblik oligopola, koji se međusobno razlikuju prema broju sudionika, tipu proizvoda i načinu konkuriranja. U Cournot-ov obliku oligopola, poduzeća konkuriraju količinom, cijena se približava graničnom trošku kako se broj poduzeća u sektoru povećava. U Bertrand-ovom modelu, poduzeća konkuriraju cijenom, cijena je jednaka graničnom trošku za bilo koji broj poduzeća koji je veći od jedan. Najviša cijena je kod slabe konkurencije, kartela, a najniža kod jake konkurencije Bertrand-ovog modela oligopola.

Schmalensee (Schmalensee, 1989, str. 954) je faktore strukture tržišta podijelio u dvije kategorije:

- a) unutarnje strukturne varijable, određene prirodom proizvoda i raspoloživim proizvodnim i marketinškim tehnologijama,
- b) derivirane strukturne varijable, predstavljaju varijable na koje utječu poduzeća i država kao što su barijere ulaska, koncentracija kupaca i prodavatelja i diferencijacija proizvoda.

Dok je kod industrija s homogenim proizvodom mogućnost konkuriranja niska, kod industrija sa heterogenim proizvodom, koncentracija ovisi o prirodi igre, o tome koliko različitih proizvoda poduzeće može proizvesti, ali i o stupnju razlikovanja vlastitog proizvoda od proizvoda konkurencije. Poduzeća nastoje ostvariti prednost lansiranjem novog proizvoda prije drugih, pa su poduzeća spremna puno izdvajati na ime R&D kako bi ostvarili prvim plasmanom svoju monopolsku moć. Stoga, na mnogim tržištima poduzeća ne konkuriraju samo cijenom, nego ostalim atributima kao što su kvaliteta proizvoda, trajnost, pouzdanost, R&D, promocija i dr. Stoga, poduzeća ovisno o sektoru mogu konkurirati cijenom ili ne cjenovnim elementima. Poduzeće mora odlučiti koji iznos novca će utrošiti da uvjeri potrošača o ne cjenovnoj konkurentnosti svog proizvoda i to na način da investira u R&D, tehnologiju, inženjersko znanje, a ponajviše u oglašavanje, koje postaje sve značajnija barijera ulaska u neke sektore. Ulaganje u ne cjenovne komponente konkurentnosti postaje za poduzeće endogeni trošak, ono samostalno odlučuje koliko će investirati u navedeni element i sastavni je dio individualne poslovne strategije svakog sudionika na tržištu. Naime, ukoliko poduzeće poveća svoja izdvajanja za unaprjeđenje ne cjenovnih elemenata konkurentnosti, rastu njegovi troškovi proizvodnje, kao i granični trošak proizvoda, pa samim time raste i cijena, što zahtjeva od sudionika zaokret prema sofisticiranijoj i platežno sposobnijoj potražnji, odnosno kupcima koji su spremni platiti više za bolju kvalitetu ili uslugu.

Na monopolistički konkurentnom tržištu djeluju brojna poduzeća, kao i na tržištu savršene konkurencije, ali je na ovom prvom proizvod diferenciran, dok je na drugom homogen. Proizvodi na tom tržištu su bliski supstituti, ali ne i savršeni, te potražnja s kojom se susreću poduzeća je visoko cjenovno elastična, ali ne i savršeno elastična. Uvažavajući činjenicu da svako poduzeće predstavlja svega mali dio tržišta, ono ne proučava reakcije svoga konkurenta jer je mogućnost utjecaja poduzeća na tržište mala. U praksi načini proizvođača da utječe na cijenu su brojni i razlikuju se od industrije do industrije, ali svakako poduzeće nastoji se pozicionirati unutar određene tržišne niše i zadržati svoju poziciju s kupcima.

Pod pojmom diferenciranog proizvoda podrazumijevamo proizvod koji se po nekim svojim svojstvima razlikuje od supstituta. Pri tome valja naglasiti da je to poimanje diferenciranog proizvoda vrlo subjektivne prirode i ovisi o samom potrošaču i načinu na koji on promatra tu diferenciranost, ali se mogu izdvojiti neka obilježja diferenciranosti kao što su:

- fizičke karakteristike proizvoda (perilica rublja se može razlikovati po broju programa, veličini bubnja, broju centrifugalnih okretaja, programu uštede energije, programu uštede vode...),
- način prodaje (garantni rok, prodaja na rate, dodatne usluge dostavljanja proizvoda i sl),
- kvaliteta proizvoda (proizvodi se razlikuju po broju kvarova u garantnom roku i broju kvarova izvan garantnog roka),
- trajnost proizvoda (prosječnom vijeku trajanja što sve ovisi o kvaliteti ugrađenih dijelova u stroj i kontroli kvaliteti tijekom proizvodnog procesa,
- dizajn proizvoda,
- mjesto prodaje i način dostave proizvoda do vrata kupca, brzina dostave itd.,
- brand i marka proizvoda kojom se razvija posebna lojalnost kupca i koja je dugoročno održiva i ovisi o održavanju reputacije samog proizvođača.

Diferenciranost proizvoda je značajna za prodavatelja jer mu ona omogućava vođenje vlastite cjenovne politike. Naime, ukoliko je njegov proizvod jedinstven u smislu da posjeduje određenu karakteristiku koju njegovi bliski supstituti nemaju, onda je proizvođač u mogućnosti da povisi cijenu bez da ima posljedica na prodanu količinu. Krivulja potražnje poduzeća na tržištu monopolističke konkurencije je opadajuća i sama monopolaska moć poduzeća proizlazi iz diferenciranosti proizvoda.

Što su proizvodi bliži supstituti tada je stupanj diferenciranosti manji, a samim time i monopolaska moć proizvođača. Ocjena stupnja supstituta provodi se kroz koeficijent unakrsne elastičnosti potražnje, te kada je koeficijent pozitivan dobra su supstituti i naravno što je broj veći veza je jača, a ukoliko je koeficijent negativan proizvodi su komplementi. U tablici 1, se daje sistematičan pregled najosnovnijih tržišnih struktura prema prethodno pobrojanim osnovnim karakteristikama.

Tablica 1. Karakteristike i granice tržišnih struktura

Tržište	Koeficijent cjenovne unakrsne elastičnosti	Koeficijent količinske unakrsne elastičnosti	Uvjet ulaska
Savršena konkurencija, Velik broj poduzeća HHI niski; MC=P; produktivna i alokativna efikasnost; nema barijera ulaska	Teži $\infty$ (savršena)	teži 0 (nema je)	Teži 0
Monopolistička konkurencija, velik broj poduzeća, HHI niski; MR=MC; P>MC; neznatne barijere ulaska; nema produktivne i alokativne efikasnosti;	$0 < E_{p,A,B} < \infty$ (može biti znatan)	Teži 0	Teži 0
Čisti oligopol; mali broj poduzeća; HHI visok; barijere ulaska; MR=MC; P>MC; nema produktivne i alokativne efikasnosti	Teži $\infty$ (savršena)	$0 < E_{q,A,B} < \infty$	E>0

Heterogeni oligopol; mali broj poduzeća; HHI visok; barijere ulaska; MR=MC; P>MC; nema produktivne i alokativne efikasnosti	$0 < E_{p,A,B} < \infty$ (može biti znatan)	$0 < E_{q,A,B} < \infty$ (može biti znatan)	$E > 0$
Monopol, jedno poduzeće; barijere ulaska; HHI=10000; P>MC; nema produktivne i alokativne efikasnosti	Teži 0	Teži 0	Nemogućnost ulaska

Izvor: Autor prilagodio prema Koutsoyiannis, A.(1996), Mikroekonomika. Zagreb. MATE

Stupanj interaktivnosti (ovisnost između poduzeća što je prvenstveno određeno brojem sudionika na tržištu) pokazuje da što je broj poduzeća na tržištu veći, to ona djeluju u manjem stupnju ovisnosti od svog konkurenta, a stupanj diferenciranosti proizvoda je veći. Što je broj poduzeća na tržištu manji, to je i značajnija reakcija vašeg konkurenta, pa je time i stupanj međuovisnosti snažniji. Ovaj uvjet moguće je pratiti koeficijentom unakrsne količinske elastičnosti, ali i uvjetima ulaska, odnosno „Brianovim“ pojmom uvjeta ulaska (Koutsoyiannis, A., 1996.)

$$E = \frac{P_A - P_C}{P_C} \quad (1)$$

Pri čemu je E=uvjeti ulaska,  $P_A$ = cijena koju poduzeće naplaćuje za svoj proizvod, a  $P_C$ = cijena na savršeno konkurentnom tržištu.

Može se zaključiti da ponašanje poduzeća je donekle uvjetovano tržišnom strukturom dok se strategije poduzeća razlikuju ovisno o stupnju konkurentnosti strukture. Inverzno, ponašanje može utjecati na tržišnu strukturu zato što poduzeća mogu učiniti ulazne troškove egzogenima i to izborom različite kvalitete proizvoda, oglašavanja i dr., što utječe na potencijalni broj ulazaka, ali i izlazaka. Naime, kada poduzeće izabere politiku zastrašivanja za potencijalne ulaznike, koji žele ući u sektor, ili se odluči za predatorsko ponašanje, to nesumnjivo oblikuje tržišnu strukturu. Istodobno, nametanje visokih troškova oglašavanja ili prodaje po izuzetno niskim cijenama, tjera konkurenciju s tržišta. Ovisno o tržišnoj strukturi i izabranoj poslovnoj strategiji poduzeća ovise i performanse.

## 2.2. Performanse poduzeća prema različitim tržišnim strukturama

Performanse možemo definirati kao krajnji ishod djelovanja odnosno aktivnosti poduzeća na tržištu prema tržišnoj strukturi koja determinira ponašanje subjekta. Performanse kao posljedica ponašanja poduzeća mogu se sumirati na postavljanje cijene proizvoda i njeno zadržavanje na toj razini, ostvarivanje profita, profitnu maržu, rast poduzeća, kvalitetu proizvoda, te efikasnost. U većini empirijskih studija se izdvajaju dvije polazne performanse i to su profitabilnost i efikasnost, pri čemu se one mogu dijeliti na čitav niz pod performansi.

Profit je razlika između prihoda i troškova, a prihodi su određeni cijenom i prodanom količinom. U ekonomskoj teoriji se razlikuje ekonomski i računovodstveni profit, pri čemu je ovaj drugi izveden iz bilanci, dok je ovaj prvi razlika ekonomskih prihoda i ekonomskih troškova, a oni uključuju pored stvarnih troškova i oportunitetne troškove. Na performanse se može utjecati kroz promjenu troška ili promjenu cijene, odnosno količine kao determinante

prihoda. Kod analize računovodstvenog profita moguće je pratiti ukupan profit prije oporezivanja, ali i ukupan profit nakon oporezivanja. Profitabilnost se može promijeniti ovisno o sposobnosti poduzeća da se prilagodi promijenjenim uvjetima na tržištu<sup>5</sup>. Osim profita, kod ocjene profitabilnosti prati se i razina povrata na kapital (ROE-*return on equity*)<sup>6</sup>, koji se definira kao neto dohodak (prihod umanjen za troškove materijala, rada i amortizaciju podijeljen sa vrijednosti imovine poduzeća). Isto tako moguće je pratiti razinu povrata na imovinu (ROA- *return on assets*).

Slijedeća performansa je profitna marža i predstavlja odnos troška i cijene. Profitna marža se definira kao udio jediničnog profita u cijeni. Formula je  $(P - MC)/P$  i inverzna je elastičnosti funkcije potražnje. No, s obzirom da je teško procijeniti granični trošak, ekonomisti su u analizama koristili prosječni varijabilni trošak, te se marža izračunava kao

$$(P - AVC)/P \quad (2)$$

Nadalje, kako podatke o cijeni proizvoda nije moguće dobiti iz bilanci poduzeća i završnih računa onda se procjena profitne marže izračunava kao:

$$= (PQ - VC)/PQ = (\text{prihod} - \text{trošak rada i materijala})/\text{prihod} \quad (3)$$

Ovom formulom se ignorira trošak kapitala i amortizacija kapitala.

Efikasnost promatrana iz perspektive graničnog troška predstavlja jednakost cijene i graničnog troška kada ekonomija izvlači maksimalnu količinu proizvoda iz uloženi resursa (zemlje, rada i kapitala) uz minimalne troškove. U slučaju savršene konkurencije poduzeća postavljaju svoju proizvodnju odnosno ciljaju performanse pri razini jednakosti cijene i graničnog troška ( $P=MC$ ) i uz to ostvaruju normalan profit, odnosno dugoročno ekonomski profit jednak nuli. U nesavršenoj konkurenciji za poduzeće vrijedi da granični trošak može biti veći ili manji od cijene, ali dugoročno je ravnotežna cijena kada je  $P>MC$ . Produktivna efikasnost se ostvaruje kada poduzeće proizvodi uz minimalne troškove, a alokativna efikasnost kada ne postoji gubitak blagostanja društva jer potrošač ostvaruje maksimum probitka s obzirom da plaća najnižu cijenu i kupuje maksimalno moguću količinu. Produktivna i alokativna efikasnost ostvaruju se samo na tržištu savršene konkurencije. Negativnost tržišne moći nije isključivo u osiromašivanju potrošača i njegova blagostanja, nego i u neefikasnoj alokaciji resursa. Zbog mogućnosti postavljanja visoke cijene, određen broj potencijalnih kupaca ne kupuje, odnosno suzdržava se od kupnje i to je primjer alokativne neefikasnosti, dok s druge strane poduzeća, koja su suočena s manjkom konkurencije, imaju više troškove proizvodnje i manje su efikasna, što je primjer produktivne neefikasnosti. Stoga, sve tržišne strukture koje imaju određen stupanj nesavršenosti nisu efikasne niti sa aspekta potrošača, niti proizvođača.

Rast prodaje proizvoda se također može tretirati kao performansa u ocjeni tržišnih struktura, a neki analitičari uzimaju i rast profita. Razina profita je dobar pokazatelj ukoliko je cilj poduzeća maksimizacija profita, ali ukoliko su menadžment i vlasnici postavili druge ciljeve kao što je povećanje prodaje, povećanje vrijednosti poduzeća, povećanje isplate dividende, koristi menadžera, prvo navedena performansa nije adekvatna. Stoga, važno je sagledati pokazatelj u dinamičkom aspektu, ponajprije u početnom i završnom razdoblju analize. Analitičar može promatrati prodaju, prihode, profit, imovinu, vrijednost poduzeća, zaposlenost, plaće, i dr.

<sup>5</sup> Istraživanje i razvoj, kao i raspoloživost kapitala i resursa su faktori koji u velikoj mjeri utječu na agilnost poduzeća.

<sup>6</sup> To je koliko svaka novčana jedinica investirano kapitala donosi

Stopa rasta kao performansa omogućuje komparaciju i između poduzeća različite veličine jer nije u apsolutnom broju, nego relativnom.

U novije vrijeme se kao pokazatelj performansi koristi i Tobinov  $q$  što predstavlja omjer tržišne vrijednosti imovine jednog poduzeća i troška zamjene imovine. Za poduzeća koja kotiraju na burzi, tržišna vrijednost se može mjeriti vrijednošću izdanih dionica umanjenoj za ukupni dug. Trošak zamjene je teže mjeriti, ali ipak jedna od prednosti korištenja Tobinov  $q$  je u činjenici kako ovaj pokazatelj sadrži informacije o diskontiranim vrijednostima svih budućih profita, a ne samo tekući profit. Lindenberg i Ross (1981) u svojim su istraživanjima utvrdili da je medijan prosječne stope  $q$  od 1,35 za američka poduzeća u razdoblju od 1960-1976.

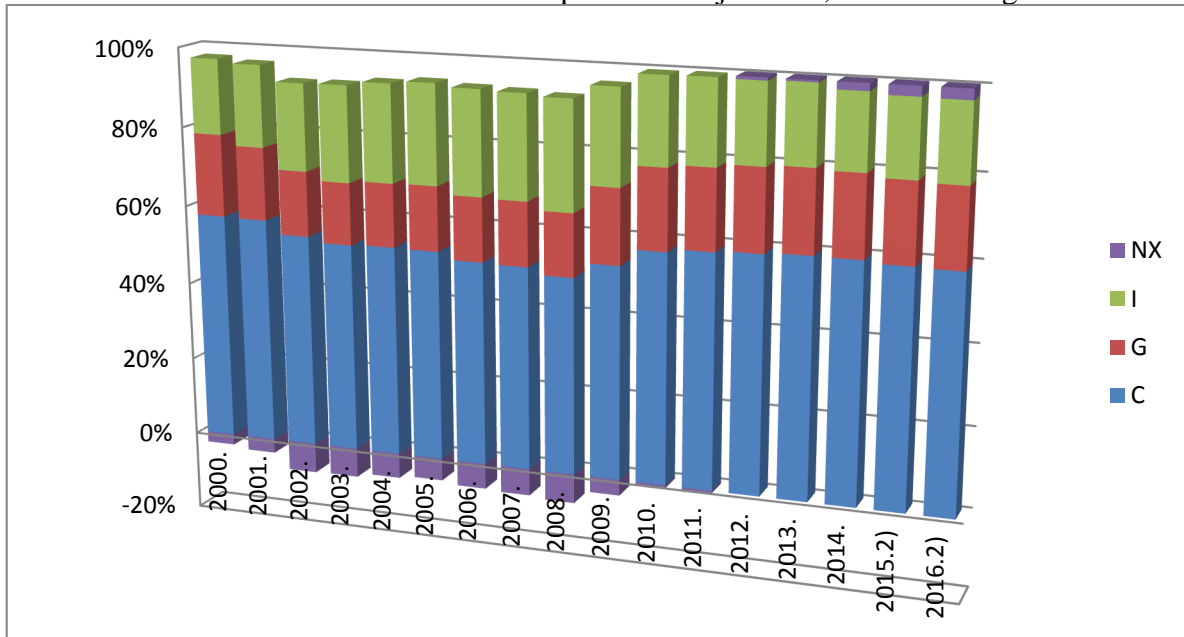
Weiss, W. L (1971) navodi kako je pregledao brojne studije o odnosu koncentracije i profita i/ili cjenovno-troškovne marže u SAD-u, Britaniji, Japanu, Kanadi u razdoblju od 1936-1970 i većina studija je utvrdila signifikantnu i pozitivnu vezu između koncentracije i profita ili cjenovno-troškovne marže, izuzetak su bile studije gdje se nije uvažila kontrola cijena ili inflacijski utjecaj ili kolinearnost između koncentracije i MES. Bain je u svojim ranim istraživanjima uzeo ROE pokazatelj u svojoj studiji iz 1951.g. kada je podijelio industrije na visoko koncentrirane ( $CR > 70$ ) i one nisko koncentrirane, pri čemu su ove prve imale višu stopu povrata na kapital (Bain, 1951). Pored ova dva ekonomista brojni drugi su utvrđivali vezu tržišnih struktura i performansi i gotovo većina ih se svela na zaključak koji je prethodno iznesen.

### **3. Značaj uslužnog sektora u hrvatskom gospodarstvu**

Bruto domaći proizvod Republike Hrvatske je, u 2016. godini, procijenjen na 343,2 milijarde kuna u tekućim cijenama i još nije dostigao razinu prije krize, kada je u 2008. godini iznosio 347,7 milijardi kuna (prema DZS, [www.dzs.hr](http://www.dzs.hr)). U razdoblju od 2009. do 2016. godine BDP Hrvatske je bilježio negativne stope rasta i oporavak u dvije posljednje godine nije osigurao povratak na razinu prije krize. Najviša negativna stopa ekonomskog rasta ostvarena je u 2009. godini i iznosila je -7,4%, a prosječno opadanje u šest godina od 2009. do 2014. kretalo se po stopi od 2,2%. U razdoblju krize došlo je do zaokreta u neto izvozu koji je iz deficita preokrenut u suficit, što je prikazano na slici 1.

Neto izvoz je u 2012. bio u suficitu 2,3 milijarde kuna, a 2016. procijenjen je suficit od 8,8 milijardi kuna. Ovaj suficit je prvenstveno rezultat usporavanja uvoznih robnih tijekova i rasta izvoza usluga. Proizlazi kako je hrvatsko gospodarstvo, nakon razdoblja rasta temeljenog na osobnoj potrošnji, ušlo u razdoblje rasta koji je prvenstveno generiran uslužnim sektorom. U ekonomskoj literaturi poznat je proces deindustrijalizacije kroz kojeg prolaze sve nacionalne ekonomije jedino je on različiti prema vremenu početka, intenzitetu i posljedicama. Općenito vrijedi kako se udio poljoprivrede smanjuje kako zemlja ostvaruje višu razinu nacionalnog dohotka i sve je manje ljudi zaposleno u tom sektoru, dok raste zaposlenost u industriji i njen udio u dodanoj vrijednosti, koji nakon određenog stupnja ustupa mjesto uslužnom sektoru. Taj proces povezan je sa realokacijom resursa iz manje u više efektivne proizvodnje što implicira strukturne promjene. Strukturne promjene se mogu promatrati sa aspekta ponude pri čemu su one posljedica neujednačenog rasta produktivnosti između poljoprivrede, industrije i uslužnog sektora, ali i sa potražne strane kao posljedicu različite dohodovne elastičnosti između ponude i potražnje. (Škuflić, L. Družić, M, 2016)

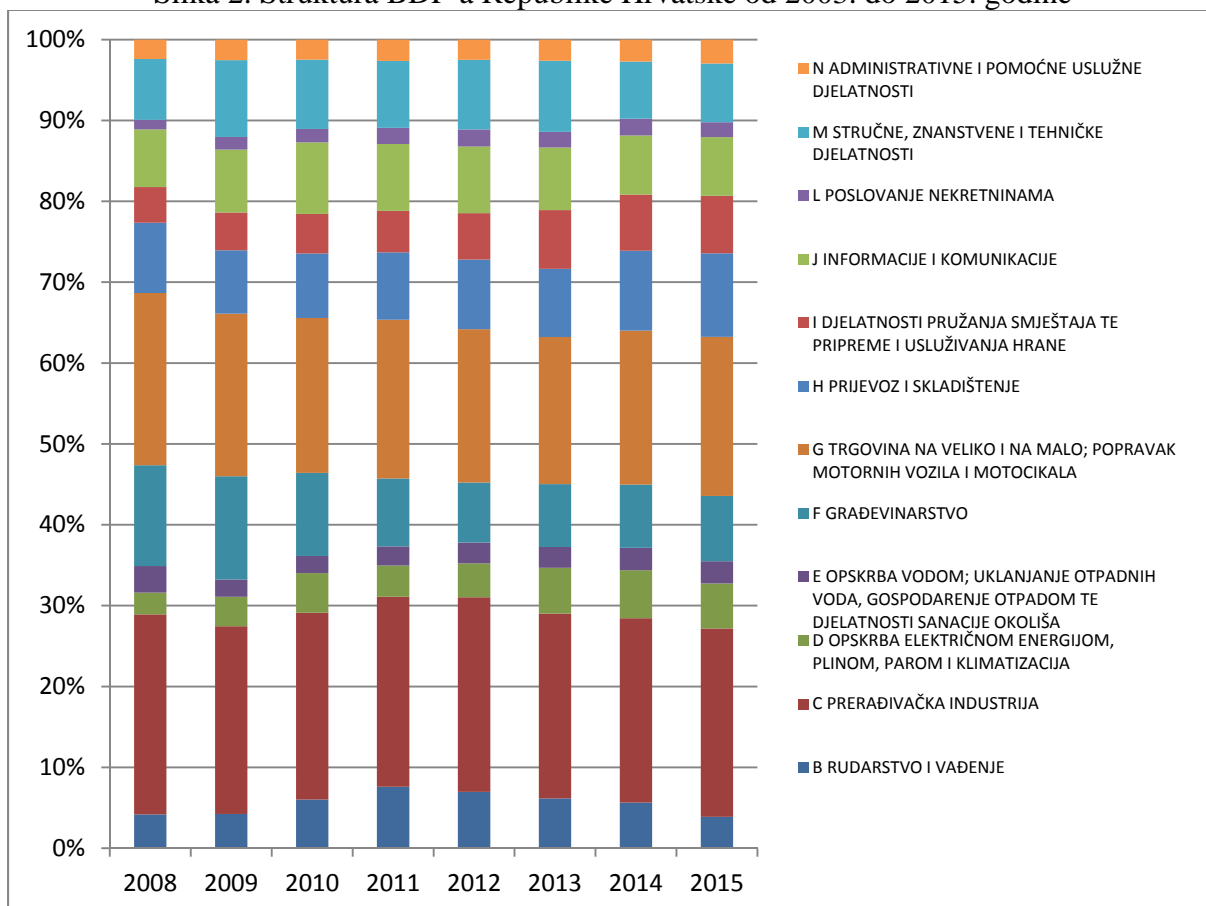
Slika 1. Struktura BDP-a Hrvatske po rashodnoj metodi, 2000.-2016. godina



Izvor: prema podacima DZS, [www.dzs.hr](http://www.dzs.hr); podaci za 2015. i 2016.g. su privremeni

Na slijedećoj slici se analizira struktura BDP-a prema djelatnostima i to od početka krize do danas.

Slika 2. Struktura BDP-a Republike Hrvatske od 2003. do 2015. godine



Izvor: Prema podacima DZS, [www.dzs.hr](http://www.dzs.hr)

Prema slici 2. evidentno je da se udio uslužnog sektora kretao od 52% (2008.g.) do 56% (2015.), te da je najniži udio bio u 2010.g. i iznosio 53,6%, prema NKD 2007. Nadalje, udio uslužnog sektora u hrvatskom gospodarstvu u razdoblju krize bio je relativno stabilan s tendencijom rasta, posebice nakon 2011.godine međutim unutar samog sektora došlo je do promjena i to prvenstveno većeg smanjivanja udjela trgovine, koja je bila visoko zastupljena, te rasta udjela hotela i pružanja smještaja, prijevoza i skladištenja. U usporedbi 2015. godine i 2008. najveće povećanje ostvareno je kod djelatnosti hotela i pružanja smještaja, pripreme i usluživanja hrane (povećanje od 46%), te poslovanja nekretninama (povećanje od 39%), dok je kod skladištenja i prijevoza zabilježen rast od 7,3%. Udio trgovine smanjen za 16% u ukupnoj dodanoj vrijednosti BDP-a, a informacije i komunikacije opale su za 7,8%. Smanjenje udjela u ukupnoj strukturi BDP-a rezultat je smanjenih prihoda navedenih djelatnosti, odnosno usporavanja rasta, što može biti rezultat unutarnjih snaga tržišnih struktura, ali i vanjskih faktora, što će se nastojati utvrditi u nastavku rada. U kojoj mjeri je porast koncentracije u djelatnostima pružanja smještaja i pripreme i usluživanja hrane, kao i prijevoza i skladištenja i poslovanja nekretninama doprinio poboljšanju performansi istražiti će se u nastavku rada.

#### 4. Određivanje tipa tržišne strukture i analiza performansi uslužnog sektora Hrvatske

Prvi korak u analizi tržišnih struktura je definirati industriju, odnosno tržište i to je najvažnije jer uspjeh analize determinira kvalitetu slijedećih koraka. Točno određivanje industrije preduvjet je u ocjeni tržišne moći pojedinih poduzeća, kao i utvrđivanju glavnih „aktera“ u toj industriji. Definirati koja je to skupina konkurenata ujedno znači i određivanje horizontalnih granica poduzeća jer konkurenti su oni koji nude supstitute, a važno je odrediti i vertikalne granice kako bi se pravilno primijenila antimonopolska politika u koliko postoji potreba. Postoje brojni kriteriji za ocjenu granica industrije (tržišta) i to su od koeficijenta cjenovne elastičnosti, do koeficijenta unakrsne elastičnosti potražnje, a u posljednje vrijeme i SSNIP.<sup>7</sup> U ovome radu industrija odnosno tržišna struktura promatrat će se unutar granica koji su statistički određene prema nacionalnoj klasifikaciji djelatnosti. Radi duže serije podataka analiza će se vršiti na dvije razine, jedna je visoka razina agregiranosti i to cjelokupni uslužni sektor će se promatrati preko djelatnosti<sup>8</sup>, a onda će se detaljnije istraživati dvije poddjelatnosti i to trgovina i hotelijerstvo.

U uslužnom sektoru najveći broj poduzeća u hrvatskom gospodarskom sustavu je u djelatnosti trgovine na veliko i malo (G), te poslovanju nekretninama, iznajmljivanju i poslovnim uslugama (K), dok je najmanji broj sudionika na tržištu socijalnog osiguranja (L), financijskog posredovanja (J), gdje je čvrsta zakonska regulativa, te u obrazovanju i zdravstvenoj zaštiti, s obzirom da je to još uvijek pretežito javno dobro u Hrvatskoj. U djelatnosti trgovine i

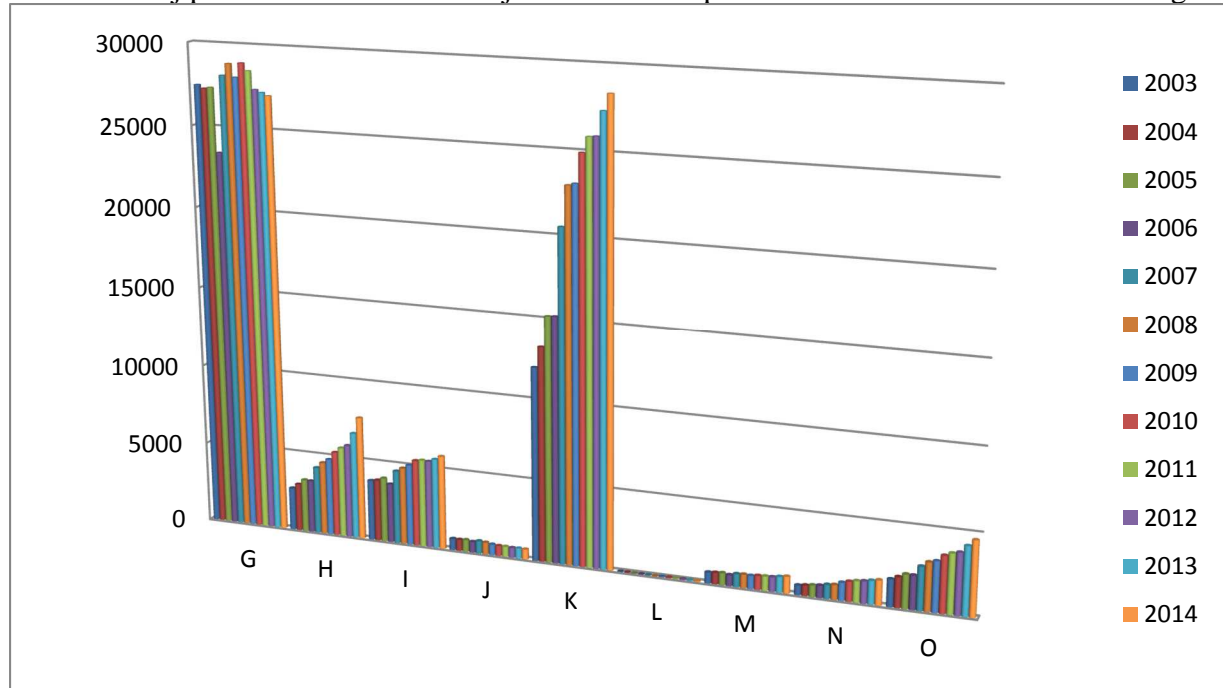
<sup>7</sup> SSNIP test je prvi puta uveden u zakonodavstvo SAD-a 1982., a u EU 1997. godine kao novi pokazatelj u definiranju relevantnog tržišta, te kao indikator tržišne moći. U skladu sa ovim testom tržište predstavljaju manja skupina poduzeća okupljenih oko sličnog proizvoda (ili geografskog područja) na način da hipotetski monopolisti (ili kartel) kontroliraju taj proizvod (ili područje) tako da mogu profitabilno opstati unatoč malom i značajnom kratkotrajnom porastu cijene (*SSNIP-Small and Significant Non-transitory Increase in Prices*). Prema ovom testu promatra se da li hipotetski monopolista može izdržati porast cijene od 5-10% iznad konkurentne razine (tržišne) najmanje jednu godinu bez promjene profita, a da pri tome ostaju nepromijenjeni uvjeti prodaje ostalih. Ukoliko na tržištu postoje bliski supstituti, porast cijene utjecat će na promjenu ponašanja potrošača koji će se usmjeriti prema supstitutima i time će porast cijene uzrokovati smanjivanje profita, odnosno tržište će se zadržati na istim granicama ili će porasti, ali prema supstitutima. SSNIP test ne promatra prosječnog potrošača, nego graničnog jer uzima u obzir porast cijene od 5-10%, te ukoliko taj porast izazove okretanje potrošača prema supstitutu, tada dva razmatrana proizvoda (poduzeća) pripadaju istoj industriji, tržištu.

<sup>8</sup> Analizirat će se trgovina na veliko i malo, hoteli i restorani, prijevoz i skladištenje, veze, financijsko posredovanje, poslovanje nekretninama, obrazovanje, zdravstvena zaštita i socijalna skrb, te ostale društvene, socijalne i osobne uslužne djelatnosti i to prema NKD 2002., a ne NKD 2007. radi duže vremenske serije podataka.



poslovanja nekretninama djeluje između 70 i 76% subjekata cjelokupnog uslužnog sektora. Djelatnost koja pokazuje tendenciju povećanja broja gospodarskih subjekata i to od 2006. godine nadalje su hoteli i restorani (H), te prijevoz, skladištenje i veze (I), a ujedno su to djelatnosti koje imaju tendenciju rasta što upućuje na moguće pozitivne performanse. Značajan porast broja sudionika ostvaren je i kod tržišne strukture poslovanja nekretninama, gdje su ulazne barijere vrlo niske. Iako temeljem ovih podataka može se zaključiti da su najslabije koncentrirane trgovina i poslovanje nekretninama, a najviše financijsko posredovanje pored socijalnog osiguranja, ovakav zaključak temeljem broja poduzeća bio bi ishitren jer on vrijedi jedino u uvjetima da su poduzeća jednake veličine, što nije slučaj.

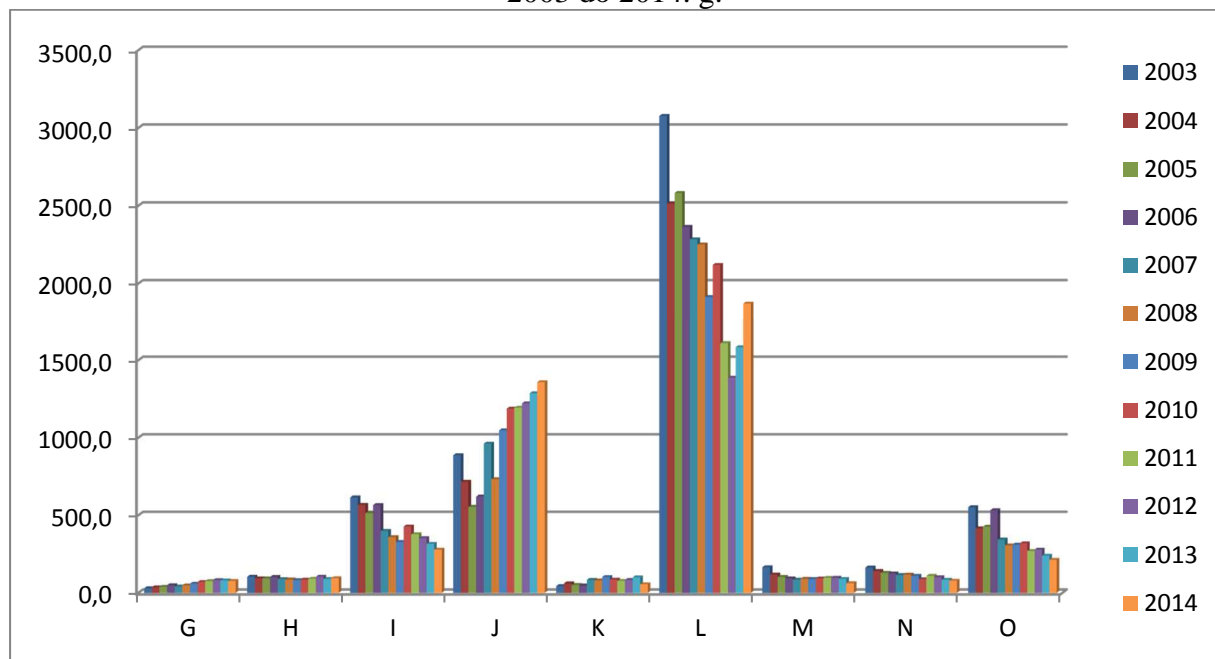
Slika 3.: Broj poduzeća u odabranim djelatnostima Republike Hrvatske od 2003. do 2014. g.



Izvor: Prema podacima FINA-e

Stoga, na slici 4. se prikazuje Herfindahl-Hirschmanov indeks (HHI) uslužnog sektora Hrvatske, koji samo djelomično potvrđuje prethodne zaključke.

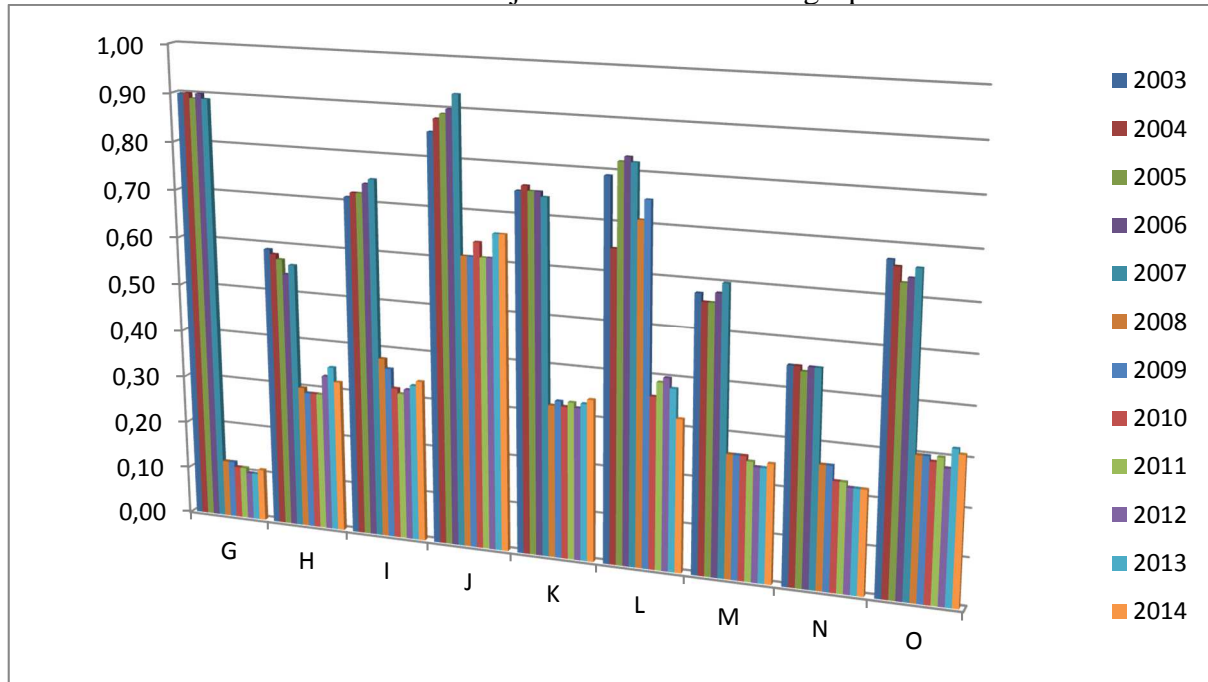
Slika 4. Herfindal-Hirshmanov indeks u odabranim djelatnostima hrvatskog gospodarstva od 2003 do 2014. g.



Izvor: Izračun autora prema podacima FINA-e

Uvažavajući izračunati HHI kao pokazatelj koncentracije može se zaključiti kako su djelatnosti trgovine na veliko i malo (G) s prosječnim HHI u razdoblju od 2003-2014 od 57, te poslovanje nekretninama (K) s HHI od 72, kao i hoteli i restorani (H) sa indeksom od 92 visoko konkurentne tržišne strukture koje imaju nizak stupanj monopolske moći i približavaju se savršenoj konkurenciji, dok su prijevoz i skladištenje (I) s HH indeksom od 424 i financijsko posredovanje s indeksom od 980 naglašene monopolistički konkurentne strukture s tendencijom kretanja prema oligopolu. Komparacijom slike 3. i slike 4., može se zaključiti kako je u sektoru financijskog posredovanja došlo do spajanja i preuzimanja, s obzirom da je broj poduzeća na slici J relativno stabilan, dok je HHI rastući. Iako je broj poduzeća u sektoru trgovine i poslovanja nekretninama bio dvostruko veći nego kod hotela, HHI je u sve tri djelatnosti ispod 100, što upućuje na postojanje nekolicine većih i puno manjih sudionika kod hotelijerstva. Istodobno, broj poduzeća u djelatnosti hotela i prijevoza i veza je približno isti s jednakom tendencijom rasta, ali je HHI puno viši kod prijevoza i skladištenja. Samim time ove djelatnosti ne pripadaju potpuno jedinstvenim tržišnim strukturama. Evidentno je da se koncentracija povećava kod financijskog posredovanja i neznatno kod trgovine, dok opada kod prijevoza i skladištenja.

Slika 5. Profitna marža odabranih djelatnosti u hrvatskom gospodarstvu od 2003-2014.



Izvor: Izračun autora prema podacima FINA-e

Prema podacima slike 5. profitne marže su drastično opale u razdobljima krize, a prije razdoblja krize najviše su bile u djelatnosti trgovine na veliko i malo (G), te financijskog posredovanja (J) i poslovanja nekretninama (K). Umjereno visoke profitne marže ostvarivane su u djelatnosti hoteli i restorani (H), i prijevozu, skladištenju i vezama (I), a ujedno su to djelatnosti u kojima su profitne marže se oporavile nakon 2010. godine i imale su tendenciju rasta iako se to ne može opravdati tržišnom strukturom. HHI se kod sektora trgovine neznatno povećavao u promatranom razdoblju, dok je profitna marža drastično opala početkom krize. Kod sektora hotela i smještaja, kao i kod poslovanja nekretninama HHI je bio gotovo bez većih promjena, a kriza je znatno utjecala na pad profitne marže. Kod prijevoza, skladištenja i veza, HHI je opadao i jednaki trend pokazuje i profitna marža. Kod financijskog posredovanja HHI raste u promatranom razdoblju, dok je profitna marža drastično opala početkom krize. Općenito, može se zaključiti da je financijska kriza imala veći utjecaj na performanse djelatnosti od pripadnosti pojedinoj tržišnoj strukturi.

## 5. Umjesto zaključaka

U skladu s teorijskim postavkama unutar industrijske organizacije postoji snažna veza između koncentracije industrije i profita, pa se navedenu hipotezu ispitivalo i u ovome radu na primjeru uslužnog sektora Hrvatske. Ovo istraživanje rađeno je na visokoj razini agregacije podataka, iako je temeljna jedinica ispitivanja bilo poduzeće. Istodobno, slijedeće ograničenje ovog istraživanja je razdoblje financijske krize koja je pogodila svjetsko, europsko, pa onda i hrvatsko gospodarstvo što je nesumnjivo imalo snažan utjecaj na same performanse gospodarskih subjekata.

Usporedna analiza djelatnosti prema broju poduzeća ukazuje na približno iste strukture trgovine i poslovanja nekretninama, te hotela i prijevoza i skladištenja, dok je financijsko posredovanje znatno manje konkurentna industrija. Po stupnju koncentracije, trgovina i poslovanje nekretninama su ponovno u istoj skupini, ali sada tu se mogu ubrojiti i hoteli, dok prijevoz i skladištenje i financijsko posredovanje predstavljaju koncentrirane djelatnosti s HHI između

400 i 1000. Temeljem toga, iznenađuje da je u trgovini kao nisko koncentriranoj djelatnosti profitna marža prije krize bila gotovo jednako visoka kao i u djelatnosti financijskog posredovanja. Gotovo ista paralela se može povući i između poslovanja nekretninama kao nisko koncentrirane djelatnosti i prijevoza i skladištenja kao više koncentrirane djelatnosti. Nadalje, utjecaj krize imao je veće posljedice na profitnu maržu trgovine, nego na profitnu maržu poslovanja nekretninama, iako su prema koncentriranosti približno jednake. Utjecaj krize imao je najmanji učinak na financijsko posredovanje, dok je oporavak od negativnog djelovanja krize najprije ostvaren kod hotela i prijevoza i skladištenja.

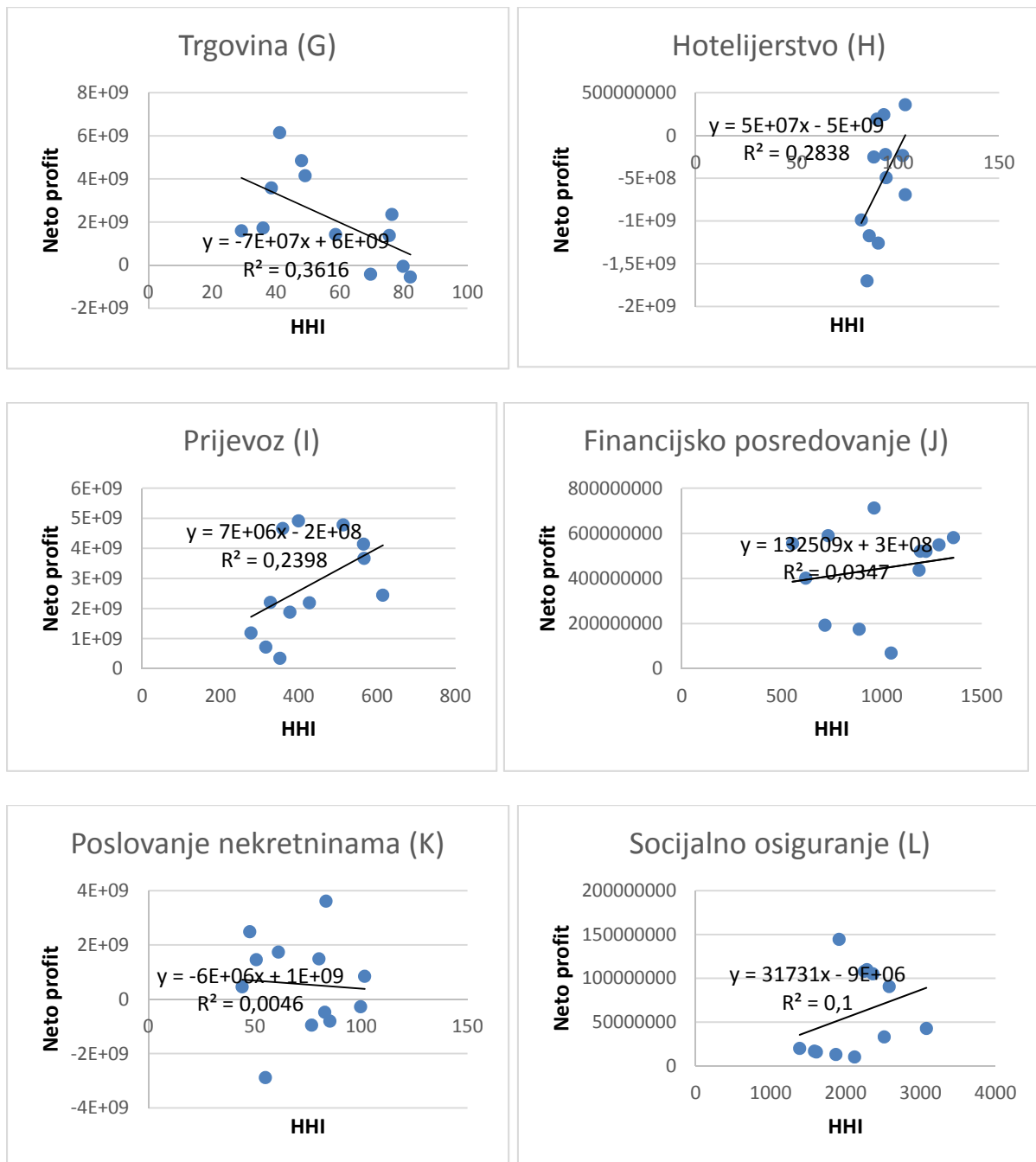
Kroz dijagrame u prilogu 1. nastojala se utvrditi veza stupnja koncentracije i neto ostvarenih profita. Evidentno je da povećanjem koncentracije raste i neto profit kod hotela i restorana (H), prijevoza skladištenja i veza (I), financijskog posredovanja (J), te obaveznog socijalnog osiguranja. Podaci upućuju na zaključak da je ta veza obrnuta od teorijski definirane kod trgovine u sektoru G gdje povećanom koncentracijom ukupne profine marže se smanjuju. Daljnjim istraživanjem i razdvajanjem trgovine posebno na trgovinu na malo (G52) i trgovinu na veliko (G51) uočava se da je u maloprodaji došlo do povećane koncentracije i to sa HHI sa 190,5 na 405,0 (2014.g.) dok je u djelatnosti veleprodaje (G51) prosječni indeks koncentracije u promatranom razdoblju kretao se oko 50. S obzirom da je unutar sektora trgovina maloprodaja više zastupljena od veleprodaje, može se zaključiti kako je ovaj odnos kretanja koncentracije i profita rezultat zbivanja u maloprodaji. U tom segmentu trgovine dolazi do okrupnjavanja trgovinskih lanaca koji ulaze u rat cijena i spuštanjem profitne marže utječu na opadanje profita povećanjem tržišnih udjela i povećanom koncentracijom.

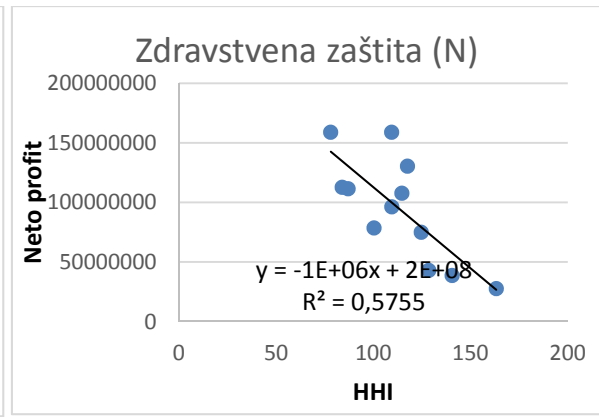
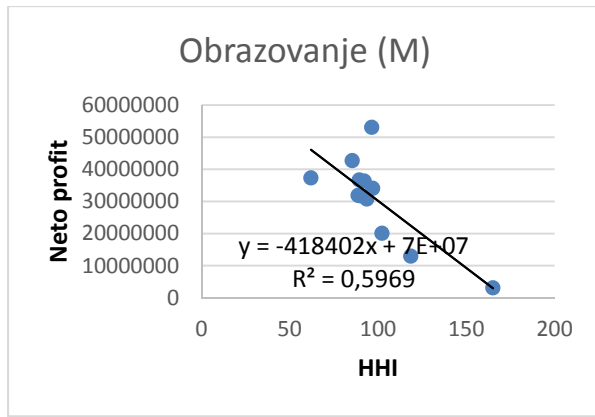
Unutarnje snage tržišne strukture imaju utjecaj na performanse samih poduzeća, ali jačina utjecaja nije u svakoj djelatnosti ista, posebice je to naglašeno kod uslužnog sektora. Nadalje, iako stupanj koncentracije dvije djelatnosti u potpunosti izjednačava, njihove performanse se ne moraju nužno jednako ponašati jer je utjecaj vanjskih čimbenika na te djelatnosti sasvim različit, što je pokazalo ovo istraživanje. Može se zaključiti kako endogeni elementi imaju jači utjecaj na performanse uslužnog sektora od samih tržišnih struktura s obzirom da je kroz HHI objašnjen nizak postotak performansi prema podacima u prilogu 1. Suprotno od očekivanih teorijskih postavki HHI objašnjava performanse kod obrazovanja i zdravstvene zaštite, što treba u narednom istraživanju detaljnije ispitati uslijed visoke zastupljenosti javnog dobra.

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Prilog 1. Odnos između neto profita i HHI u uslužnom sektoru Republike Hrvatske, 2003-2015.





# A GENERAL EVALUATION OF THE SLOVENIAN ECONOMY: 2000-2016

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Fatih Okur<sup>10</sup>

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**Abstract:** The evaluation of the changes in the macroeconomic indicators of the Slovenian economy - GDP, growth rate, unemployment rate, inflation rate, exchange rate, etc. - during the years 2000-2016 is important for the economic performance of the Slovenian economy. The changes in the underlying macroeconomic variables examined allow for forecasting of the future of the Slovenian economy. Besides these basic macroeconomic variables, this study also includes the distribution of gross domestic product by sectors and data on trade balance of the Slovenian economy. In addition, products and countries with significant shares in the trade of the Slovenian economy are included. Finally, it is explained with the help of figures how trade relations changed between Slovenia and Turkey during 2000-2016.

**Keywords:** Trade balance, macroeconomic indicators, Slovenia, Turkey

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## 1. INTRODUCTION

Growth, employment, foreign trade and balance of trade in the country economies are some of the most important indicators in terms of assessing development trends. In order to analyze the situation in the Slovenian Economy, the general situation of the Slovenian economy was assessed by using growth data, per capita income, employment, foreign trade and foreign trade balance data for the years 2000-2016. In addition, the most important trade partners and trade figures of Slovenia are included. In the last part, economic relations with Turkey has been revealed.

## 2. GENERAL ECONOMIC OUTLOOK

Slovenia is one of the countries with the best economic indicators in Europe, with a per capita income of more than thirty thousand euros and a high production volume in spite of the population of two million.

The basic indicators of the Slovenian economy can be examined in three different date ranges. First, between 2000 and 2004, before joining the European Union. Second, between 2004 and 2008, until the global crisis. Third, post-crisis years - 2010-2016-. Table 1 reflects selected macroeconomic indicators.

Between 2000 and 2004 average GDP is 40.382 million US dollars and average growth is 4%, average GDP per capita is 20.250 US dollars, this value is smaller than the average per capita national income of the European Union, notice that Slovenia was not a member of the European

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union during these years. Average net trade is -1.033 million US dollars, lastly average unemployment rate is 6,38%.

Slovenia had joined the European Union on 1<sup>st</sup> of May 2004. Between 2004 and 2008 reflects the economic situation after Slovenia joined the European Union. During these years, average GDP is 53.801 million US dollars, average growth is 4,97%, notice that the decline in growth rate in 2008 with the effects of the global crisis has been the news of the decline in 2009. Average GDP per capita is 26,727 US dollars, this value is close to the average per capita income of the European Union during these years. Average net trade -864,765 million US dollars. The Slovenian economy is largely focused on foreign trade. Foreign trade volume in 2008 was 115% of national income. During these years, average unemployment rate is 5,42%.

The Slovenian economy was heavily influenced by the 2008 crisis. In 2009, the Slovenian economy contracted by 7.8%. Exports decreased by 15.6% and imports by 17.9% compared to the previous year. Unemployment rate has started to increase since 2009. The adverse effects of the crisis on growth continued until 2014. Between 2009 and 2016 average unemployment rate is 8,35. The highest unemployment rate occurred in 2013. After 2010, the Slovenian economy started to have foreign trade surplus. Lastly, in 2016 GDP is 68.350 million US dollars, growth is 2,02 , GDP per capita is 33.105 US dollars, net trade is 4.370 million US dollars and unemployment rate is 8%.

Year	GDP (Current Million US dollars)	GDP growth (annual %)	GDP per capita (current US\$)	Exports (Million US dollars)	Imports (Million US dollars)	Net Trade (Million US dollars)	Unemployment
<b>2000</b>	35.873	4,16	18.032	16.580	17.917	-1.337	6,9
<b>2001</b>	37.847	2,95	19.000	17.770	18.566	-795	5,7
<b>2002</b>	40.499	3,84	20.300	19.153	19.610	-457	6,3
<b>2003</b>	42.175	2,84	21.127	19.759	20.878	-1.119	6,7
<b>2004</b>	45.518	4,35	22.790	22.336	23.794	-1.458	6,3
<b>2005</b>	47.902	4,00	23.941	24.874	25.540	-666	6,5
<b>2006</b>	51.733	5,66	25.765	28.387	28.704	-317	6
<b>2007</b>	55.690	6,94	27.585	32.250	33.515	-1.265	4,8
<b>2008</b>	59.880	3,30	29.615	33.594	34.805	-1.211	4,4
<b>2009</b>	56.099	-7,80	27.477	28.022	28.247	-225	5,9
<b>2010</b>	56.936	1,24	27.790	30.867	30.178	689	7,2
<b>2011</b>	59.131	0,65	28.805	32.995	31.686	1.309	8,2
<b>2012</b>	59.332	-2,69	28.847	33.188	30.512	2.676	8,8
<b>2013</b>	60.834	-1,09	29.538	34.201	31.138	3.063	10,1
<b>2014</b>	63.911	3,11	30.997	36.148	32.431	3.717	9,7
<b>2015</b>	65.960	2,32	31.968	38.155	33.931	4.224	8,96
<b>2016</b>	68.350	2,02	33.105	40.399	36.030	4.370	8

Table 1: Selected Macroeconomic Indicators

Source: OECD



## 2.1. GDP COMPOSITION BY SECTOR

GDP composition shows where production take place in Slovenian Economy. The distribution gives the percentage contribution of agriculture, industry and services to total GDP. Table 2 shows distribution of gross domestic product by sector during 2000-2016. The share of service sector in gross domestic product is high in all years. The average share of service sector in gross domestic product is 64.269%. Agriculture and industry constitute approximately one third of the gross domestic product.

Years	Agricultural	Industry	Services
2000	3.313	28.496	61.679
2001	2.972	28.730	62.149
2002	3.204	28.587	62.315
2003	2.412	28.592	62.895
2004	2.601	28.538	62.765
2005	2.600	27.583	63.318
2006	2.266	27.448	63.236
2007	2.140	27.186	62.708
2008	1.890	25.827	63.965
2009	1.892	23.600	66.719
2010	1.982	24.225	67.413
2011	2.286	25.048	66.794
2012	2.072	25.895	66.214
2013	2.107	26.952	65.599
2014	2.416	27.333	64.550
2015	2.384	27.263	64.870
2016	2.256	27.637	65.382

Table 2: GDP Composition by Sector (%)

Source: OEC (The Observatory of Economic Complexity)

## 2.2. SLOVENIA'S TOP TRADING PARTNERS AND PRODUCTS

The largest foreign trade partner in the Slovenian economy, which is based on exports, is the EU countries. Slovenia exports more than half of its total exports to Germany, Italy, Croatia, Austria and France. Approximately 50% of imported products come from Germany, Italy, Austria, France and Croatia. Table 3 shows the levels of trade relations between 2000 and 2016.

EXPORT	%	IMPORT	%
Germany	21,13	Germany	17,37
Italy	11,50	Italy	16,50
Austria	7,56	Austria	6,51
Croatia	6,76	France	8,29
France	6,71	Croatia	3,79

Table 3: Top-Trading Partners (2000-2016)

Source: OEC (The Observatory of Economic Complexity)

Slovenia's top export products are **cars, packaged medicament, seat and vehicle part**. On the other hand top import products are **Refined Petroleum, Cars, Vehicle Part, Packaged Medicament**. Table 4 shows the levels of produce trade between 2000 and 2016.

<b>EXPORT</b>	<b>%</b>	<b>IMPORT</b>	<b>%</b>
<b>Cars</b>	9,14	<b>Refined Petroleum</b>	7,10
<b>Packaged Medicament</b>	6,87	<b>Cars</b>	5,33
<b>Seat</b>	2,88	<b>Vehicle Part</b>	3,25
<b>Vehicle Part</b>	2,82	<b>Packaged Medicament</b>	2,4

Table 4: Top Trading Product (2000-2016)  
Source: OEC (The Observatory of Economic Complexity)

## 4. RELATIONS BETWEEN TURKEY AND SLOVENIA

### 4.1. POLITICAL RELATIONS

Slovenia, which declared its independence on 25 June 1991, was recognized by Turkey on 6 February 1992. The Turkish embassy was active on April 1, 1993. Slovenia, on the other hand, opened an Embassy in Ankara in September 1996.

Slovenia is on the main transport route linking Turkey to Western Europe and thus the European Union. The general course of bilateral relations is positive, and co-operation between Turkey and Slovenia is on the rise to ensure peace and stability in the Balkans. There are no political problems between the two countries.

These are the basis of relations between Slovenia and Turkey: Turkish road transport, tourism, increasing trade-based economic cooperation, similar political views and approaches to peace building in the Balkans, Turkey's NATO alliance and Slovenia's support for our EU membership.

### 4.2. ECONOMIC AND COMMERCIAL RELATIONS

With Slovenia becoming an EU member in May 2004, the Free Trade Agreement between the two countries was abolished and bilateral trade began to be carried out according to Customs Union rules. Since Slovenia is a relatively small market due to its population of about two million people, the trade volume between Slovenia and Turkey is on a steadily increasing trend.

It can be seen from table 5 that trade between the two countries has generally increased over the years. The highest volume of foreign trade volume was in 2016, while the lowest level of foreign trade volume was in 2000. The year 2010 is the year when the foreign trade volume between the two countries declines the most. The year of the highest increase in foreign trade volume between the two countries is 2011. It is a result of the high decline in foreign trade volume in 2010.

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	<b>Export (Million dollars)</b>	<b>Import (Million dollars)</b>	<b>Total trade volume (Million dollars)</b>
2000	47.580.621	55.651.922	103.232.543
2001	62.667.074	48.947.518	111.614.592
2002	68.981.355	57.115.353	126.096.708
2003	102.588.315	93.021.755	195.610.070

2004	188.559.144	203.222.060	391.781.204
2005	332.409.930	217.866.791	587.391.274
2006	417.729.322	201.817.470	619.546.792
2007	486.765.643	232.317.239	719.082.882
2008	648.705.478	243.627.719	892.333.197
2009	595.003.761	249.577.354	844.581.115
2010	356.502.107	291.314.114	647.816.221
2011	617.476.166	348.936.143	966.412.309
2012	548.314.404	311.875.400	860.189.804
2013	666.163.518	304.255.983	970.419.501
2014	742.816.619	301.867.693	1.044.684.312
2015	810.405.320	343.783.500	1.154.188.820
2016	928.150.968	296.053.475	1.224.204.443

Table 5: Trade between Turkey and Slovenia  
Source: Turkish Statistical Institute (TUIK)

#### Turkey's Exports to Slovenia by Major Chapters:

- Motor vehicles, their parts and accessories;
- Mineral fuels, mineral oils and preparations;
- Electrical machinery and equipment, parts and accessories;
- Knitted apparel and accessories;
- Tobacco and tobacco substitutes;
- Boilers, machinery and equipment, tools and parts;
- Articles made of rubber and rubber;
- Glass and glassware;
- Unclassified clothing accessories and accessories.

#### Importation of Turkey from Slovenia by Major Chapters

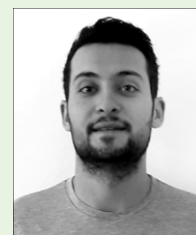
- Boilers, machinery and equipment, tools, parts;
- Electrical machinery and equipment, parts and accessories;
- Raw hides, skins (except furs), skeletons;
- Dye, putty, chewing gum;
- Paper and cardboard; Paper and articles made of cardboard;
- Iron and steel;
- Motor vehicles, their parts and accessories;
- Pharmaceutical products;
- Optics, photography, cinema, measuring, adjusting devices, medical instruments;
- Artificial and synthetic fibers suitable for weaving.

### 4.3. TOURISM

Mutual touristic visits are followed by an increasing trend. Since 2007, Turkey has participated in Ljubljana Tourism Fair. Turkey is among the most preferred countries by Slovenian tourists. In 2007, about 35,000 Slovenian citizens visited Turkey, which amounted to 39,960 in the first 11 months of 2008. The situation began to change negatively after 2014. While the number of Slovenian

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tourists coming to Turkey in 2014 was 41,799, this figure declined to 39,734 in 2015 and in 2016 it was 18,863 with a dramatic decline.

#### **4.4. TRANSPORTATION**

Slovenia is an important transit point for the Turkish transportation sector in regards of its geographical location. Slovenia is an important transit route in terms of its location and land, sea and rail infrastructure as well as Turkish transportation companies that carry cargo by land and sea to Western Europe. In addition, “Koper Harbor” contributes to the existing co-operation for transportation.

#### **5. CONCLUSION**

In this paper, the basic macroeconomic indicators of the Slovenian economy examined in three different periods are discussed. The Slovenian economy is giving good signals despite the effects of the global crisis. On the other hand, it is clear that the economic relations between Slovenia and Turkey need to be improved.

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## ULAZAK SRBIJE U EVROPSKU UNIJU JEDAN OD NAJVAŽNIJIH PRIORITETA PRIVREDNOG RAZVOJA

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Gruja Kostadinović<sup>12</sup>  
Danijela Milićević<sup>13</sup>

**Rezime:** *Inteziviranje procesa globalizacije i liberalizacije krajem XX veka dovelo je do sve veće međusobne povezanosti svetskih privreda, pa samim tim i do brojnih integracionih procesa na skoro svim kontinentima. S obzirom na to da je Evropska unija najznačajnija ekonomska integracija u Evropi ulazak Srbije u Evropsku uniju nameće se kao neminovnost i izbor koji nema alternativnog rešenja. Naime, male zemlje kao što je naša imaju perspektivu da opstanu jedino ukoliko su okrenute integrisanju sa razvijenim zemljama. Približavanje Evropskoj uniji za srpsku privredu predstavlja veliki potencijal, najpre u vidu širenja tržišta, a zatim i u povećanju priliva stranih investicija. Zbog toga je približavanje Evropskoj uniji jedan od najvažnijih prioriteta budućeg privrednog razvoja Srbije i put koji nema alternativu.*

**Ključne reči:** *prioritet, razvoj, Evropska unija, integracije*

**Abstract:** *Intensification of globalization and liberalization of the late twentieth century led to the increasing interconnectedness of world economies, and therefore the number of integration proces on almost all continents. Given that the EU is the most important economic integration in Europe, Serbia's entry into the European Union imposed as a necessity and a choice that has no alternative solution. In fact, small countries like ours have the perspective to survive only if they are facing the integration of the developed countries. Approaching the European Union for the Serbian economy is a great potential, primarily in the form of expanding markets, and in increasing foreign direct investment. Therefore, approaching the European Union is a top priority for future economic development of Serbia and the way that has no other alternative.*

**Key words:** *priority, development, the European Union, Impact*

### UVOD

Polazeći od pretpostavke da budućnost bez spoznaje prošlosti nema nikakvu perspektivu, odnosno da je svaki veliki civilizacijski iskorak uvek bio istorijski predodređen i da je tu svoju predestinaciju temeljio na stečenim iskustvima iz prošlosti i jasno definisanim ciljevima u budućnosti, savremeno društvo u težnji ka evroatlantskim integracijama krenulo je u pravcu prevladavanja sopstvenog nasleđa - koje je objektivno bilo ispunjeno brojnim konfliktima i protivrečnostima.

Suštinski bitnu stvar za svaku zemlju, bilo da ona spada u grupu razvijenih zemalja ili ne, predstavlja njen privredni razvoj. Prioriteti razvoja se uglavnom odnose na podizanje nivoa BDP-a, smanjenje stope nezaposlenosti i stope siromaštva, ali pored svih ostalih prioriteta jedan se nameće kao bezuslovan, kao prioritet i put Srbije koji nema alternativu, a to je put ka Evropi,

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odnosno put ka Evropskoj uniji. Za uspeh integracije Srbije u Evropsku uniju je od velike važnosti da građani Srbije shvate koliko je to značajno za Srbiju i šta sve sa sobom donosi buduća uloga naše zemlje u Evropskoj uniji.

U ovom radu najpre će biti reč o prioritetima u privrednom razvoju Srbije a zatim o nastanku, razvoju i glavnim karakteristikama Evropske unije, o tome kakav je njen pristup prema Srbiji, u kom pravcu su se razvijali njihovi odnosi nakon demokratskih promena u našoj zemlji, kao i o tome koje su posledice toliko željenog i često pominjanog ulaska Srbije u Evropsku uniju.

## **PRIVREDNI RAZVOJ SRBIJE**

Uvažavanje novih uslova u svetu (globalizacija, integracioni procesi, liberalizacija itd) u velikoj meri uslovljava strateške pravce privrednog razvoja Srbije. Perspektive razvoja srpske privrede definisne su kroz ciljeve i pravce u Nacionalnoj strategiji privrednog razvoja Srbije. Uslovi u kojima je nastala strategija su veoma specifični. Naime, Srbija je zemlja zakasnele tranzicije pa se kao takva nalazi na veoma slaboj startnoj poziciji: mala je stopa BDP-a po glavi stanovnika, veoma visok procenat siromašnih, nepovoljna međunarodna konkurentnost zemlje, veoma visoka stopa nezaposlenosti sa tendencijom rasta, visoka inflacija i izrazite regionalne neravnomernosti. Državna administracija je neefikasna, visok je nivo korupcije a postoji i izrazita politička nestabilnost i nepoverenje građana u javne institucije, sve to utiče na otežano započinjanje biznisa u Srbiji. Što se tiče nezaposlenosti ona u Srbiji nije klasična nezaposlenost već predstavlja kombinaciju nedovoljne tražnje i neusklađenosti ponude sa potrebama za radnom snagom u pogledu kvalifikacija, kulturnog nivoa i obrazovanja.

Osnovni strateški ciljevi definisani su u okviru nacionalne strategije privrednog razvoja Srbije nameću i prioritete u privrednom razvoju zemlje. S' obzirom da je osnovni cilj povećanje standarda stanovništva nameće se tendencija podizanja nivoa BDP-a, smanjenje stope nezaposlenosti i stope siromaštva, a sve to je veoma teško bez pomoći iz inostranstva, pa se kao jedan od bitnih prioriteta privrednog razvoja ističe stvaranje povoljnih uslova za strane investitore i privlačenje većeg obima stranih direktnih investicija, što će doprineti ubrzanju razvoja.<sup>14</sup>

Pored ovog, ostali prioriteti privrednog razvoja Srbije se odnose na: završetak procesa tranzicije, okončanje privatizacije, podizanje međunarodne konkurentnosti, ublažavanje razlika u regionalnom razvoju i približavanje Evropskoj uniji, kao možda i najvažniji jer na neki način uslovljava sve prioritete.

## **PRISTUP EVROPSKE UNIJE PREMA SRBIJI KAO ZEMLJI JUGOISTOČNE EVROPE**

U širem smislu, regionalni pristup podrazumeva „formulisanje i sprovođenje politike Evropske unije prema određenom susednom regionu. Sadržina ove politike uslovljena je značajem tog regiona za samu Evropsku uniju, a samo sprovođenje ove politike zahteva usaglašavanje i primenu konkretnih instrumenata. Ciljevi regionalnog pristupa se najčešće odnose na jačanje stabilnosti, mira u regionu, razvoju demokratije, vladavine prava, poštovanje ljudskih i manjinskih prava. Instrumenti koji se najčešće koriste u realizaciji ovih ciljeva su: (1) određeni tipovi sporazuma (2) razvoj ekonomskih odnosa i saradnje (3) programi tehničko-finansijske pomoći (4) politički dijalozi i (5) brojni oblici regionalne saradnje. U užem smislu regionalni

<sup>14</sup> Dimitrijević, B., Munitlak Ivanović O., *Ekonomika evropskih integracija*, Novi Sad: Fakultet za uslužni biznis, 2008.

pristup se odnosi na politiku Evropske unije prema određenom regionu. Takav je slučaj sa regionalnim pristupom Evropske unije prema Jugoistočnoj Evropi.

U okviru ovog pristupa Evropska unija je u aprilu 1997. godine formulisla opšte i specifične uslove koje ove države moraju da ispune kako bi unapredile svoje međusobne odnose sa Evropskom unijom. Opšti uslovi su izvedeni iz kriterijuma iz Kopenhagena koje je Evropski savet formulisao 1993. godine. To su sledeći kriterijumi:

1. Politički kriterijumi - odnose se na postojanje stabilnih institucija kojima se garantuje demokratija i vladavina prava, poštovanje ljudskih i manjinskih prava;
2. Ekonomski kriterijumi – odnose se na postojanje funkcionalne tržišne privrede, koja je sposobna da izdrži konkurenciju na tržištu Evropske unije;
3. Pravni kriterijumi – ogledaju se u sposobnosti države da u potpunosti preuzme i poštuje obaveze koje proističu iz članstva u Evropskoj uniji <sup>15</sup>

Kada su u pitanju zemlje ovog regiona unapređenje odnosa sa Evropskom unijom je uslovljeno i „unapređenjem regionalne saradnje i dobrosusedskih odnosa, kao i poštovanje međunarodnih obaveza koje su proizašle iz mirovnih sporazuma“ (Dejtonsko/Pariskog i Erdutskog sporazuma).<sup>16</sup> Kao poseban i veoma važan uslov ističe se obaveza zemalja regiona o punoj saradnji sa Međunarodnim krivičnim tribunalom u Hagu (obaveza se odnosi na Bosnu i Hercegovinu, Hrvatsku i tadašnju SRJ)

## **POSLEDICE ULASKA SRBIJE U EVROPSKU UNIJU**

Inteziviranje procesa globalizacije i liberalizacije krajem XX veka dovelo je do sve veće međusobne povezanosti svetskih privreda, pa samim tim i do brojnih integracionih procesa na skoro svim kontinentima. Dakle, ulazak Srbije u Evropsku uniju nameće sa kao neminovnost i izbor koji nema alternativnog rešenja. Naime, male zemlje kao što je naša imaju perspektivu da opstanu jedino ukoliko su okrenute integrisanju sa razvijenim zemljama ili pak regionalnim integracijama.

Interes Srbije za ulazak u najznačajniju ekonomsku integraciju u Evropi ne predstavlja jedino strateški interes Srbije već je i u interesu same Evropske unije da ima u svom sastavu takvu zemlju koja ima dosta komparativnih prednosti: geo-strateški položaj, veliki tržišni potencijal, proizvodni potencijal, kvalitetnu radnu snagu. Sa druge strane, Srbija teži ulasku u Evropsku uniju jer je ona najdublja ekonomska integracija na svetu u kojoj funkcioniše jedinstveno interno tržište sa potpuno slobodnim protokom roba, usluga, rada i kapitala.

Evropska unija je zajednica sa vrlo značajnim proizvodnim, investicionim i tržišnim potencijalom. Široko tržište Evropske unije moglo bi dovesti do povećanja proizvodnje u zemlji, a samim tim i do povećanja izvoza na ove prostore, što bi se pozitivno ocrvalo na saldo platnog bilansa i ukupni razvoj zemlje.[1, str. 311]

Za Srbiju je veoma bitan slobodan protok kapitala, jer on olakšava investiranje u novu članicu. Članica Evropske unije ima „dobar imidž“ jer postoji uređen sistem i pravna zaštita unutar te zemlje, pa ta činjenica u velikoj meri ohrabruje strane investitore da ulažu svoj kapital baš u tu zemlju. Pored lakšeg ulaska stranih direktnih investicija za novu članicu je važno da ima i mogućnost korišćenja raznih pristupnih fondova Evropske unije, čija se sredstva mogu iskoristiti za unapređenje privrede.

<sup>15</sup>Radosavljević, D. *Evropska Unija, razvoj – institucije – proširenje*, Novi Sad: USEE, 2007.

Slobodan protok rada ima velika značaj za novopridruženu članicu, jer on omogućava da radnici iz jedne zemlje članice nesmetano mogu da traže i da obavljaju posao u drugoj zemlji članici. Rad u nekoj od razvijenih zemalja Evropske unije ima dvostruku korist za zemlju čiji su takvi radnici rezidenti, jer je prisutna mogućnost da se deo zarade ostvarene u drugoj zemlji potroši u domaćoj zemlji, ali i da se znanje i iskustvo stečeno u drugoj, razvijenoj zemlji prenese u domaću zemlju. Pristupanje Evropskoj uniji je značajno i sa aspekta školovanja visokoobrazovanih kadrova jer omogućava lakši pristup obrazovnim institucijama na njenom području.

Olakšano putovanje u određene zemlje Evropske unije, potpisnice Šengenskog sporazuma, omogućeno je građanima Srbije procesom liberalizacije viznog režima, čija primena je počela 19. decembra 2009. godine. Građani Srbije koji imaju biometrijski pasoš sada mogu slobodno da putuju u 25 zemalja članica Evropske unije (bez Velike Britanije i Irske) i 3 evropske zemlje koje su deo Šengenskog prostora (Švajcarska, Island i Norveška). Građani Srbije se mogu zadržati najduže 90 dana, svakih šest meseci. Međutim, nova pravila važe samo za putovanja - ne dozvoljavaju građanima Srbije da žive, niti da se zaposle u nekoj od ovih zemalja.[4, str. 21]

Pomak je očigledan, međutim ulazak Srbije u Evropsku uniju bi doneo još više pozitivnih efekata, jer državljanin Evropske unije nije običan turista već su mu zagarantovana određena prava. Oni imaju mogućnost boravka u bilo kojoj zemlji članici EU i imaju pravo da se zaposle u toj zemlji i samim tim budu naseljeni za stalno.

Pored mnogobrojnih pozitivnih posledica pristupanje Evropskoj uniji ima i svoje negativne strane po Srbiju. Zapravo, koristi od ulaska su nemerljivo veće, međutim valja napomenuti i neke loše strane ove integracije po novoprimećenu članicu. Pre svega, liberalizacija spoljnotrgovinskih odnosa između nove članice i zemalja Evropske unije se ne odvija po reciprocitetu u velikom broju slučajeva. Najčešće je spoljnotrgovinska razmena intenzivnija na strani uvoza nego na strani izvoza male zemlje, nove članice. Naime, Evropska unija svaku novu zemlju članicu vidi kao širenje tržišta za sopstvene proizvode. Ti proizvodi su po običaju jeftiniji od proizvoda zemlje domaćina, pa ovakav vid liberalizacije može biti i te kako poguban po privredu zemlje domaćina, novopridružene članice Evropske unije. Sa druge strane, iako je izvoz nove članice liberalizovan on često trpi razne carinske barijere u pogledu neispunjavanja određenih sanitarnih zahteva, u pogledu načina pakovanja, transporta. Često se dešava da carinske barijere imaju štetniji uticaj od carinskih sistema u međunarodnoj trgovini.

Činjenica da ulazak u Evropsku uniju omogućava slobodno kretanje ljudi i da radna snaga nove članice dobija mogućnost da radi van granica svoje zemlje ima negativan uticaj za tu zemlju. Naime, često se dešava da se za odlazak odluči visokoobrazovani kadar, pa se lako može desiti da zemlja ostane bez stručnih kadrova. Takođe je to nepovoljno sa aspekta obrazovnih institucija koje su te kadrove školovale, ulagale u njih, a postoji velika verovatnoća da oni nikada neće raditi u svojoj zemlji. Dakle, problem „odliva mozgova“ će biti produbljen integracijom Srbije u Evropsku uniju, jer je i do sada bio jedan od „gorućih“ problema. Sa druge strane, kada zemlja postane članica Evropske unije i njeno tržište rada se otvara prema drugim članicama dolazi do povećanja konkurencije, što znači da za domaća radna mesta mogu konkurisati i radnici iz inostranstva. To može dovesti do još većeg povećanja procenta nezaposlenosti domaćeg stanovništva.

Takođe, neće sve strane direktne investicije biti usmerene ka unapređivanju domaće privrede. Često se sredstva ulažu u manje razvijene zemlje EU radi sticanja profita, kao i zbog činjenice



da su ove zemlje pogodne za privlačenje stranih investicija. Neretko se dešava i da se ulaže u nove članice kako bi se izmestila tzv. „prljava tehnologija“.

I sa kulturološkog aspekta može doći do nekih negativnih posledica. Naime, unifikacija u kulturi, stilu življenja, ponašanju modi, može biti razlog za osećaj gubljenja nacionalnog identiteta nakon ulaska u Evropsku uniju.

## ZAKLJUČAK

Sa detronizacijom komunizma, vizija povratka zemalja Istočne Evrope u jednu slobodnu, miroljubivu, prosperitetnu i jedinstvenu Evropu postala je sve izvesnija. Njeno priključenje podrazumevalo je proširivanje postojećeg, odnosno formiranje novog „unutrašnjeg“ tržišta, sa kojim su se zemlje Evropske zajednice ubrzo suočile. Promene na Istoku i nemačko ujedinjenje, potpuno su multiplikovali dotadašnje odnose i situaciju u Evropi učinili složenom. Delor je shvatio da bez prihvatanja država bivšeg Istočnog bloka u zajedničke institucije postoji realna opasnost da će se Evropa kao celina razići ili u blažoj varijanti pretvoriti poput Ujedinjenih Nacija – u klub vlada.

Polaznu tačku u rešavanju novonastalih odnosa predstavljala je konferencija u Mاستrihtu na kojoj je završena najdalekosežnija reforma Rimskog ugovora. Naime, na konferenciji je rođena ideja o stvaranju Evropske unije (EU), koja je i realizovana 7. februara 1992. godine potpisivanjem ugovora u ovom holandskom gradu. Ugovorom je predviđeno da se *Evropska zajednica*, kao institucija integrisana pretežno na ekonomskim osnovama i političkoj saradnji, transformiše u *Uniju* koja bi obuhvatala osim navedenih i zajedničku spoljnu i bezbednosnu politiku („drugi stub“) i saradnju u oblasti unutrašnje politike i pravosuđa („treći stub“).<sup>17</sup>

Za Srbiju je značaj privrednog razvoja izuzetno veliki, imajući u vidu da se privredni razvoj naše zemlje odvijao u potpuno novom okruženju, koje karakterišu novi susedi, novi međunarodni odnosi i novi globalni procesi, koji se naravno, ne mogu i ne smeju zanemariti. U novim okolnostima Srbija ima i nove prioritete u razvoju, kao što su završetak procesa tranzicije, aktivnosti ka evropskoj budućnosti, normalizacija odnosa prema susedima.

Kao jedan od najznačajnijih razvojnih prioriteta Srbije ističe se njen put ka evrointegraciji. Imajući to u vidu može se zaključiti da je uticaj Evropske unije od presudnog značaja za Srbiju. Naša zemlja je prešla veliki deo puta ka punopravnom članstvu, međutim za uspeh integracije Srbije u Evropsku uniju odlučujuće je da građani Srbije shvate šta uopšte znači i šta sve sa sobom donosi buduća uloga naše zemlje u Evropskoj uniji.

Pozitivne posledice ulaska Srbije u Evropsku uniju su brojne, mada uvek postoje i negativne strane. U svakom slučaju, zaključak je da put ka Evropskoj uniji nema alternativu.

<sup>17</sup> Sporazumom iz Mاستrihta udareni su temelji (tzv. „prvi stub“) evropskih integracija, koji su postali još čvršći potpisivanjem ugovora iz Amsterdama (1997) i Nice (2001). Kroz ova tri ugovora „zaokružena je arhitektura“ Evropske unije. Prvi stub čine sve dotadašnje institucije koje su pripadale Evropskoj zajednici (ECSC; Euratom, EEC), dok druga dva „bočna“ stuba predstavljaju oblasti u kojima članice pokazuju spremnost da prenesu na zajednicu veći deo svog nacionalnog suvereniteta.

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## THE FACTORS LIMITING THE DEVELOPMENT OF THE WORLD ECONOMY IN THE THIRD DECADE OF THE 21ST CENTURY

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Petr Houšť<sup>20</sup>

**Abstract:** *It becomes evident that classical paradigms of development of the world economy and resource base of the world economy have fundamentally changed in the context of the modern technology development at the end of the second decade of the 21st century. The world is beginning to realize the fatal lack of raw materials and water. Countries that are rich in raw materials, start worrying of their raw material resources and those countries that are not rich in raw materials think about restructuring the economy so that they can prosper in the future, too. Most people still live in less developed countries, which do not claim a raw material in the range of developed countries.*

*Countries that undergo water shortages already, will suffer not only from the collapse of agriculture, often energy too, but also mostly by migration of people into areas with more favourable environmental conditions. The subsequent destabilization of social systems of target countries and the world economy is obvious. Extraction of raw materials and fight for water are the greatest threat to our civilization and the paradigm of sustainable development. It can be expected that many countries will solve the individual problems at the expense of their neighbours. Also therefore the world countries seek the reduction of the dependence on the biggest oil producers, such as the UAE, Russia and others. New sources of raw materials can be found in Africa and Antarctica. In Africa, however, miners are troubled by availability of the deposits and in Antarctica there are unresolved legal issues mainly. In the global economy of the third decade of the 21st century therefore, the common interest of countries in the use of rich Africa, and wealthy Antarctica will go ahead.*

*Human resources and their demographics will be the most important factor of the development in the world economy since the beginning of the third decade of the 21st century. This period will already be the season of full start for the installation of digital technology. This will be the fourth industrial revolution whose aim is total robotization of factories and the involvement of artificial intelligence in the construction of robots. An important objective is the installation of the internet of things in all areas of life reasoning in the enormous growth of data which will be processed by efficient computer systems. The emergence of the digital economy and digital single market on a global scale will be the outcome. Full robotization of manufacturing enterprises will lead to very low cost production. Installation of robots and automation technology delete many jobs for unskilled labour. However, that will be powerful opportunities for a qualified workforce. Not the amount of the earth population but before all the quality of human resources, their education is the actual competitive advantage for the future. Future wealth of countries in the third decade of the 21st century lies in the positive demographics and population education. China, which will face the consequences of one-child policy, has been persuaded about it.*

**Key words:** *development, world economy, 21<sup>st</sup> century*

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At the end of the second decade of the 21st century, the world is beginning to realize the fatal lack of resources. The term natural resources means the oil, gas, coal and uranium and metals needed for the industry, agricultural land, fish stocks in the oceans and seas, drinking water.

Lifetime of energy raw materials is limited. Lifetime of world's oil reserves at current levels of consumption is between 40 and 45 years (proved reserves), natural gas is from 60 to 70 years (some estimates go up to 200 years), and quarrying coal reserves are from 150 to 300 years.

Oil, gas and coal play an important role in the global economy. Oil is the most important contemporary natural energy source of our civilization.

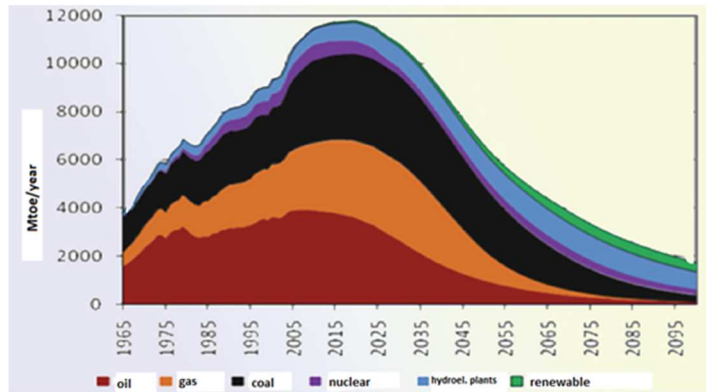


Chart 1: The share of individual sources in the global energy mix and the estimation until the end of the 21st century. According to the Association for the Study of Peak Oil, 2007. Mtoe - one million tons of oil equivalent.

Source: [1]

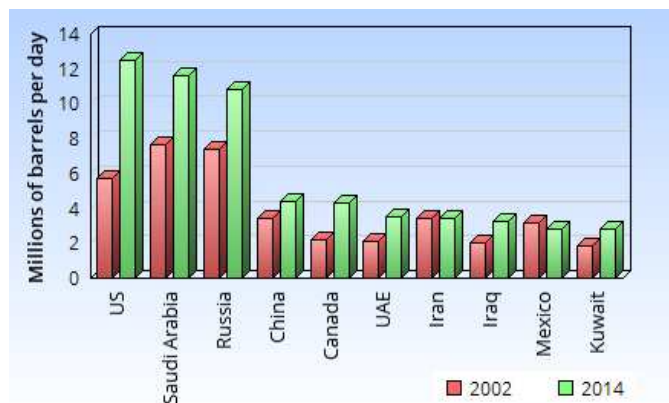


Figure 2: Comparison of oil production between 2012 and 2014

Source: [3]

The United States are the world's biggest oil consumer. They also came in first place in the extraction of this raw material and they try to deploy more resources in order be the least dependent in this area.

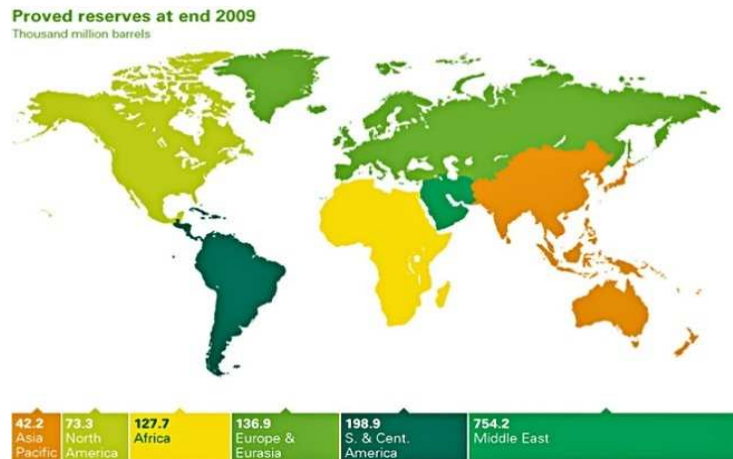


Fig. 1: Map of the world's oil reserves by region (billion barrels)  
Source: [2]

Saudi Arabia is an important producer of oil as well.

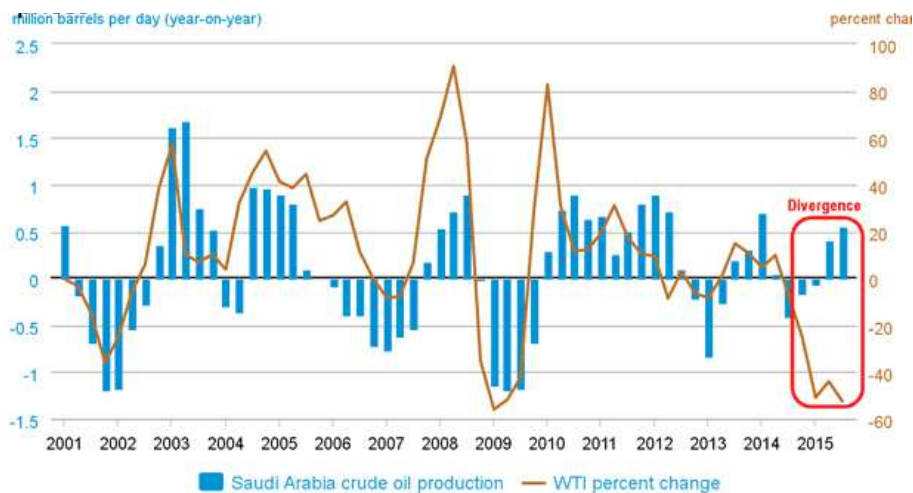


Chart 3: Oil production in Saudi Arabia and the price of oil WTI  
Source: [3]

Russia is also among the world's major oil exporters. Russia obtains roughly 70% of its foreign exchange earnings from oil exports. Decrease in oil prices by one dollar means \$ 2,000,000,000 loss of income for Russia.

Attention of countries searching new raw material deposits is focusing to Africa and Antarctica. In Africa, however, miners are troubled by availability of deposits and in Antarctica there are mainly unresolved legal issues. Yet in the global economy of the third decade of the 21st century, the common interest of countries in the use of these territories will become important.

Coal is the significant source of energy. In addition, it will influence the world economy in the near future. On a global scale coal after oil is the second most-used energy resource. Total global consumption of coal is estimated at approximately 7.8 billion tons. About three quarters of the amount is consumed as fuel in power plants. The problem with the current use of coal in power plants is its low efficiency and high pollution. [4]

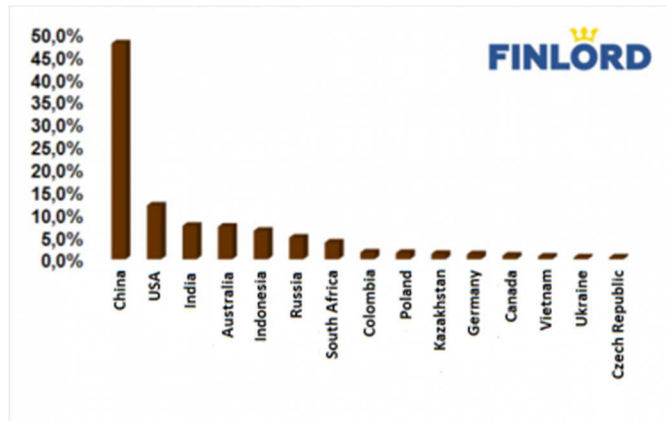


Figure 4: Global coal production in 2015 by countries  
Source: [6]

Globally, China has the biggest influence on the extent of coal mining and its price recently. Industrialization of the country with a billion and a half inhabitants makes great demands on steel production, and therefore the consumption of large quantities of coal and coke.

China has the verified coal reserves of EUR 111 billion tons, but probable reserves amounts to 4 trillion tons. It has an annual consumption of 3.8 billion tons and annual production of 3.5 billion tons. [4]

The USA is traditionally a major player in the field of coal. It has the largest proven reserves in the world - 245 billion tons and is the second largest coal producer after China. They consume approximately 0.82 billion tons of coal annually, mostly of domestic origin. 45 per cent of electricity production in the country is from coal. Annual production is approximately 0.93 bn. tonnes. [4]

The third largest coal producer is India, which has the proven coal reserves of 92 billion tons. It has an annual consumption of 0.7 billion tons and the annual production of 0.595 billion tons. However, India is also the world's major importer of coal and it will remain so in the coming period due to positive developments in the economy. [4]

Russia represents an important world producer and consumer of coal, too. Russia has proven coal reserves amounting to 157 billion tons and yearly consumption 0.22 billion tons and annual production of 0.36 billion tons. [4]

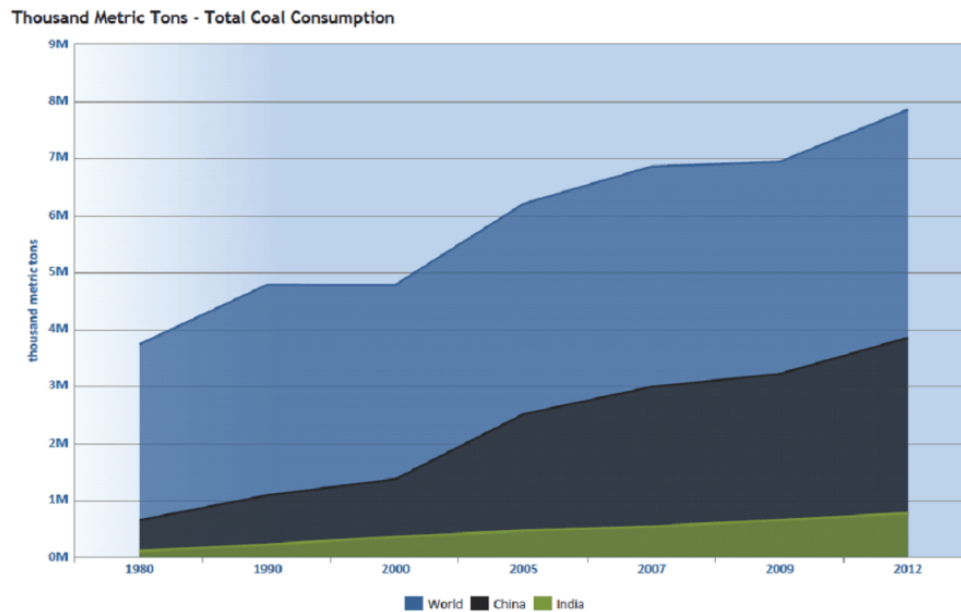
We can assume that in the next five years the global growth in demand for coal will slow. The reason will be the lower consumption in China and the United States and the onset of renewable energy sources.

In China and India electricity from coal form the backbone of the energy mix and provides around three quarters of all electricity consumption. While Asian rivals in Japan and South Korea must import substantially all of its coal from abroad, in the case of China, it is only 7%, and in the case of India 11%. [6]

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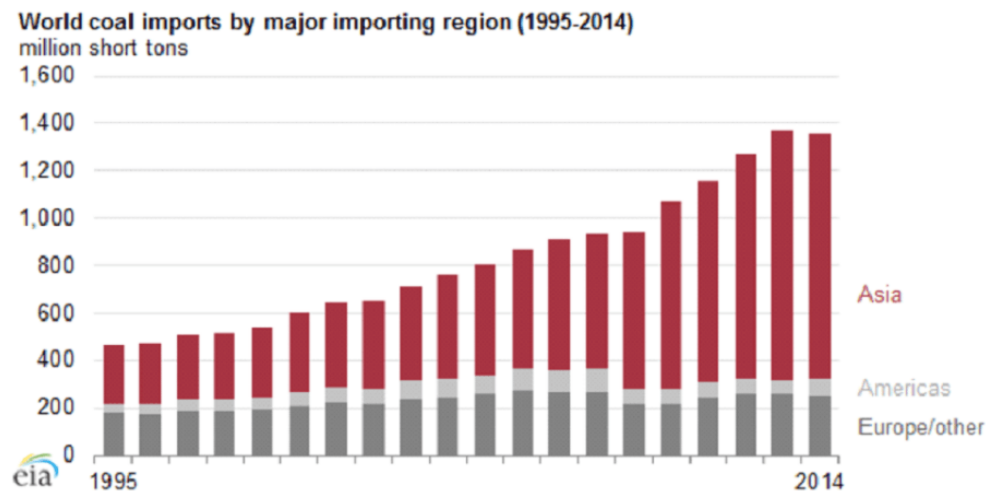




Graph 5: Without coal, it is not possible yet.  
Source: [7]

In 2010-2015, the global performance of coal-fired plants was 473 GW, with China alone contributed 297 GW. Recently, China has been attempting to get rid of dependence on fossil fuels by using renewable resources. Therefore, Beijing came to a massive coal mining restrictions in 2016. Closing mines will lead to a loss of 1.3 million jobs in the mining sector and a further 500 000 jobs in the Chinese steel industry, which looks in vain for customers.

This may result in serious shocks on the internal labour market and consequently also in the political sphere in the third decade of this century. [7]



Graph 6: Without coal, it is not possible yet.  
Source: [8]

Extraction of natural gas plays an important role in the development of the world economy. Natural gas is often associated with oil drilling. Its largest reserves are in Russia, the North Sea, North Africa, the Gulf countries, USA and Canada. It occurs also separately, for example in Russia.

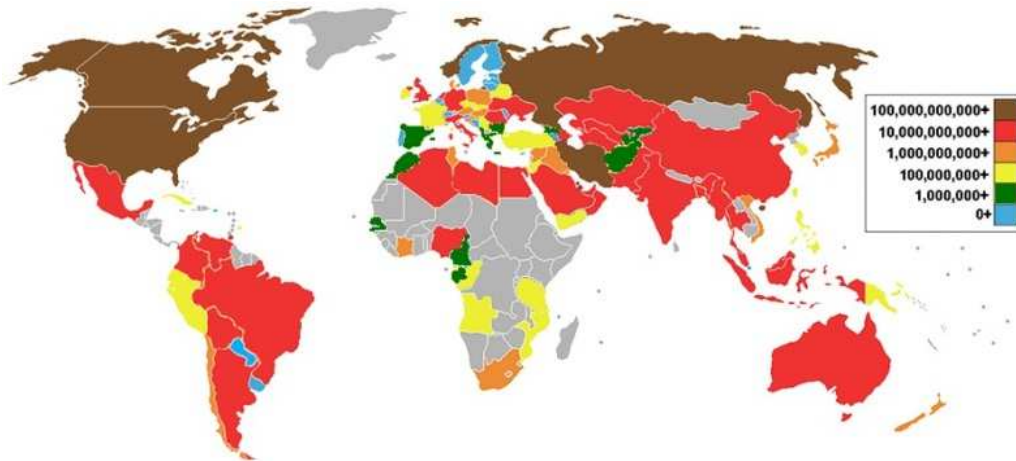
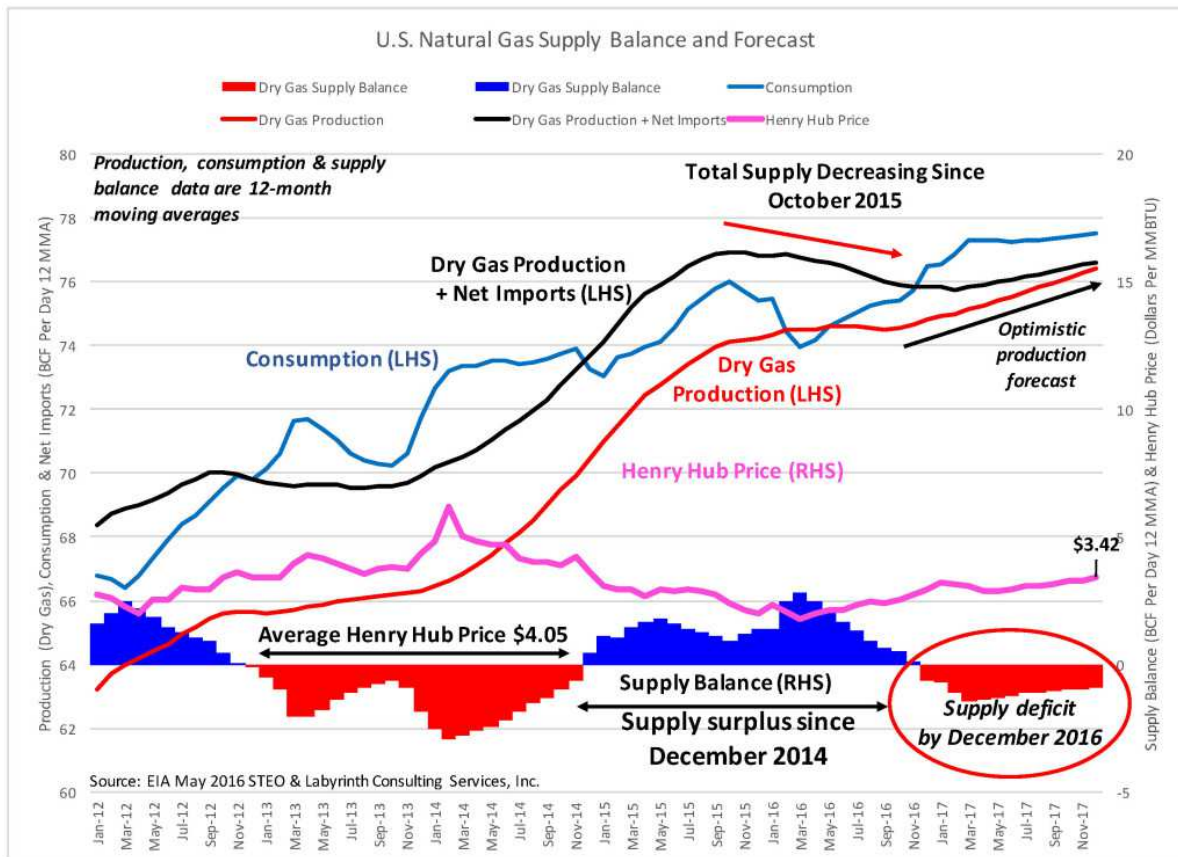


Fig. 2: Map of natural gas production in the world [m³ / year]  
Source: [2]

Comparing the development of supply (black), demand (blue) and prices (pink) on the US natural gas market is shown in graph no. 7.



Graph 7: Comparison of supply, demand and prices for natural gas in the US market.  
Source: [9]

Water will be another limiting factor in the development of the world economy in the third decade of the 21st century.



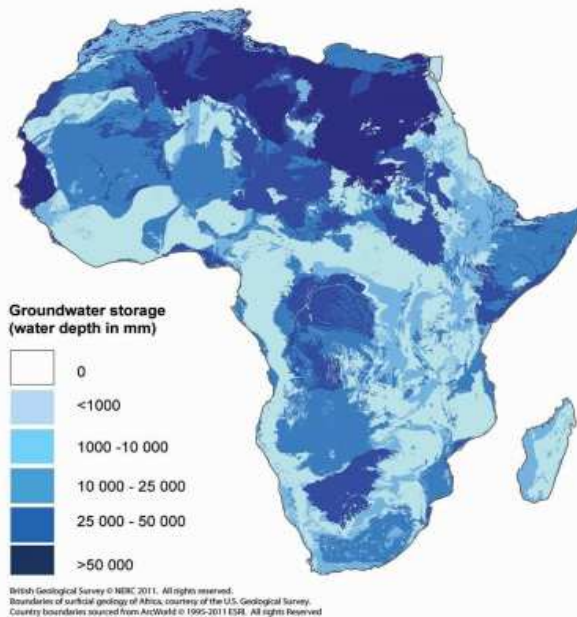


Fig. 3: Map of the largest deposits of underground water in Africa

Source: [11]

Note: The darker area, the more deeply it is.

Within ten years, about three billion people from 48 countries will face water shortages. In 2030, the global water supplies reduced by 40% and reach a critically low level. By 2050 production in agriculture will have to increase by 60%, in developing countries by as much as 100%. This of course means more demands for water. The demand for water in the manufacturing industry will increase by 400%. The biggest challenges will be faced by developing countries where the situation is worsened by especially rapid urbanization. [10]

Almost 80 million of people will be added on the Earth every year. They need about 64 billion cubic meters of water for their life. Already in 2030, therefore, half of humanity will live in areas with acute water shortage. [11]

Does our planet really have so little drinking water? On the contrary, The Earth still has huge reserves. However, only a small part is getting into the water system of the planet. New, huge underground water resources were paradoxically found in the earth's driest regions of Africa, including the Sahara. Underground water supplies under the African continent are 100 times greater than on the surface. Most of the groundwater is in depth, from 100 to 250 m. This excessively increases the cost of its use. [11]

Countries that already suffer from water shortages, will suffer not only from the collapse of agriculture, often energy, but also from migration of people to areas with more favourable life conditions. The subsequent destabilization of social systems of target countries and the world economy is obvious.

Shortages of raw materials and the risk of water wars are a serious threat to our civilization and to the paradigm of sustainable development.

As we have already noted, lack of water will also have an impact on food production. Around 69% of all water used by humans is directed into agriculture, mostly for irrigation of fields. The person needs to drink two to four liters of water, but according to the calculation of the UN Food and Agriculture Organization (FAO) producing food for one person for one day requires

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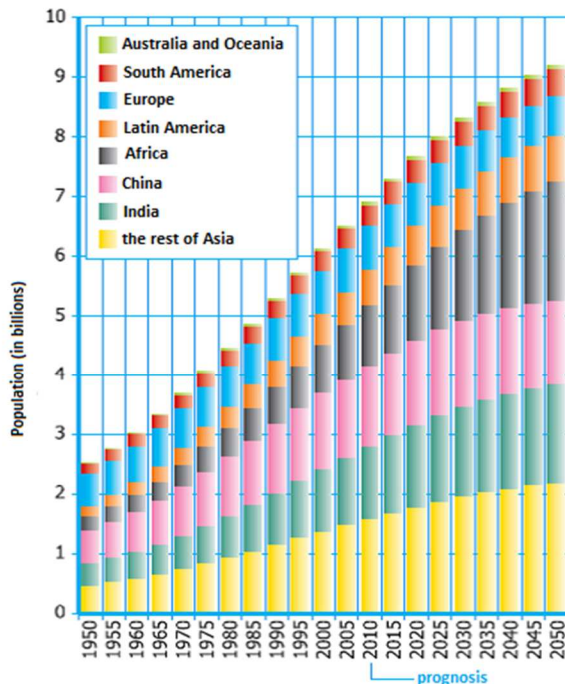
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about 2000-5000 liters of water. [12] The production of one kilogram of beef consumes just over 15,000 liters of water - mainly for irrigation of pasture [13].

Human resources, their quality and their demographics will be the most important factor in the development of the world economy since the beginning of the third decade of the 21st century. This period will be the season of overall installation of digital technologies. This will be the fourth industrial revolution the aim of which is total robotization of factories, artificial intelligence involvement in the construction of robots.



Graph 8: Development of the population in selected regions, 1950 - 2050

Source: [14]

The emergence of the digital economy and digital single market on a global scale will be the result. Full robotization of manufacturing enterprises will lead to production with very low cost. Installation of robots and automation technology cancels many jobs for unskilled labour. Not only the amount of the country's population, but also the quality of human resources and their education is the actual competitive advantage for the future.

Educational systems of countries will become a major factor in the competitiveness of countries. Already in the second half of the last century, there has been a huge increase in population. Population growth amounted to 2% per annum. Although today demographics of the world shows a slight decrease gain (gain gradual decline to 1.1% per annum), a "population explosion," represents one of the key global challenges and opportunities of humankind.

However, the vast majority of people now live in less developed countries and their education does not usually guarantee a full application in the period of the digital economy and the fourth industrial revolution. Just a seventh of the population lives in developed countries. That means all areas of Europe, North America, Japan and Australia along with New Zealand. More than six billion people are living in developing countries and LDCs including some areas of Africa and Asia excluding Japan, Latin America and Oceania. If people from these previously underdeveloped countries wanted to use the material resources in their favour as people in developed parts of the world, global raw material resources would be exhausted within a few decades. With the development of the underdeveloped countries the philosophy of the world economy will also have to change. [15]

Regions of the world are faced with the challenge of an aging population. The world faces a global decline in fertility. Birth rate declines mainly in developed countries. During 2015, 5.1 million people were born in the EU, while 5.2 million people died. This means that the EU had for the first time negative natural increase. The final positive demographic trends result from immigration. [15] In Eastern Europe, particularly in Bulgaria, then in Croatia, Hungary, Romania, Lithuania and Latvia is the largest population decline.

By 2050 the world economy will have had to deal with the fact that the global birth rate of the population is reduced to a range of 1.5 to 2.5 children per woman of the working age. Changes will strike Asia, too. Although the largest population is in China nowadays, India will overtake it within a few years.

Throughout known history of civilization, a population increase caused a significant increase in the resources of civilization and became one of the engines of economic development. Statistics show that Africa has a chance to take over the role of demographics leader. Although China is now the most populous country in the world and still serves as an economic leader, in the longer terms it will not be. Until recently, it has grown demographically, but the problem of an aging population will be the same as in Western Europe. In the near future China will also face the problem of an aging population and begins to share its leading position with India.

But the fact for the global economy is that within twenty years, nearly every fourth inhabitant on the Earth will be African. [17]

In the next thirty-five years about 1.8 billion children will be born in Africa. The total population of the continent will more than double in 2050.

World population reached one billion in the early 19th century, and doubled to two billion in the 20's of the last century. In the 90's it reached six billion and seven billion then in 2011. The number of people on the planet, which currently stands at 7.2 billion, will increase by 2100 to the level between 9.6 billion and 12.3 billion. The African population will have grown by the end of the present century to the level of between 3.5 billion and 5.1 billion. Saharan African will be the countries which contribute the overall population growth in the world. These are mainly countries such as Nigeria, Tanzania, Congo, Niger, Uganda, Ethiopia, Kenya, Zambia, Mozambique and Mali. [18]

Asia will show positive demographics in the next years, too. Scientists predict that the Asian population, which now accounts for 4.4 billion people, will have reached a peak of about five billion people in 2050 and then it will begin to decline. They also estimate that the population in North America, Europe and Latin America will have remained until 2100 in each of these areas under one billion. Something is suggested by this statistic. [18]

However, we must objectively state that with the advent of the digital economy, the onset of the fourth industrial revolution and HIT not only the size of the country's population, but also the education of the population will determine the territories success. And in this respect, Africa

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has still a lot of challenges ahead. The economic benefits of robots will also determine the success of the country and the region. And those could be deployed to Africa only by developed country, undoubtedly, as a new form of colonization of some parts of the region.

Digital Economy, full manufacturing robotization, the Internet of Things and other modern technologies that require a highly qualified workforce will cause a new lead of developed countries from underdeveloped countries during the third decade of the 21st century.

The message to politicians is: primarily raw materials, water and skilled human resources will be the factors limiting the development of the world economy and the global economy in the third decade of the 21st century. And there is the need to invest into these areas.

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## INTERNATIONAL TRADE & REGIONAL INTEGRATION

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**Abstract:** *This paper acquaints its readers with the surge of international trade in the aftermath of the 2nd World War. Subsequently, it examines the evolution of the multilateral trading system in this context. In particular, the achievements as well as struggles of its institutions are elaborated on from an unbiased perspective. As a mayor objective, this publication serves to investigate the unprecedented rise of regional trade agreements since the 1990s. The remaining fraction of the last chapter elucidates why these regional blocs have scored an economic boom since 1960 onwards. In this sense, the author claims that the trans-Atlantic integration (in form of TTIP) may be reckoned to be a natural or rather logical phase (a pinnacle) of the trade liberalization process that has been unraveling since the 2nd WW and gaining momentum in the globalization context.*

**Key words:** *economic integration, international trade, trans-Atlantic economy, regional integration, political separation*

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### 1. DEVELOPMENT OF INTERNATIONAL TRADE

The aftermath of the Second World War stimulated a new phase of economic integration under the leadership of the US in the Western World. Substantial investments in infrastructure as well as the deployment of additional energy sources such as oil and nuclear power slashed the cost of freight transport significantly [1]. The evolution of air freight and the introduction of internationally standardized containers in the mid-1980s elicited yet another boost towards the ease and affordability of transportation, respectively [2]. Several authors indeed recognized that falling tariffs and transportation costs prevalently accounted for the augmentation of trade volumes during this period [3, 4]. The 2000s in particular witnessed a drastic acceleration of globalization resulting in an unprecedented liberalization of trade but above all of international financial and capital markets. This entailed the economic integration of emerging economies, the establishment of global value chains and a remarkable diversification of product choices for consumer [5]. The concurrent surge of both low-wage, newly industrializing economies (NIEs) and internationally intertwined value chains basically enabled the optimization of production processes according to cost considerations [6, 7]. This phenomenon termed as “vertical specialization”, “outsourcing” or also “slicing the value chain” implies the manufacture of integral parts in different locations. That in turn translates into increased imports and exports of intermediate goods [8-10]. Overall, those effects caused world merchandise trade to skyrocket from USD 6 trillion in 2001 towards its climax of USD 19 trillion in 2014 [11, 12]. Figure 1 nicely depicts that this spell of growth was only interfered by two adverse temporary events, the financial crisis in 2008/2009 as well as the extraordinary drop in energy prices by 45 % combined with a strong appreciation of the USD in 2015 [13]. Au contraire, world trade in commercial services proliferated steadily from USD 1.8 trillion in 2003 to USD 4.7 trillion in 2015 [13, 14]. Evidently, development leaps in the area of digital communication technology in form of the internet contributed to this distinctive trend [5, 15].

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Notably, the proportion of trade in services trade has remained relatively constant at around 20% of total world trade (goods plus services) over the past ten years despite the observed shift in economic activity in industrialized countries from manufacturing to services [5, 16].

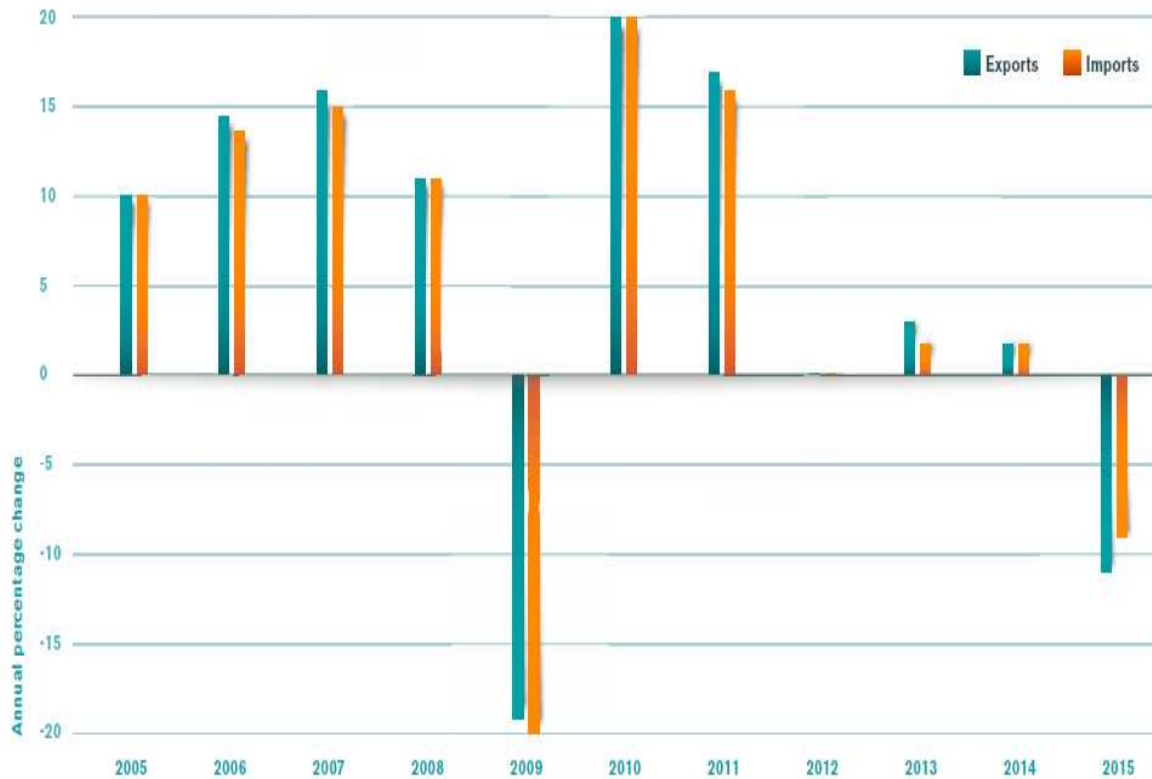


Figure 1: Growth of world merchandise trade, 2005-2015 [13].

## 2. FORMATION OF THE MULTILATERAL TRADING SYSTEM

How did the framework of multilateral trade evolve? Table 1 outlines the most decisive stages of multilateral trade liberalization since the Second World War.

Time	Event	No. of states involved	Avg. tariff reduction	Major outcomes
1947	GATT was adopted	23	40 %	<ul style="list-style-type: none"> <li>Relief of customs duties, charges and other barriers to international trade</li> </ul>
1964 - 1967	Kennedy Round	62	10 %	<ul style="list-style-type: none"> <li>Antidumping measures</li> <li>Linear tariff reduction</li> <li>Deliberations about development policy</li> </ul>
1973 - 1979	Tokyo Round	102	6 %	<ul style="list-style-type: none"> <li>Negotiations addressing non-tariff barriers to trade <ul style="list-style-type: none"> <li>Progressive cutting of tariffs</li> </ul> </li> <li>Tokyo Round Codes: First watering down of multilateralism</li> </ul>
1986 - 1994	Uruguay Round	123	4 %	<ul style="list-style-type: none"> <li>Marrakesh Agreement: Foundation of WTO</li> <li>Institutionalization of dispute settlement</li> </ul>

<b>1995</b>	Foundation of the WTO	128		<ul style="list-style-type: none"> <li>• Integration of services, intellectual property rights and agricultural products</li> <li>• Concept of single undertaking: Consensus required for all subject matters               <ul style="list-style-type: none"> <li>• Further reduction of custom duties</li> </ul> </li> </ul>
<b>since 2001</b>	Doha Round	146		<ul style="list-style-type: none"> <li>• Special regulations for developing countries</li> <li>• Provisions to simplify custom procedures</li> </ul>
<b>2013</b>	Bali conference	159		<ul style="list-style-type: none"> <li>• Revival of multilateral trade negotiations</li> <li>• Trade facilitation agreement: Acceleration, modernization and harmonization of custom procedures. TFA entered into force in February 2017 after two-thirds of the WTO membership completed their domestic ratification process</li> </ul>
<b>2015</b>	Nairobi conference (last manifestation of the Doha Round)	162		<ul style="list-style-type: none"> <li>• “Nairobi Package” was adopted containing six Ministerial Decisions on agriculture, cotton and issues related to least-developed countries</li> </ul>

Table 1: Key stages in the evolution of the multilateral trading system [17-23].

International trade truly collapsed in the course of the First World War and the subsequent Great Depression due to protectionist measures. Facing grim economic prospects, high ranking officials from 44 states gathered at the Bretton Woods conference 1944 in the endeavor to coordinately stabilize the international financial and trading system. The eponymous agreement was then to be effectuated by the newly established World Bank and International Monetary Fund (IMF). Consecutive consultations in 1946 projected an additional International Trade Organization (ITO) as a third pillar of a novel global economic system. In the run-up, negotiations were held on the General Agreement on Tariffs and Trade (GATT) which aimed for the reduction of tariffs and other trade barriers as well as the creation of unlimited international trade relations. In this sense, the GATT was adopted by 23 mainly industrialized countries in October 1947 whose regulations were eventually to be incorporated into the envisaged ITO rules [24, 25]. However, the negotiations on the ITO eventually failed in 1950 because of the US government fear that this construct would limit its freedom in designing trade associated matters. Thus, exclusively the GATT which had originally been conceived as provisional solely remained to advance the international coordination of trade policy [24]. The consequential lacking support by an enforcing institution behind hampered the pursuit of its goals, though. The so-called Grandfather Rights represented yet another obstacle which protected existing trade-policy laws of the contracting parties in spite of offending against GATT provisions [26]. Consecutive multilateral proceedings were practically obligatory to further develop and consolidate the provisions of GATT [24, 27]. While the initial five multilateral sessions succeeded in lowering tariffs product specific only, the Kennedy Round for the very first time implemented overarching linear tariff reductions and anti-dumping measures. It shall be emphasized that tariffs on average fell from 40 % valid at the adoption of the GATT to impressive 10 % with the conclusion of the Kennedy Round in 1967 [24]. Besides progressive tariff reductions the participants of the Tokyo Round (1973 – 1979) also consulted on non-tariff barriers to trade. Another crucial outcome constituted the “Tokyo Round Codes” stipulating that agreements were exclusively binding upon members who also actually sign them. This “GATT à la carte” revealed an unparalleled departure from the formerly prevailing strict multilateral approach [24, 28, 29]. The everlasting Uruguay Round finally concluded in the Marrakesh Agreement which marks an undisputable highlight from the vantage point of multilateralism. This claim is underlined by the foundation of the World Trade Organization



(WTO) on 1 January 1995 embodying an international organization with legal capacity unlike the GATT [30-32]. The WTO quickly targeted other aspects of trade policy on top of forging ahead the liberalization of commodity markets. In addition to the previously existing GATT, also the General Agreement on Trade in Services (GATS) and the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) were incorporated into its institutional framework [27, 30]. Not only the scope of the fields to be liberalized was extended but moreover fixed guidelines on the orderly settlement of disputes (Dispute Settlement Understanding, DSU) were institutionalized [31, 33]. Apart from suspending the grandfather rights, the Uruguay Round introduced the concept of single undertaking which renders decisions on individual subject matters only compulsory in the event of a consensus to exist on all negotiation items [34, 35]. This well intended approach intended to deprive individual countries from cherry picking unlike the previous "GATT à la carte" but emerged as a stumbling block soon after [36, 37]. At the Fourth Ministerial Conference in Doha in November 2001 WTO members initiated new negotiations on a single package consisting of about 20 subjects [38, 39]. In adherence with single undertaking accord this compendium is to be endorsed by each of the more than 150 countries with an all-encompassing signature. Bearing this prerequisite in mind it is easily inferable why the Doha Round struggled to reach an agreement on all subjects by 2005 but is still ongoing with its last manifestation in form of the Nairobi conference in 2015 [18, 39]. Nevertheless, the 9<sup>th</sup> Ministerial Conference in Bali 2013 may be deemed as a revival of multilateral trade negotiations since all 159 member states settled on the first global trade deal since the WTO's foundation [40]. A milestone was reached just recently on 22 February 2017 when the Trade Facilitation Agreement (TFA) entered into force after two-thirds of the WTO membership completed their domestic ratification process [21]. In a nutshell, both bureaucratic delays and red tape are specifically targeted which pose a severe burden for moving goods across borders [23]. WTO economists predicted that a full implementation of the TFA will reduce members' trade expenses by an average of about 14 % [41]. On top off it, the TFA is alleged to slash the time required to import goods by over 1.5 days and to export goods by almost 2 days. This accounts for an extraordinary acceleration of 47 % and 91 % on average, respectively. On the other side of the coin, leaving the TPA aside core themes of the Doha round such as dismantling the protection of agricultural products in

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the "North" and industrial goods in the "South" have remained unresolved so far [5]. The blame could arguably be put on the single undertaking approach as well as the ever rising member count which complicates reconciling diverse interests.

### 3. THE SURGE IN REGIONALISM

Regional initiatives have experienced a meteoric rise since the 1990s by reportedly offering a more promising route towards trade liberalization in contrast to the sluggish progress in multilateral negotiations [40, 42]. Since the end of the Uruguay Round alone roughly ten new preferential trade agreements (PTAs) have been struck each year [43]. These PTAs often occur in the form of regional trade agreements (RTAs). Prominent examples are the Mercosur (Common Market of the South) including Argentina, Brazil, Paraguay, Uruguay and Venezuela, the ASEAN (Association of Southeast Asian Nations Free Trade Area) between various Southeast Asian countries or the NAFTA (North American Free Trade Agreement) comprising the USA, Canada and Mexico [11, 44]. Customs unions with the EU as role model then represent an extreme version of economic integration and trade policy. Overall, 267 physical RTAs are currently in force according to the "World Trade Statistical Review 2016" while the biggest three (EU, NAFTA & ASEAN) alone account for 55 % of world exports (USD 8.8 trillion) as well as 58 % of world imports (USD 9.6 trillion) in merchandise [11].

MacDougall already showed in 1951 that a state which even owns a comparative advantage in productivity of a specific commodity struggles to compete on a foreign market due to tariff- and no tariff barriers to trade, though [45]. It follows that the economic boom of regional blocs was not only triggered by product differentiation (intra-industry trade) [46-50] but also their tremendous accomplishments in internal trade liberalization. This conjecture is underlined by several authors who unanimously suggest that productivity, income and consumption are positively correlated with market size, trade openness and tighter economic integration [51, 52]. Hence, the assertion can be made that regionalism promises both economic growth and stabilization to its member states. As regional blocs inter alia leverage their enhanced market size, they become less dependent on foreign trade or global economic crises. From the predominantly regional character of PTAs can be deduced that the spread of international value chains plays a paramount role in the negotiation of trade agreements [8, 53]. The hypothesis of "natural" trading partners claims in a fairly intuitive manner that a deepening of trade relations is more likely between countries which had been heavily interconnected before favored by low transport costs [54, 55]. Krugman inferred a notion of "natural blocs" by recognizing the role of transport cost, thereby promoting regionalism as a natural and beneficial policy [56]. In being more tangible regional trade agreements also simplify a domestic government's task of advocating their corresponding welfare effects [57]. From the vantage point of a company whose leaders are more inclined to intensify already well established relationships and leverage the affordability of short distance business trips as compared with intercontinental journeys. Above all, the interests of neighboring governments, enterprises and populations tend to converge which in turn fosters commercial liberalization, in stark contrast to the conflicting objectives of the innumerable states participating in multilateral negotiations. Beyond the sole traditional slashing of tariffs RTAs nowadays address the regulatory structures of their parties involved such as harmonization of standards, investment, competition policy, intellectual property rights, services, environmental and labor standards [58, 59]. Those efforts are rewarded by even deeper economic integration. For example, different national regulations, standards or conformance assessment translate into higher expenses and impaired market access for foreign suppliers. Those impeding non-tariff barriers to trade are mitigated through various routes such as harnessing approximation, compatibility or mutual recognition. In this sense, it

shall be claimed that the trans-Atlantic integration (in form of TTIP) may be reckoned to be a natural or rather logical phase (a pinnacle) of the trade liberalization process that has been unraveling since the 2nd WW and gaining momentum in the globalization context.

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## ULOGA OBRAZOVANJA U OSTVARIVANJU PRIVREDNOG RAZVOJA

### THE ROLE OF EDUCATION FOR ACHIEVING ECONOMIC DEVELOPMENT

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**Sadržaj:** *Različiti faktori utiču na postizanje privrednog razvoja. Prema novijim teorijama obrazovanje je jedan od faktora kojim se ostvaruje privredni rast i razvoj. Ulaganjem u obrazovanje, odnosno, humani kapital povećava se produktivnost, zarade ali i dohodak. Pored toga, različiti nivoi obrazovanja različito deluju na postizanje razvoja. Danas se smatra da visoko obrazovanje ima najveću ulogu u postizanju višeg nivoa razvijenosti. Visoko obrazovanje omogućava inovativnost i tehnološke i tehničke promene koje vode većem nivou privredne razvijenosti. Cilj rada je da se sagleda uloga obrazovanja na ostvarivanje privrednog razvoja. Analizirani su odabrani indikatori obrazovanja i ekonomskog razvoja. Obrazovanje ima ulogu u ostvarivanju privrednog razvoja. Međutim, u zemljama u razvoju uloga obrazovanja nije značajna, jer su primarni drugi faktori razvoja.*

**Ključne reči:** *obrazovanje, visoko obrazovanje, ekonomski rast, ekonomski razvoj*

**Abstract:** *Various factors influence on the achieving economic development. According to recent theories education is one of the factors of economic growth and development. Investments in education i.e. human capital increase productivity, earnings and income. Besides, different levels of education have various effects on the achievement of development. Today, higher education has a major role in achieving a higher level of development. Higher education enables innovation and technological and technical changes that lead to a higher level of economic development. The aim of the paper is analysis of the role of education in achieving economic development. The selected indicators of education and economic development are analysed. Education plays a role in achieving economic development. However, in developing countries, the role of education is not so significant, because there are other factors that are more dominant for the development.*

**Key words:** *education, higher education, economic growth, economic development*

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#### 1. UVOD

Obrazovanje postoje jedan od značajnih faktora koji utiče na ostvarivanje ekonomskog rasta i razvoja. Neke od globalnih strategija, kao što su Lisabonska strategija, Europa 2020 i Milenijumski ciljevi, promoviraju ostvarivanje ekonomskog rasta i razvoja na osnovu znanja. Znanje se stiče ulaganjem u obrazovanje. Svaka zemlja teži da ima što veći broj obrazovanih stanovnika. Objašnjenje za ovaj cilj može se pronaći u određenim teorijama rasta.

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Ove teorije pokazuju da se investiranjem u obrazovanje omogućava postizanje ekonomskog rasta. Pored

ovih teorija, teorija humanog kapitala objašnjava da viši nivo obrazovane radne snage utiče na povećanje produktivnosti i zarada.

Različiti nivoi obrazovanja različito deluju na ostvarivanje ekonomskog razvoja. U zavisnosti od razvijenosti zemlje, nivo obrazovanja utiče na ekonomski razvoj. Zemlje u razvoju, da bi smanjile nivo siromaštva i ostvarile ekonomski razvoj, pokušavaju da povećaju broj ljudi koji se upisuje u škole i stižu osnovno obrazovanje. U razvijenim zemljama, visoko obrazovanje ima najveću ulogu u postizanju nivoa razvijenosti. Visoko obrazovanje omogućava inovativnost i tehnološke promene koje vode višem nivou privredne razvijenosti. Cilj rada je da se sagledaju uloga obrazovanja na ostvarivanje privrednog razvoja. U radu će biti analizirani odabrani indikatori obrazovanja i ekonomskog razvoja.

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*Oblasti interesovanja: Ekonomski rast i razvoj, Ekonomija znanja, Ekonomija energetike, Međunarodna ekonomija, Obrazovanje, Evropska unija.*

## 2. OBRAZOVANJE KAO DOBRO I FAKTOR RASTA I RAZVOJA

Obrazovanje se može posmatrati kao dobro i kao faktor ekonomskog rasta i razvoja. Pojedinaac donosi odluke na osnovu izbora koji mu se nudi. On može doneti odluku i da li će da se školuje ili ne. Pored toga što pojedinac donosi odluku u vezi sa obrazovanjem, država takođe sagledava efikasnost i koristi od obrazovanja i sprovođenje odgovarajuće politike.

Obrazovanje može biti potrošno i investiciono dobro. Kao i svako potrošno dobro, tako i obrazovanje služi da bi se zadovoljile potrebe potrošača, pri čemu to dobro ima svoje koristi i troškove. Koristi koje donosi obrazovanje su: uživanje u učenju tj. sticanju novih znanja i društvene koristi (životni vek, uključenost u društvo i opšte zadovoljstvo životom) [1], dok su troškovi: cena obrazovanja (školarina, cena kursa, knjige i drugi materijali), kamatne stope, napor koji je potreban za učenje i oportunitetni trošak u smislu vremena i troškova potrebnih za obrazovanje. Ako se obrazovanje posmatra kao investicija tj. investiciono dobro, onda ono donosi koristi u nekom budućem periodu, a to su: veće mogućnosti za zaposlenje, bolji poslovi, veće zarade i mogućnosti za dalje usavršavanje. Na osnovu odnosa koristi i troškova, donosi se racionalna odluka. Na primer, investiranje u obrazovanje biće ostvareno ukoliko su koristi veće od troškova.

Tržište rada utiče na politiku obrazovanja, ali isto tako stepen obrazovanje utiče na kretanje na tržištu rada. Ako postoje potrebe za određenim profilima i stepenima obrazovanja radne snage, onda se shodno tome vodi i odgovarajuća politika koja je usmerena da obezbedi takve zahteve tržišta rada. Postoje različiti nivoi tj. stepeni obrazovanja: osnovno, srednje i više, kao i formalno i neformalno. Obrazovana i obučena radna snage može da traži veće zarade zbog veće produktivnosti. Ovo se objašnjava tzv. teorijom humanog kapitala. Humani kapital predstavlja ukupnost znanja, veština i sposobnosti zaposlenih u jednoj ekonomiji [2]. Ova teorija pokazuje da se ulaganjem u obrazovanje, znanje, treninge i zdravstvenu negu povećava produktivnost, a time zarade i dohodak. Kao i svaki kapital, tako i humani kapital zahteva ulaganje, s jedne strane, i ostvarivanje određenih prihoda, s druge strane. Ulaganjem u osposobljavanje i obrazovanje radne snage, postiže se veća produktivnost, a to znači veća profitabilnost preduzeća i mogućnost većih zarada radnika. Kao što je rečeno, u zavisnosti od kretanja na tržištu rada

neophodno je voditi odgovarajuću politiku koja bi usmeravala obrazovanje ka profilima, znanjima i veštinama radnika neophodnih za ostvarivanje veće produktivnosti. Usklađenošću politike obrazovanja i tržišta povećava se ponuda radne snage, smanjuje se nezaposlenost i omogućava se veći stepen obrazovanja radnika. Posledica ove usklađenosti je razvoj industrija, sektora i privrede.

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*Oblasti interesovanja: Makroekonomski problemi, Ekonomski razvoj, Investicije, Međunarodna ekonomija, Poljoprivreda, Ekonomija energetike, Tranzicija, Međunarodne ekonomske integracije, Evropska unija*

Na nivou privrede, obrazovanje ima ulogu u primeni nove tehnologije i stvaranju uslova za postizanje ekonomskog rasta i razvoja. Obrazovanje je input u proizvodnoj funkciji. Nova teorija rasta tj. teorija endogenog rasta, bazirana je na znanju i inovaciji. Osnova ove teorije je humani kapital. Povećanjem obrazovanosti i obučenosti humanog kapitala povećava se njegova produktivnost, što omogućava da se poveća proizvodnja i ostvari veći dohodak, a što vodi povećanju nivoa razvijenosti zemlje. U određenim istraživanjima [3] (Solow, Denison) meren je doprinos humanog kapitala ekonomskom rastu. U ovim studijama pokazano je da humani kapital samostalno i u kombinaciji sa tehnologijom značajno doprinosi ostvarivanju ekonomskog rasta. Tradicionalni faktori proizvodnje povećavaju autput, ali humani kapital i tehnologija ga značajno uvećavaju. Obrazovanje omogućava inovacije, tehnologije, procese i proizvode koje vode ekonomskom rastu. Pored toga, efekat obrazovanja na ostvarivanje ekonomskog rasta vidi se i u difuziji i prenosu znanja pri razumevanju i primeni novih tehnologija i procesa [3]. Obrazovanje povećava produktivnost, unapređuje kvalitet života, smanjuje nejednakost i siromaštvo. Na osnovu ovih efekta obrazovanja uspostavljeni su načini merenja uloge i doprinosa humanog kapitala ekonomskom rastu. Neki od njih su: stopa prinosa, odnos troškova obrazovanja i dohotka, koristi potrošača od obrazovanja, smanjivanje nejednakosti i siromaštva i dr. [4].

U većini zemlja EU, razvijenim zemljama i nekim zemljama u razvoju obrazovanje se najviše finansira iz javnih izvora, a manje iz privatnih izvora. Vlade izdvajaju sredstva iz budžeta za potrebe obrazovanja. Prema OECD, u 2013. godini, razvijene zemlje izdvajaju u proseku oko 8% BDP-a [5]. Prema podacima Svetske banke, razvijene zemlje su u 2012. godini izdvajale na obrazovanje 4,9 % BDP-a, dok zemlje u razvoju oko 4% BDP-a [6]. Srbija izdvaja oko 4,4 % BDP-a. Tokom iste godine, prema Eurostatu, zemlje EU 28 izdvajale su 5,3 % BDP-a, odnosno, oko 10,8 % na obrazovanje od ukupnih javnih rashoda. Na visoko obrazovanje izdvaja se od jedne petine do jedne trećine u odnosu na ukupne rashode [7]. Na osnovu ovih podataka, može se primetiti da razvijene zemlje više izdvajaju iz budžeta za obrazovanje, posebno za visoko obrazovanje.

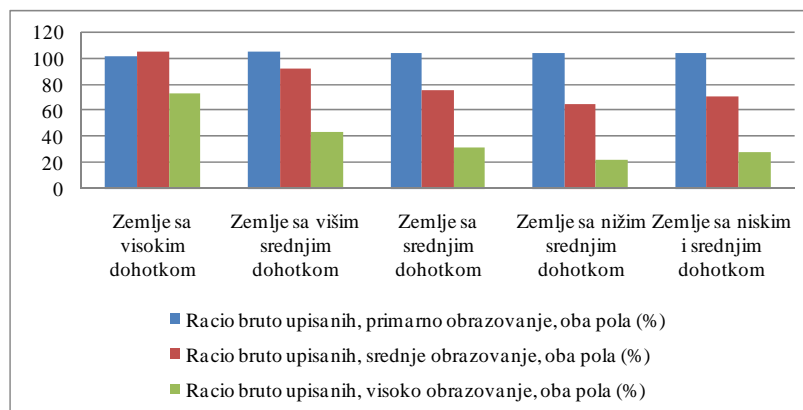
Na kraju, obrazovanje ima ulogu u ostvarivanju održivog razvoja [8]. Obrazovanje doprinosi da pojedinci budu obrazovani i obučeni i da deluju tako da njihove akcije i odluke budu usmerene ka ekonomskim i društvenim ciljevima i zaštiti životne sredine. Da bi se ostvario održivi razvoj, potrebno je da vlade država usvoje strategije, politike, kurseve, treninge i druge resurse koje će promovisati održivi razvoj [9].



### 3. INDIKATORI OBRAZOVANJA I EKONOMSKOG RAZVOJA

Pismenost i drugi osnovni vidovi obrazovanja ljudi važni su za sve zemlje, a naročito za zemlje u razvoju. Pismenost stanovnika je značajna jer se od stanovništva očekuje da znaju da koriste informacije, znanja i veštine pri usvajanju određenih tehnologija. Ona uključuje stalno usavršavanje i sticanje novih znanja i veština. Pismenost odraslih omogućava personalni razvoj, ali se odražava i na postizanje društvenih i ekonomskih ciljeva. U modernim i razvijenim zemljama bez pismenog stanovništva ne može da se zamisli odvijanje života jer se stalno povećava potreba za većim stepenom obrazovanja. Prema poslednjim podacima Svetske banke [6], procenat stanovništva starosti 15 i više godina koji razumeju, pišu i čitaju u razvijenim zemljama iznosi 99%, u zemljama u razvoju sa višim srednjim dohotkom iznosi 94% i srednjim dohotkom 84%, dok u zemljama sa niskim dohotkom iznosi 57%.

Broj osoba upisanih u osnovno, srednje i visoko obrazovanje je još jedan indikator kojim se pokazuje ekonomski razvoj. Slika 1 predstavlja racia bruto upisanih u osnovno, srednje i visoko obrazovanje za 2014. godinu prema dostupnim podacima Svetske banke.



Izvor: Svetska banka

Slika 1. Racio upisanih u osnovno, srednje i visoko obrazovanje, u zemljama različite razvijenosti, 2014. god.

Slika 1 pokazuje da sve zemlje imaju visok racio upisanih ljudi u osnovno obrazovanje. Međutim, postoje razlike kod racia upisanih ljudi u srednje i visoko obrazovanje. Zemlje sa visokim dohotkom imaju najveći procenat upisanih u sve nivoe obrazovanja. Međutim, najveći procenat upisanih imaju u srednje obrazovanje (106,26%), potom u osnovno (102,36%) a na kraju u visoko obrazovanje (73,70%). Indikator završetka osnovnog obrazovanja pokazuje prosečno visok procenat i kreće se oko 90 i više u većini zemalja različitog nivoa razvijenosti. Međutim, procenat završenih studenata visokog obrazovanja se razlikuje od zemlje do zemlje. Na primer, u 2014. godini u Danskoj on iznosi 64,3 %, dok u Mađarskoj 31,1% [5].

Postoje različita istraživanja koja potvrđuju pozitivnu povezanost između nivoa obrazovanja i nivoa razvijenosti zemlje. Ipak, sa rastom stepena obrazovanja uticaj na ekonomski rast i razvoj varira. Postoji pozitivna korelacija između stope ekonomskog rasta i humanog kapitala na osnovnom nivou obrazovanja u siromašnim zemljama, dok u razvijenim zemljama postoji pozitivna korelacija između viših nivoa obrazovanja i ekonomskog rasta. Kada se uporede odabrani indikatori obrazovanja: racio bruto upisanih u osnovno, srednje i visoko obrazovanje i BDP po glavi stanovnika, kao indikator ekonomskog razvoja, za 2014. godinu, može se primetiti da postoji jaka korelacija između srednjeg i visokog obrazovanja i ekonomskog razvoja (BDP po glavi stanovnika). Nadalje, sve više se sagledava uloga visokog obrazovanja

na ekonomski rast i razvoj. Tabele 1 i 2 pokazuju racia upisanih ljudi u visoko obrazovanje i BDP po glavi stanovnika, za period 2010. - 2014. god.

	2010	2011	2012	2013	2014	2015
Zemlje sa visokim dohotkom	39.121,73	40.677,34	41.808,79	43.237,73	44.484,75	45.645,68
Zemlje sa višim srednjim dohotkom	11.986,16	13.053,39	13.831,02	14.510,37	15.325,32	15.889,60
Zemlje sa srednjim dohotkom	8.274,76	8.922,67	9.428,22	9.901,28	10.452,89	10.869,01
Zemlje sa nižim srednjim dohotkom	4.890,29	5.182,09	5.468,85	5.784,88	6.130,18	6.441,34
Zemlje sa nižim i srednjim dohotkom	7.604,06	8.185,51	8.634,42	9.055,14	9.546,07	9.910,88

Izvor: Svetska banka

Tabela 1. BDP pc, PPP (\$), 2010. - 2015. god.

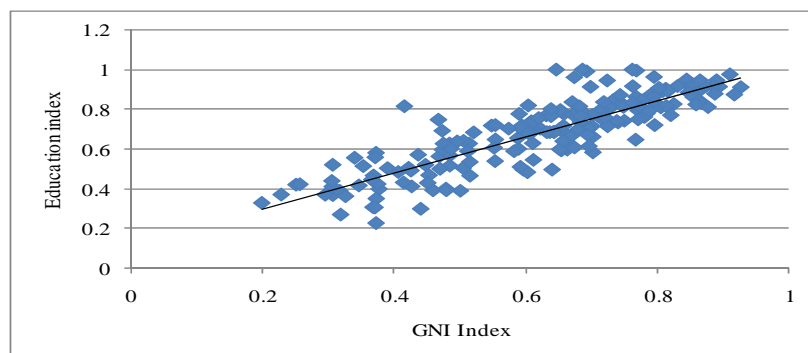
	2010	2011	2012	2013	2014
Zemlje sa visokim dohotkom	72,98	74,97	75,19	73,79	73,70
Zemlje sa višim srednjim dohotkom	32,97	34,37	36,38	38,76	43,85
Zemlje sa srednjim dohotkom	25,25	27,10	28,52	29,48	31,67
Zemlje sa nižim srednjim dohotkom	18,24	20,73	21,89	21,97	22,25
Zemlje sa nižim i srednjim dohotkom	23,50	25,15	26,39	27,16	29,04

Izvor: Svetska banka

Tabela 2. Racio bruto upisanih, visoko obrazovanje, oba pola (%), 2010. -2014. god

Razvijene zemlje, odnosno, zemlje sa visokim dohotkom imaju značajan broj upisanih u visoko obrazovanje. Na osnovu toga može se zaključiti da visoko obrazovanje ima svoju ulogu u ostvarivanju ekonomskog razvoja. Međutim, poslednje dve posmatrane godine pokazuju određeni pad upisanih u visoko obrazovanje, ali BDP po glavi stanovnika je i dalje u porastu. Sve ostale zemlje imaju značajno manji BDP po glavi stanovnika i broj upisanih u visoko obrazovanje, te u tim zemljama ne može se reći da visoko obrazovanje značajno utiče na poboljšanje životnog standarda.

Prema metodologiji humanog razvoja UNDP [10] razvoj se meri indikatorom HDI (Human development index). HDI se sastoji od tri komponente: indeksa obrazovanja (Education index), indeksa GNI (GNI indeks) i indeksa očekivanog života (Life expectancy index). Indeks obrazovanja predstavlja znanje i obrazovanje na svim nivoima, dok indeks GNI predstavlja životni standard. Da bi se videla povezanost znanja i životnog standarda, upoređena su ova dva indeksa za sve zemlje. To je prikazano na Slici 2.



Izvor: UNDP

Slika 2. Odnos indeksa obrazovanja i GNI indeksa, 2013.godinu.

Odnos ova dva indeksa pokazuje značajnu pozitivnu korelaciju. Ipak, ističe se najveća korelacija između ova dva indeksa u razvijenim zemljama.

Posmatrani indikatori pokazuju da obrazovanje ima najveću ulogu u ekonomskom razvoju u razvijenim zemljama. Ove zemlje sprovode politiku izgradnje ekonomije zasnovane na znanju, gde je osnov obrazovanje i znanje [11]. One najviše izdvajaju za potrebe obrazovanja i znanja. Dobijena znanja, odnosno, produktivniji humani kapital značajno utiču na ekonomski rast i razvoj. Znanje se stvara obrazovanjem, prenosi se novim tehnologijama, a sve to utiče na inovacije koje su faktor ekonomskog rasta i razvoja. Zemlje u razvoju i sa nižim dohotkom ulažu u obrazovanje, ali u ovim zemljama neki drugi faktori, kao kapital i radna snaga, značajnije utiču na ekonomski rast i razvoj.

#### 4. ZAKLJUČAK

Obrazovanje ima pozitivan efekat na ostvarivanje ekonomskog razvoja. Ulaganjem u obrazovanje povećava se produktivnost, zarade radnika, povećava se kvalitet života, a smanjuje se siromaštvo i nejednakost. Ulaganje u obrazovanje, odnosno, znanje doprinosi ostvarivanju ekonomskog rasta i razvoja. Putem obrazovanja, stvara se i prenosi znanje, kojim se stvaraju inovacije u pogledu procesa, proizvoda, novih tehnologija. Pored tradicionalnih faktora koji doprinose rastu proizvodnje, humani kapital ima značajnu ulogu u ostvarivanju rasta i razvoja jer omogućava dodatno povećanje proizvodnje. U zavisnosti od razvijenosti privrede prisutni su različiti nivoi obrazovanja. Ulaganje u visoko obrazovanje je izraženije u razvijenim zemljama, dok je u zemljama u razvoju ulaganje orijentisano na primarno i sekundarno obrazovanje. Iako obrazovanje utiče na ekonomski razvoj, ono ima veću ulogu u razvijenim zemljama nego u drugim zemljama. Zemlje u razvoju su usmerene ka drugim faktorima i reformama koje mogu da povećavaju nacionalnu proizvodnju i razvoj.

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## ПРОДУКТИВНОСТ РАДА У ПОЉОПРИВРЕДИ КАО ДЕТЕРМИНАНТА РАЗВОЈА СЕЛА У РЕПУБЛИЦИ СРБИЈИ<sup>25</sup>

### LABOR PRODUCTIVITY IN AGRICULTURE AS THE DETERMINANT OF RURAL DEVELOPMENT IN THE REPUBLIC OF SERBIA

Нада Косановић<sup>26</sup>  
Данијела Новаковић<sup>27</sup>

**Садржај:** Велика већина грађана Србије данас, сагласна је да српска села треба да оживе. Вратите се селу, поручују данас разне асоцијације, удружења, друштвене групе. Вратите се коренима, вапај је оних који изумиру и очекују повратак. Време индустријализације је далеко иза нас, већина оних који су са села отишли у град, остали су. Њихова деца и унуци треба да наставе тамо где је ланац прекинут, јер, време сеоског прогреса је ту заустављено.

Села су нам пушта, оронула, запуштена и напуштена. Процес оживљавања и повратка младих на село могућ је само уз мере системске подршке. А, до тада, сваки појединачни вид подршке је помак за оживљавање села у Србији, што је и циљ аутора овог рада.

У раду је извршена анализа продуктивности рада у пољопривреди, продуктивности обрадивих површина, инвестиција по хектару обрадивих површина, инвестиција по активном пољопривреднику у Републици Србији за период од 2008. године до 2014. године. На основу добијених резултата могу се извући закључци о стању и перспективама развоја српске пољопривреде и села у Републици Србији с обзиром да им се судбине поистовећују.

**Кључне речи:** Село, пољопривреда, продуктивност, будућност, Република Србија.

**Content:** The vast majority of Serbian citizens today, agrees that Serbian villages should be revived. Various associations, communities, social groups say that people should go back to villages. They say that people should go back to their roots and that there is a cry of those who are dying out and who expect a return. Times of industrialization are behind us and many people who left their village and went to live in a city have remained to live there. Their children and grandchildren should continue where the chain is broken, because the times of the rural progress stopped there. Our villages are desolated, dilapidated, neglected and abandoned. The revival process and the return of young people to villages are possible only with the measures of support system. But, until then, any individual type of support is the step towards the revival of villages in Serbia, which is the aim of the author of this paper. This paper analyses the productivity of labor in agriculture, arable land, investment per hectare of arable land, the investment per active farmer in the Republic of Serbia for the period starting from 2008 to 2014. On the basis of the results, some conclusions can be drawn about the state and prospects

<sup>25</sup> Рад је резултат рада у оквиру Пројекта 46006 "Одржива пољопривреда и рурални развој у функцији остваривања стратешких циљева Републике Србије у оквиру дунавског региона-развој локалних заједница"

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*of the development of Serbian agriculture and rural areas in the Republic of Serbia, since their fates are similar.*

**Key words:** *village, agriculture, productivity, future, the Republic of Serbia*

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## 1. Увод

**С**ело је заједница земљорадничких, сточарских и мешовитих домаћинстава, на одређеној територији, при чему су та домаћинства повезана радним, социјалним и економским везама. (Ј. Цвијић) односно, рурално насеље или село је основни облик територијалне, социјалне и економске организације становништва које се **бави пољопривредом.**

Већ сама дефиниција села упућује на закључак да се живот села не може посматрати издвојено од пољопривреде. Због тога је у раду извршена класификација фактора који утичу на развој пољопривреде<sup>28</sup> а могу дати допринос и ревитализацији села у Републици Србији. Према класификацији, инвестиције, земљиште и радна снагу у пољопривреди припадају групи оних фактора који имају велики значај за њен развој.

Анализиран је период од 2008-2014.године.<sup>29</sup>

Рад је организован и подељен у четири сегмента где сваки сегмент има свој наслов. Након увода и приказане методологије истраживања, дефинисани проблем истраживања размотрен је у трећем делу истраживачког рада. Закључна разматрања су приказана у четвртном сегменту овог рада.

## 2. Методологија истраживања и извори података

У раду је статистичком анализом података, израчуната вредност продуктивности рада у пољопривреди, продуктивности земљишта, инвестиција у пољопривреду по хектару обрадивих површина, као и инвестиција у пољопривреду по активном пољопривреднику Републике Србије за период од 2008-2014. године. На основу резултата рада, дају нам се смернице у којој мери инвестиције доприносе супституцији живог рада одређеним, што може бити једна од мера за опоравак села.

За анализу су коришћени званични статистички подаци. Подаци о БДВ пољопривреде<sup>30</sup> у Републици Србији, подаци о демографским карактеристикама и руралном развоју, броју активних пољопривредника као и о броју хектара обрадиве површине, преузети су из следећих докумената: Стратегије пољопривреде и руралног развоја Републике Србије за период 2014 -2020.године, Статистичког годишњака Републике Србије 2014., годишње публикације Републичког завода за статистику РС, Народна банка Србије, Министарство финансија РС, РЗС и др. Коришћен параметар за инвестиције је међуфазна потрошња као вредност утрошеног репроматеријала и услуга (инпута) у пољопривреди у обављању пољопривредне производње (али не укључује потрошњу основних фондова –

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<sup>28</sup> Косановић, Н., Пејановић, Р., (2010) *Конкуренентност и квалитет хране*, Институт за примену науке у пољопривреди, Београд, Србија,стр.139.

<sup>29</sup>Напомена: Са подацима за 2008.годину а без 2014.године.

<sup>30</sup>БДВ-брuto додата вредност у базним ценама једнака је разлици вредности пољопривредне производње у базним ценама и међуфазне потрошње у куповним ценама. Извор: Економски рачуни пољопривреде у Републици Србији, 2007–2013, страна 12;

амортизацију) током посматраног периода. Исказује се у куповним ценама. Израчунати подаци потичу од калкулација аутора за сваку посматрану годину.

### 3. Село-прошлост или будућност

Да никада у нашој новијој историји није био овако бедан положај сеоског становништва, потврђују и статистика и живот јер су нам села све старија и све празнија... Речи мудрих људи, да је сељак темељ српског домаћинског поретка, данас су нам и опомена и путоказ. Управо тај темељ уништаван је после Другог светског рата, када су се у Србији плански одвијали процеси миграција на релацији село-град, који су за последицу имали пражњење села и кризу у пољопривреди која траје и данас. Потврда за то су и резултати пописа давне 1948.године, према којима је пољопривредно становништво чинило 68 одсто укупног становништва, а 1991.године само 17 одсто<sup>31</sup>. Српски домаћински поредак утемељен на снажном селу, са јаком многочланом породицом, уништаван је деценијама, а крхотине тог поретка данас чувају старци.

Тренд напуштања села и одласка у градове као и миграције из земље, данас посебно добија на значају, с обзиром да је проценат оних који размишљају о одласку или предузима конкретне кораке за одлазак, 2011. у односу на 2003.годину виши за 7,4%. (Табела бр.1). Неповољни демографски трендови имају за последицу и неповољну образовну структуру сеоске радне снаге, која не задовољава захтеве тржишта рада, те је квалитет радне снаге један од ограничавајућих фактора економског развоја руралних подручја. Село не оставља много могућности за друштвену промоцију, што најбоље показују подаци да са повећањем нивоа образовања опада проценат младих који остају на селу. Тако они који нису завршили основну школу у 93.3% случајева остају на селу, са трећим степеном 85.1%, са четворогодишњом 79.6% а са завршеним факултетом 77.8%.<sup>32</sup>

Истовремено, образованија популација се тешко задржава у сеоским срединама без задовољавајуће саобраћајне и комуналне инфраструктуре.

Табела 1: *Размишљања о напуштању Србије различитих категорија младих (истраживања 2003. и 2011. године)*

	2003 %	2011 %
Није о томе размишљало или не жели да напусти Србију	54,2	46,8
Размишља о одласку или предузима конкретне кораке	45,8	53,2

Извор: Јарић и Живановић, 2012: 217

<sup>31</sup> Активних пољопривредника

<sup>32</sup> Миграције ка већим градовима карактеристичне су за оне који имају виши ниво образовања и који се могу сматрати припадницима виших друштвених слојева, док је миграција ка мањим градовима и селима изражена код припадника депривираних друштвених слојева и мање образованих појединаца (Станојевић, 2012: 73).

Табела 2: *Најважнији разлози евентуалног одласка из земље*

	2003 %	2011 %
Даље школовање	5,4	5,6
Низак животни стандард	18,9	24,6
Незапосленост	3,1	8,6
Одсуство перспективе	14,4	15,2
Сигурнији живот напољу	10,2	9,6
Политички разлози	0,5	0,6
Не желим да напустим Србију	46,4	35,8

(истраживања 2003. и 2011. године)

Извор: Јарић и Живановић, 2012: 218

Узимајући у обзир податке из табеле бр.1 да је од 2003. до 2011. године за 8 % порастао број младих људи који планирају да напусте Србију, а да је у истом периоду од 2002 до 2011 сеоско становништво смањено за 311.139, односно 10,9% (*Статистички годишњак РС 2014*), можемо закључити да подаци кореспондирају са почетком светске економске кризе и кризе на домаћем терену, где имамо евидентну слику демографских промена у земљи где су негде и цела села у јужној Србији остала без иједног становника. Изостанак инфраструктурних инвестиција, попут изградње путева, водоводне и канализационе мреже, до електричне и комуникационе инфраструктуре, довео је до стварања апатије и незадовољства код сеоског становништва коме нису доступни наведени садржаји. Не ретка је ситуација у којој у селима јужне Србије имамо ситуацију да деца у узрасту за основну школу путују до школе и по више од 10 километара и изложена су временским неприликама.

Намеће се оправдан закључак да у наведеним случајевима потпуно изостаје системска брига државе за најмлађе суграђане који су у потпуности препуштени организацијској и логистичкој бризи родитеља да организују њихово основно образовање. Такво стање ствари депримира младе људе да уопште ступају у брак на селу, ту остану да живе и привређују и наравно подижу своје потомке. Такође, одсуство медицинске неге и недоступност услуга социјалне заштите, доводи до неравноправног положаја руралног и градског становништва, где често рурално становништво користи услуге ентузијаста у набавци хране, лекова и потрештина.

Истовремено, повећање материјалних производних снага у пољопривреди, предуслов је модернизације процеса рада, повећање производње и приноса а самим тим и продуктивности рада и земљишта. Анализирани шестогодишњи период економских кретања у српском аграру, су године у којима се осећају ефекти економске кризе а динамика инвестирања у пољопривреду није усклађена са стварним потребама пољопривреде што има за последицу вишегодишњу кризу у пољопривреди, неповољне демографске трендове на селу, све мањи број сеоских домаћинстава.<sup>33</sup>

<sup>33</sup>Према последњем попису пољопривреде, Србија је имала 631.552 сеоска домаћинства, а процене су да их је сваке године све мање. Оранице које би могле да хране пола Европе претварају се у пашњаке и пуне ледине површине од чак 505.618 ха необрађеног земљишта у 2012. години. У 200 села нема скоро ни једног становника, у још толиком броју нема никога млађег од 25 година, а процена је да ће у наредних 10 година још 700 села постати празно. Статистика каже да је у сваком четвртном селу најмлађи становник старији од



У наредним табелама имамо приказ параметара продуктивности рада у пољопривреди, продуктивности обрадивих површина, инвестиција по хектару обрадивих површина, инвестиција по активном пољопривреднику за период 2008-2014. године а из резултата (табела 3) се може видети значај, који инвестициона улагања имају на раст пољопривредне производње, а нарочито на раст продуктивности рада, код кога је релативно највећа еластичност промене у односу на снабдевеност рада инвестиционим инпутима, што јасно указује на брз процес супституције живог рада опредмећеним.

Табела 3: БДВ пољопривреде, инвестиције у пољопривреду, број активних пољопривредника, обрадива површина земљишта

Година	БДВ пољопривреде- П (У мил.РСД)	Инвестиције у пољопривреду - И (000 РСД)	Активни пољопривредници (Р)	Обрадива пов. - З (ха)
2008	237.475	256 221,3	443 243	3.302.000
2009	218.005	260 677,9	411 303	3.301.000
2010	245.128	302 843,6	352 724	3.295.000
2011	292.919	323 118,6	329 378	3.294.000
2012	279.126	330 011,9	345 883	3.282.000
2013	344.320	363 624,3	349 742	3298000

Извор: Косановић, Кликовац (2015):225-235

Напомена: Подаци се односе на Републику Србију у периоду 2008-2013. година.

Табела 4: Продуктивност рада у пољопривреди, продуктивност обрадивих површина, инвестиције по хектару обрадивих површина, инвестиције по активном пољопривреднику

Продуктивност рада – П/Р (000 РСД/акт. пољ.)	Продуктивност земљишта –П/З (000 РСД/ха)	Инвестиције по активном пољопривреднику - И/Р (000 РСД/акт. пољ.)	Инвестиције по хектару обрадивих површина - И/З (000 РСД/ха)
5,36	0,72	0,58	0,08
5,3	0,66	0,63	0,08
6,95	0,74	0,85	0,09
8,46	0,89	0,98	0,09
8,07	0,85	0,95	1
9,84	1,04	1,04	1,1

Извор: Косановић, Кликовац(2015):225-235

Из претходне табеле (3) можемо уочити да број активних пољопривредника у анализираном периоду има тенденцију опадања а просечан број активних пољопривредника у посматраном периоду је 372.045 што представља значајно одступање

60 година, а према подацима Одбора за село САНУ, чак је 260.000 неожењених мушкараца млађих од 50 година.

од броја активних пољопривредника посматрано по годинама. Тенденција опадања активних пољопривредника последица је трансфера становништва из пољопривреде у непољопривредне делатности, која има за резултат бројне негативне појаве.<sup>34</sup> Смањивање пољопривредног становништва (са 66,0% у 1953. на 10,9% у 2002. години) је једна од најбитнијих промена у социо-економским структурама становништва Србије. Сеоско становништво је у периоду 2002–2011. смањено за 311.139 становника (10,9%), опало на ниво испод 3 милиона, те данас чини 40,6%<sup>35</sup> укупног становништва Србије. У прилог негативним демографским кретањима у руралним подручјима говоре и подаци да у око 1.000 насеља број становника је мањи од 100 становника, што практично указује да је свако пето насеље пред гашењем.<sup>36</sup>

Једна од кључних карактеристика демографског развоја у Србији је и све неповољнија старосна структура. Промене старосне структуре у периоду 2002–2011. година, указују на наставак процеса пада учешћа младих, уз истовремено повећање удела старих лица, због чега се супституција живог рада опредмећеним, намеће као једна од мера за опоравак села.

Обрадива површина је имала релативно константну вредност од 3.295.333 ха просечно, са тенденцијом опадања.

Вредност друштвеног производа пољопривреде по активном пољопривреднику или продуктивност рада у пољопривреди у посматраном периоду просечно је износила 7,33 односно 733.000,00 РСД и кретала се у распону од 530.000,00 2009. године када смо имали најниже учешће БДВ пољопривреде у укупном БДП Републике Србије (Табела 3) до 984.000,00 РСД 2013. године.

Друштвени производ пољопривреде по хектару обрадивих површина, просечно је износио 0,82, односно 82.000,00 РСД по хектару обрадивих површина. Због приближно уједначеног износа обрадивих површина на распон кретања овог показатеља велики утицај је имао износ БДВ пољопривреде оствареног по годинама посматрања.

Распон друштвеног производа пољопривреде по хектару обрадивих површина кретао се од 66.000,00 РСД у 2009. години до 104.000,00 РСД у 2013. години.

На основу резултата извршене анализе инвестиција у Србији у периоду 2008-2014. године, може се закључити да су анализирани аспекти инвестиционих улагања у пољопривреду имали колебљиву тенденцију раста. Инвестиције по активном пољопривреднику у анализираном периоду просечно су износиле 83.000 динара по активном пољопривреднику и кретале су се у распону од 58.000 до 104.000,00 динара по активном пољопривреднику, док су инвестиције по хектару обрадивих површина

<sup>34</sup> Према подацима из Статистичког годишњака РС 2014. Анкета о радној снази се од 2008. спроводи два пута годишње-у априлу и октобру. Лица између 15 и 64 година се сматрају лицима радног узраста. До октобра 2008. године у РС није постојала класификација 15-64 за број запослених у пољопривреди и помажућих чланова домаћинства, већ само 15+.

<sup>35</sup> Иако на селима и данас живи 40,6% становништва, статус данашњих села није дефинисан Уставом, а житељи села лишени су права да одлучују о себи и о средини у којој живе. Села нису у систему локалне самоуправе, немају статус, немају буџет, изворне приходе и надлежности. Савети МЗ, који су облик организовања управе у селима од 1963. године, гарант су даљег убрзаног пропадања села.

<sup>36</sup> Стратегија пољопривредног и руралног развоја Републике Србије за период 2014-2024. Службени гласник Републике Србије бр. 85/2014.

износиле свега 92.000,00 динара по хектару обрадивих површина. Распон инвестиција по хектару обрадивих површина кретао се од 80.000,00 до 110.000,00 динара.

#### 4. Закључна разматрања

Буџетска подршка пољопривреди Републике Србије је недовољна, што се рефлектује и на стање и положај села у Републици Србији. Село не оставља много могућности за друштвену промоцију, с обзиром да са повећањем нивоа образовања опада проценат младих који остају на селу.

Истовремено, резултати истраживања раста продуктивности рада и продуктивности земљишта, тј. ефикасности употребе земљишта од снабдевености рада и земљишта инвестиционим инпутима указује на веома велику еластичност промене пољопривредне производње, као и парцијалних продуктивности пољопривреде у зависности од промена у нивоу снабдевености инвестиционим инпутима. Из ових резултата може се видети значај који инвестициона улагања имају на раст пољопривредне производње, а нарочито на раст продуктивности рада, код кога је релативно највећа еластичност промене у односу на снабдевеност рада инвестиционим инпутима, што јасно указује на брз процес супституције живог рада опредмећеним. и директну корелацију са значајно вишим инвестиционим улагањима у пољопривреду. Истовремено, брз процес супституције живог рада опредмећеним, може нам послужити и као модел за опстанак села.

Неповољни демографски трендови, миграције из села у град, одлазак младих на рад у иностранство, биолошко одумирање нације, недовољна буџетска подршка селу и пољопривреди, захтева да се окрећемо селу. Уместо досадашњег

#### **Др Нада Косановић**

Докторску дисертацију под називом „Квалитет хране као фактор конкурентности агропривреде Републике Србије“ одбранила је на Пољопривредном факултету у Новом Саду, априла 09.04.2009. године.



Од 1994. до 2005. године водила је послове финансија и маркетинга у Кланици и преради меса „Косановић“. Од децембра 2005. године ради у Институту за примену науке у пољопривреди у Београду. Учествовала је на многим конгресима и научним скуповима из области пољопривреде који су одржани у нашој земљи и иностранству. Члан је Научног друштва аграрних економиста Балкана (НДАЕБ), учествовала је и била члан Одбора за развој и истраживања Привредне коморе Војводине, Одбора за пољопривреду Сремске привредне коморе и председник групаације Кланичне индустрије Срема. Добитник је награде Сремске привредне коморе за најбољег предузетника Срема за 2006. годину и награде Привредне коморе Војводине за значајна привредна достигнућа у 2008. години која јој је додељена 22.04.2009. године.

Учествовала је као члан експертског тима на изради Мастер плана одрживог развоја Фрушке горе 2012- 2022. године за област брендирање подручја и производа, страна 132-147, чији је наручилац била Влада АП Војводине.

Током свог истраживачког рада учествовала је као сарадник на пројектима које је финансирало Министарство просвете и науке Републике Србије.

Др Нада Косановић је као аутор или коаутор, укључујући и магистарску тезу и докторску дисертацију, објавила 45 научних и стручних радова. Објавила је две Монографије-Конкурентност и квалитет хране, чији је издавач Институт за примену науке у пољопривреди у оквиру Пројекта „Одржива пољопривреда и рурални развој у функцији остваривања стратешких циљева Републике Србије у оквиру дунавског региона“ – пројекат III – 46/006, као и монографију "Модел реинтеграције повратника по реадмисији у агробизнис сектор Републике Србије" 2016. године чији је издавач такође Институт за примену науке у пољопривреди а у оквиру Пројекта „Одржива пољопривреда и рурални развој у функцији остваривања стратешких циљева Републике Србије у оквиру дунавског региона“ – пројекат III – 46/006. У звање научни-сарадник изабрана је 26.09.2012. године за научну област друштвене и хуманистичке науке, грана науке у којој се тражи звање-економија, ужа научна дисциплина агроэкономија.

приступа пољопривреди, где се сељаци третирају као произвођачи јефтине хране, потребна је концепција интегралног руралног развоја, која ће се темељити на демографским, природним, економским и социо-културним потенцијалима.

Концепт интегралног руралног развоја се заснива на свеобухватном развоју сеоских мешовитих подручја у којима живи готово половина становника Србије. Политика ослањања на аграр и руралну економију требало би да буде, не само у функцији преживљавања у садашњим временима, већ и за трајно опредељење Србије и њене економске развојне политике, засноване на децентрализацији и уравнотеженом економском развоју који би вратио живот у српско село. Држава би требала да подржи тај развојни концепт и осигура неопходна иницијална средства формирањем Развојне пољопривредне банке у сваком региону. Успостављањем такве финансијске институције, пласирали би се дугорочни кредити под повољним условима и за најсиромашније пољопривреднике, а истовремено би се допринело и процесу успостављања једнаких услова привређивања за све учеснике на тржишту. Истовремено, потребно је ситна газдинства, којих је највише и којих је сваке године све мање, организовати у земљорадничке задруге и удружења. Комерцијалне породичне фарме и задруге морају имати јединствен, интегрисан, и модернизован систем набавке и продаје производа. Потребно је основати Центар за подршку задругарству и решити проблем власништва над имовином задруга.

Програме руралног развоја треба усмерити и на обуку сељака-фармера за коришћење нових технологија у реструктурираној пољопривредној производњи, чиме се доприноси смањењу изолације најзначајнијих региона и акценат стављати на локалне услове и могућности. Захваљујући таквим програмима, житељима тих подручја пружа се шанса да се, поред пољопривреде баве и другим делатностима, као што су шумарство, занатство, изградња мањих прерађивачких капацитета, стакленичка производња цвећа, поврћа, изградња туристичких дестинација.

### **Данијела Новаковић**

девојачко Шулкић, рођена је у Смедеревској Паланци, 1971 године.

Средњу школу завршила је у Великој Плани. 1996 дипломирала на

Филозофском факултету у Приштини, смер социологија.

На истом факултету је одбрањена магистарска теза под називом „Како насиље на филму утиче на друштвено понашање“. Школске 2016/17 уписала докторске студије на Факултету за културу и медије у Београду-смер културологија. Запослена је у образовању као професорка социологије у сталном радном односу и то у Саобраћајној школи 50% у настави, и у Техничкој Школи Нови Београд са 50% у настави.

Календарске 2009 године, боравила у САД на студијском усавршавању на Constitutional rigsts foundation, LA SAD на тему *Deliberating in a democracy*.

Усавршавања:

-обука за примену Националног оквира курикулума-Основе учења, наставе и развоја. Модул 1-3,

-грађанско васпитање за 1-4 разред,

-утицај емоционалне интелигенције на управљање одељењем, процесом учења и групом,

-инклузивно образовање и ИОП,

-студијско стручно усавршавање на Constitutional rigsts foundation, LA SAD на тему *Deliberating in a democracy*.

-менторска подршка ученицима ромске националности у успешном завршетку школе,

-интерактивне методе и тимски рад,

-мала школа познавања хуманитарног и међународног ратног права, у организацији ЦКС,

Активиста је у удружењу грађана НУРДОР, које се бави подршком деци оболелој од рака. Говори руски језик на нивоу "Б" и Енглески језик на нивоу "А". Информатички је писмена.



Улога државе, у циљу обнове и оживљавања села у директној је вези са општом политиком привредног развоја. Најбоља дугорочна стратегија није развијање компаративних, већ конкурентских предности. Снажнији наступ бренд-производа на тржиштима подразумева стратешки концепт развојно-извозно оријентисане пољопривреде, побољшање конкурентности роба аграрног порекла, подизање нивоа квалитета производа, креирање и промовисање српских брендова: ариљске малине, пожешке шљиве, хомољског меда, сремске кобасице, сјеничког сира, говеђе ужичке пршуте, ужичке сланине, ртањског чаја, кривовирског качкаваља, хомољског овчијег сира, кладовског кавијара, српске шљивовице... Ово је пут за оживљавање српских села и пољопривреде.

Спровођење неких од наведених мера може, на први поглед, деловати обесхрабрујуће, с обзиром да је потребно ангажовање знатних ресурса и дуг временски период, али то не сме бити разлог за одлагање почетка њиховог спровођења.

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## SELECTED ISSUES OF THE PRICES OF AGRICULTURAL LAND – THE CASE OF SLOVAKIA

Katarína Dirgasová<sup>37</sup>

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**Abstract:** *The aim of the paper is to identify the most significant factors affecting the prices of agricultural land through the econometric model applied on data from the Register of Offers of Agricultural Land. Based on the data collected during 30 months, it was proved that the most significant factors are the offered plot area, the proportion of the offered area on the total area of the land plot, the administrative price of agricultural land and the distance of the offered plot from a district city. All these factors have the positive effect on the land price. According to the regional comparison, the highest land prices are recorded in the tourist regions with the international significance.*

**Key words:** *agricultural land, land price, land size, land plot, regional differences of land prices*

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### 1. INTRODUCTION

Many publications and scientific papers have analysed the dependence of land market prices on various factors, such as political, economic, legal, geographic, environmental and social ones. It was found out that land market prices are influenced by technical infrastructure, location of the land plot, distance of the land plots from the town, possibility for the transformation of the land plot to the building plot, land productivity, prices of agricultural products, inflation and economic uncertainty, large scale of agricultural enterprises, subvention, taxes and interest rates [27]. The land productivity and population density caused an increase in land prices; a smaller area of land plot, rural character of the region and the high distance from town caused a decrease in land prices [18]. However, it was found that the agricultural land plots smaller than 1 hectare were sold for prices 7.5 times higher than the land plots larger than five hectares [21]. Some authors confirmed the negative influence of nuclear equipment on land prices [15], extreme land fragmentation, unfinished land consolidation and restitution, problems of land with non-identifiable landowners, tax and frequent changes in legal regulations [26]. The positive correlation was proved between land prices and net farm income returns on wheat, total population and access to credit; and negative correlation between land prices and property tax, interest rate and share of debts on the property [11]. Many authors tested the influence of subvention on land prices [14], [16], [19], [29], [30]. According to [24], land prices are influenced by land quality, structural changes and opportunities to use the land for non-agricultural activities. [5] argued that foreign investors on the Slovak agricultural land market have an important influence on the land prices.

In Slovakia, there is only very difficult to receive the information on the market prices of the agricultural land. There is no institution which would have a duty to record the market prices

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of agricultural land similar to the institutions in other EU countries [1], [5], [6]. Nowadays, the only relevant source of information on the agricultural land prices is the Register of Offers of Agricultural Land (hereinafter referred to as the Register of Offers), which was created by Act no. 140/2014 Coll. on Acquisition of Ownership to Agricultural Land. Since June 1, 2014, all landowners (with the exception of cases defined by the legal regulation) have an obligation to publish the offer for the transfer of ownership of agricultural land, including the price required for agricultural land, via the Register of Offers. It is necessary to stress that landowner is obliged to register his/her offer for the sale of agricultural land via the Register of Offers only in the case when there is no potential acquirer in the cadastre where the offered land is placed [12]. However, the prices published in the Register of Offers cannot be considered as the market prices since they represent just the supply side of the land market equation [13]. Apart from that, it is not certain whether the potential acquirer will be found and moreover, it is not sure whether he/she will be willing to accept the price requested by landowner. For the purpose of this paper, these prices will be referred to as offered land prices and the prices according to the Tax Act<sup>40</sup> and according to CSEU<sup>41</sup> will be referred as the administrative prices. This paper analyses the offered prices in the individual regions of Slovakia with the objective of defining the factors that influence land valuation by land owners and comparison these factors with the factors influencing the land market prices like describing in the above mentioned references.

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## 2. MATERIALS AND METHODS

The paper attempts to estimate the impact of selected factors on the price of agricultural land in the period after the end of the moratorium on the purchase of agricultural land by foreigners, i.e. from June 1, 2014 to November 30, 2016. The panel data was collected through the Register of Offers of Agricultural Land. A total of 17,406 observations were available to create a model.

To verify the assumption that the offer price of agricultural land is mostly influenced by the localization of agricultural land, as claimed by [1], [4], [10], [17], [20], [22], [28], this econometric model was prepared:

$$y_i = \beta_0 + \sum \beta_j x_{ij} + u_i \quad (1)$$

The variables entering the model are described in Table 1.

<sup>40</sup> Act no. 582/2004 Coll. on Local Taxes and Local Fee for Municipal Waste and Minor Construction Waste, as amended.

<sup>41</sup> Credit soil-ecological units (CSEU - in Slovakia referred to as BPEJ) as the classification and identification figure for the quality and value of production-ecological potential of agricultural land in the soil habitat.

$y_i$	dependent variable	offer price			
$\beta_0$	constant				
$\beta_1$	estimated parameter of independent variable				
$u_i$	random error				
$x_i$	independent variable	$x_{1i}$	sold area in $m^2$	assumption: higher the area sold causes the higher unit offer price	
		$x_{2i}$	coefficient of the proportion of the land area sold to the total area of land <sup>42</sup>	assumption: higher the coefficient of the proportion of the land area sold to the total land area causes the higher unit offer price	
		$x_{3i}$	administrative price according to the Tax Act in €/m <sup>2</sup>	assumption: higher price in accordance with the Tax Act will cause the higher unit offer price	
		$x_{4i}$	administrative price according to the CSEU in €/m <sup>2</sup>	assumption: higher price according to the CSEU causes the higher unit offer price	
		$x_{5i}$	distance of land from the district city in km	assumption: higher distance of land from the district city causes a decrease in unit offer price	
		$x_{6i}$	distance of land from the county seat in km	assumption: higher distance of land from the county seat causes a decrease in unit offer price	
		$x_{7i}$	type of land	assumption: the unit offer price of arable land is higher than the offer price per unit of permanent grassland	a qualitative dummy variable shall take two values, as in other types of land it is possible to set the price according to the Tax Act and the cost by CSEU: 0 = arable land; 1 = permanent grass.
		$x_{8i}$	plot of register	assumption: the offer price per unit area of the plot of register C is higher than the offer price per unit of the plot of register E	a qualitative dummy variable shall take two values: 0 = plot of register C (plot registered in the cadastral register, where the boundaries are visible on the ground and shown on the cadastral map); 1 = plot of register E (plot registered in the cadastral register, where the boundaries are not visible on the ground).
		$x_{9i}, x_{10i}, x_{11i}$	tourist region	assumption: the unit offer price in the tourist regions of international significance is higher than in other tourist regions	a qualitative dummy variable is based on the Regionalization of Tourism in Slovakia <sup>43</sup> , the dummy variable is coded as follows: $x_{9i}$ = region of national significance (regions of Turec, Orava, Košice, Šariš, Stredné Považie); $x_{10i}$ = region of supra-regional significance (regions of Podunajsko, Dolné Považie, Nitra, Gemer, Horná Nitra, Pohronie, Spiš); $x_{11i}$ = region of regional significance (regions of Záhorie, Ipeľ, Horný Zemplín, Dolný Zemplín); in case the $x_{9i} - x_{11i}$ take zero values the price is modelled for the region with international significance (Bratislava, Liptov, Horehronie, Tatry, Severné Považie).
i	1 ...N; N = 17 090 (number of sale offers of agricultural land)				
j	1 ...J; J = 11 (number of independent variables entering the model)				

Table 1: Variables entering the econometric model

Source: own processing.

<sup>42</sup> The coefficient is calculated as the share of the land area sold on the total area of land.<sup>43</sup> Document was drawn up by the Institute of Tourism, Ltd., for the Ministry of Economy of the Slovak Republic, with the aim of defining regions for tourism.



The parameters of linear regression models and the models of linear parameters were estimated using the statistical software STATA, which carried out the econometric verification of the model. Heteroscedasticity was tested by the White heteroscedasticity test [31] and the Breusch Pagan-test [3]. Multicollinearity was diagnosed by the inflation factor of variance (VIF<sup>44</sup>). Specification suitability of the model was tested using the Ramsey RESET test [25]. If there is heteroscedasticity in the econometric model, robust parameter estimation will be done for the dependent variable [8], which is not sensitive to small variations in the measurement and the composition of the group and thus takes into account heteroscedasticity in estimating model parameters.

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### 3. FACTORS INFLUENCING THE PRICE OF AGRICULTURAL LAND

Table 2 shows the descriptive characteristics of the quantitative independent variables. Only the observations with the maximum offer price 1.25 €/m<sup>2</sup> (upper limit was set based on exploratory analysis) we included in the model.

<i>quantitative variable</i>	<i>N</i>	<i>mean</i>	<i>min</i>	<i>max</i>	<i>p 50</i>	<i>sd</i>
<i>sold area</i>	13,969	4,269.18	0.06	2,000,000.00	719.33	31,835.35
<i>coefficient of proportion of area sold</i>	13,969	0.34	0.00	1.00	0.17	0.37
<i>price according to Tax Act</i>	13,969	0.29	0.00	1.16	0.26	0.26
<i>price according to CSEU</i>	13,969	0.11	0.00	0.70	0.09	0.08
<i>distance from district city</i>	13,969	17.19	0.00	65.60	16.53	9.79
<i>distance from county seat</i>	13,969	62.97	0.00	145.05	59.16	35.16

Table 2: Descriptive characteristics of quantitative independent variables entering the model  
Source: own processing, STATA.

\* N = Number; mean = average; min = minimum; max = maximum; p 50 = median; sd = standard deviation.

Out of all the variables that entered the model these were not statistically significant: price according to the Tax Act, price according to the CSEU, distance of land from the county seat and type of land. For that reason the variable price according to the Tax Act and the price according to the CSEU were transformed into a functional form of hyperbole<sup>45</sup>. For the purposes of transformation we excluded those observations from the model where the price according to the Tax Act and the price according to the CSEU equalled 0 €/m<sup>2</sup>. Based on the exploratory analysis, the offer price at the upper limit was set at 1.25 €/m<sup>2</sup>. Observations that

<sup>44</sup>  $VIF_1 = \frac{1}{1-R_1^2}$

<sup>45</sup> transformed price according to law =  $\frac{1}{\text{price according to the Tax Act}}$ ;  
transformed price according to CSEU =  $\frac{1}{\text{price according to CSEU}}$ .

exceeded the above mentioned limit were excluded. The total number of offers for sale of agricultural land that entered the model was 13,969. An econometric model constructed in this matter explains 24.53 % of the total variability of the explained variable. Based on the results of the model all independent variables entering the model are statistically significant. However, between two variables (price according to the Tax Act and price according to the CSEU), multicollinearity was diagnosed through VIF.

Practice has proven that the price according to the Tax Act is based on the price according to the CSEU. For this reason, a regression analysis was performed, which would confirm this relationship. The results presented in Figure 1 show that the price according to the Tax Act is actually based on price according to the CSEU.

Source	SS	df	MS	Number of obs = 13969		
Model	825.198979	1	825.198979	F( 1, 13967) =	.	
Residual	91.5760196	13967	.006556599	Prob > F =	0.0000	
Total	916.774998	13968	.065633949	R-squared =	0.9001	
				Adj R-squared =	0.9001	
				Root MSE =	.08097	

price_according_to_ta~t	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
price_according_to_cseu	3.101089	.0087413	354.76	0.000	3.083955	3.118223
_cons	-.0494087	.0011831	-41.76	0.000	-.0517278	-.0470896

Figure 1: Regression analysis for the dependent variable price according to the Tax Act  
Source: own processing, STATA.

In order to overcome multicollinearity a variable price according to the Tax Act was excluded from the econometric model only remaining a variable price according to the CSEU on which the price under the Tax Act is based. The results of the constructed model taking into account robust parameter estimates are presented in Figure 2.

offer_price	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]	
sold_area	3.65e-07	1.60e-07	2.27	0.023	5.04e-08	6.79e-07
coefficient_of_proportion_of_are	.0949639	.0053519	17.74	0.000	.0844734	.1054544
price_according_to_cseu	.7830933	.0338345	23.14	0.000	.7167732	.8494135
distance_from_district_city	.0010559	.0002095	5.04	0.000	.0006453	.0014666
distance_from_county_seat	-.0006999	.0000537	-13.02	0.000	-.0008053	-.0005946
type_of_land	.0199363	.0036056	5.53	0.000	.0128688	.0270038
plot_of_register	-.0741542	.006209	-11.94	0.000	-.0863247	-.0619837
region_of_national_significance	-.120841	.0096574	-12.51	0.000	-.1397709	-.1019111
region_of_supraregional_signific	-.0363239	.0091513	-3.97	0.000	-.0542617	-.018386
region_of_regional_significance	-.1355155	.0084023	-16.13	0.000	-.151985	-.1190459
_cons	.3664359	.0116025	31.58	0.000	.3436934	.3891783

Figure 2: The model takes into account robust parameter estimates for the dependent variable offer price  
Source: own processing, STATA.

All variables entering the constructed econometric model are statistically significant.

*Sold area* ( $x_{1i}$ ) - variable is statistically significant and has it increases the offer price of agricultural land.

*Coefficient of the proportion of the area sold* ( $x_{2i}$ ) - variable is statistically significant and it increases the offer price of agricultural land.

*Price according to the CSEU* ( $x_{4i}$ ) - variable is statistically significant and it increases the offer price of agricultural land.

*Distance from a district city* ( $x_{5i}$ ) - variable is statistically significant and it increases the offer price of agricultural land.

*Distance from the county seat* ( $x_{6i}$ ) - variable is statistically significant and it decreases the offer price of agricultural land.

*Type of land* ( $x_{7i}$ ) - variable is statistically significant and it increases the offer price of agricultural land.

*Register* ( $x_{8i}$ ) - variable is statistically significant and it decreases the offer price of agricultural land.

*Region of national significance* ( $x_{9i}$ ) - variable is statistically significant and it decreases the offer price of agricultural land.

*Region of supra-regional significance* ( $x_{10i}$ ) - variable is statistically significant and it decreases the offer price of agricultural land.

*Region of regional significance* ( $x_{11i}$ ) - variable is statistically significant and it decreases the offer price of agricultural land.

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The constructed model showed that the increase of the offer price of agricultural land is significantly impacted by the acreage of the sold agricultural land, coefficient of proportion of sold land area to the total area of the land, price according to the CSEU, distance from a district city and the land type. The assumptions set out in the paper were confirmed, namely that the offered acreage, coefficient of proportion of sold land area to the total area of the land and the price according to the CSEU have the effect of increasing the unit offer price of agricultural land. The first two factors show that in practice it really depends on the size of the area of the agricultural land sold and whether the whole plot or only a co-ownership is sold. Due to high fragmentation of land ownership small plots with a lot of co-ownership units are typical for Slovakia. It has also been clearly demonstrated that with the increasing distance from a district city, the offer price per unit of agricultural land increases.

Multicollinearity was diagnosed by VIF, while based on the results of the tests it can be concluded that there is not multicollinearity between the independent variables. Based on the values of the Breusch-Pagan test and the White test it is clear that there is heteroscedasticity in the model and therefore one of the assumptions of the econometric model is violated. One of the reasons for the existence of heteroscedasticity may be a defective specification of the model consisting in the omission of some relevant independent variable. A test of the defective specification of the econometric model was implemented using the Ramsey RESET test. The test results show that the model is lacking a statistically significant variable.

In both models used in the work the presence of heteroscedasticity was identified based on the used tests suggesting that the models need to be modified with other statistically significant variables that affect the price of agricultural land. Based on the knowledge acquired both in theory as well as practice, it can be assumed that the variable that the model lacks is the subjectivity of the seller. The subjectivity as a cause of inaccuracies in the results of econometric models for determining the factors affecting the price of agricultural land is also reported by other authors [2], [7], [9], [17], [20], [22] and [23]. The subjectivity and therefore the decision of the individual at what price he/she wants to sell the agricultural land may be a matter of fact largely influenced by whether he/she needs or does not need the funds, whether or not there is an emotional relationship to the sold land, or whether the land is sold to a close relative or a stranger, but also personality traits of an individual (e.g. a speculative sale). A correctness of the assumption of subjectivity as the missing factor affecting the price of agricultural land is also confirmed by the fact that the model was applied to data from the Register and therefore the offer price of agricultural land. The offer price only reflects one aspect of the market mechanism. Because of the fact that the Act no. 140/2014 Coll. did not give the buyer the opportunity to negotiate the price of the land, the seller has the option to set the price that suits him.

#### **4. CONCLUSION**

The application of the econometric model on data from the Register of Offers of Agricultural Land proved that the price of agricultural land is affected by several factors. Based on the data collected during 30 months, it was proved that the most significant factors are the offered plot area, the proportion of the offered area on the total area of the land plot, the administrative price of agricultural land and the distance of the offered plot from a district city. All these factors have the positive effect on the land price and therefore increase the offered price of agricultural land. The above mentioned studies were not unified if the large offered plot area increase [18] or decrease [21] the land market prices. According to our study, the offered plot area confirms the positive effect on the land price offered by the landowner. Very questionable is the distance of the offered plot from a district city with the positive effect on the land price while the distance of the offered plot from a county seat brought a negative effect on the land price. According to the previous studies the high distance from town caused a decrease in land prices [18]; the price of agricultural land near urban centres might be influenced by factors unrelated to agricultural value, such as access to schooling or sources of employment for farmers' children, or access to urban amenities; moreover, such land might command a higher price due to the expectation that land would be re-zoned as building land [27]. The negative effect of the distance of the offered plot from a county seat confirms the previous study also for the offered land prices. The positive effect of the distance of the offered plot from a district city can be caused by the relative small distances of all land plots from the district city and other factors play more important role on the offered land price. The model proved that the location of agricultural land plays an important role in the formation of agricultural land prices in Slovakia. According to the regional comparison, the highest land prices are recorded in the tourism regions with the international importance. We can conclude that the landowner creating the offered land price consider the similar factors which influence the land market prices.

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## POLITIKA ODRŽIVOG RAZVOJA AGRARA U USLOVIMA GLOBALNE EKONOMIJE

### POLICY OF SUSTAINABLE AGRICULTURAL DEVELOPMENT IN THE GLOBAL ECONOMY CONDITIONS

Nenad Dugalić<sup>46</sup>

Milan Novović<sup>47</sup>

**Sadržaj:** *Poslednja decenija dvadesetog veka i početak novog milenijuma predstavljaju period intenzivnih reformi u oblasti agrara, koje su, prvenstveno, uslovljene procesom globalizacije. Specifičnu poziciju održivog razvoja agrara u uslovima globalne ekonomije treba posmatrati u kontekstu različitih istorijskih, ekonomskih i kulturnih nasleđa svake države posebno. Sigurnost i dugoročna svojinska prava su najvažniji preduslovi za racionalno korišćenje zemljišta, očuvanje njegove vrednosti za buduće generacije, kao i smanjenje neuhranjenosti u svetu. Uporedo sa procesom smanjivanja ekonomskog značaja poljoprivrede, tokom dvadesetog veka, odvijale su se i opsežne promene u strukturi stanovništva. Sve veći deo stanovništva ostvaruje dohodak van poljoprivrede, a kako industrija preuzima vodeću ulogu u privrednom rastu, slabi značaj poljoprivrede u privrednom i političkom smislu. Ovo slabljenje, međutim, dovodi do poremećaja društvene ravnoteže, pa se veoma brzo javljaju zahtevi za intervencijom države, putem uvođenja niza zaštitnih mera u poljoprivrednoj proizvodnji.*

**Ključne reči:** *održivi razvoj, poljoprivreda, globalizacija, agrarni protekcionizam, zdrava hrana.*

**Content:** *The last decade of the 20<sup>th</sup> century and the beginning of the new millennium, present a period of intensive reforms in the field of agriculture, which have been primarily conditioned by globalization process. The specific position of sustainable agricultural development in the global economy conditions should be observed in the context of different historical, economic and cultural heritages of each state individually. Safety and long term ownership rights are the most important prerequisites for rational use of the land, preservation of its value for the future generations, as well as reduction of the world malnutrition. Parallel with the reduction process of the economic importance of agriculture, during the 20<sup>th</sup> century, comprehensive changes were conducted in the population structure. Increasing part of population realizes income outside agriculture, and while the industry is taking the leading role in the economic growth, the importance of agriculture is weakening in the economic and political sense. This attenuation, however leads to the disorder of social ballance, therefore, requests for the state intervention rapidly appear through the introduction of various protective measures in agricultural industry.*

**Key words:** *sustainable development, agriculture, globalization, agricultural protectionism, healthy food.*

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## 1. UVOD

**P**ored razlike u veličini poseda, postojale su, a i danas postoje, velike razlike u tehničkoj opremljenosti pojedinih nacionalnih poljoprivreda. Takođe, poseban uticaj na razvoj i nivo poljoprivredne proizvodnje uvek su imali društveno-ekonomski odnosi. Tu postoje velike razlike između Evrope i SAD. U nizu evropskih zemalja, poljoprivreda je dugo ostala pod uticajem feudalnog nasleđa, bez obzira što su feudalni odnosi bili ukinuti. U SAD, razvoj poljoprivrede odvijao se na drugoj osnovi. Veliki fond zemljišta deljen je farmerima uz simboličnu naknadu, tako da se do danas formirao slobodan, veliki posed koji omogućava intenzivnu poljoprivredu. Formiranje svetskog tržišta postepeno je smanjivalo ranije monopolsku poziciju evropske poljoprivrede. Ovim zahtevima je prethodila intenzivna rasprava između zastupnika protekcionističke politike i pristalica slobodne konkurencije.

### *Nenad Dugalić*

*Nenad Dugalić rođen je 19. aprila 1975. godine u Kraljevu. Diplomirao je i magistrirao na Ekonomskom fakultetu Univerziteta u Kragujevcu. Održao je više predavanja na seminarima, a objavio je i više naučnih radova i referata. Trenutno je zaposlen na Visokoj poslovnoj školi strukovnih studija „Čačak“ - Beograd, gde predaje više predmeta iz oblasti ekonomije i finansija.*



## 2. UTICAJ TEHNOLOŠKOG RAZVOJA NA PROIZVODNJU ZDRAVE HRANE

Upotreba savremenih tehničko-tehnoloških dostignuća u poljoprivrednoj proizvodnji mogla bi da nanese, a već i nanosi, velike negativne posledice održivom razvoju proizvodnje zdrave hrane. „Stalno korišćenje pesticida i herbicida dovelo je do povećanja otpornosti parazita, što je automatski dovelo do potrebe za češćom upotrebom istih. Češća upotreba, sa druge strane, izaziva dopunske probleme zbog povećanja troškova ali i do dodatnog zagađenja zemljišta i voda.“ [1] Sve to utiče na proizvodnju zdrave hrane koja u savremenim globalnim uslovima polako postaje problem.

Rizik pred kojim se nalazi poljoprivreda toliko je obiman i neizvestan, da je takođe bez presedana. Gotovo sva kopna i mora su zagađena hemijskim i radioaktivnim otrovima. Hrana i voda čine mogućim život ljudi i svih drugih vrsta na planeti. Međutim, upravo najveća pretnja održivom razvoju kroz proces globalizacije dolazi od zagađenja hrane i vode i monopolističke kontrole nad ovim vitalnim proizvodima i resursima. „Tako se Monsanto u Evropi reklamirao svojom kampanjom od 1,6 miliona dolara: briga o gladi budućih generacija neće ih nahraniti. A biotehnologija hrane hoće. Svetska populacija rapidno raste i na svetu se svakih 10 godina pojavi još jedna Kina. Kako bismo nahranili tu milijardu usta više, mi možemo da proširujemo poljoprivredne površine ili da nastojimo da dobijemo bolje prinose iz postojećih useva. Ali ova visoka zavisnost od površina postaće sa dupliranjem stanovništva Zemlje oko 2030. godine još veća. Erozijska tla i trošenje zaliha minerala iscrpeće tlo. A teritorije pokrivene prašumama biće pretvorene u polja. Upotreba đubriva, insekticida i herbicida globalno će porasti. Mi danas u Monsanto verujemo da je biotehnologija hrane bolje rešenje.“ [2] Međutim, ekološki održiva poljoprivreda je pouzdan put da se proizvede zdrava, bezbedna i dovoljna količina hrane za sve. Pa ipak, zdrava hrana, koje je sve manje, sklanja se od potrošača širom sveta, a oni se nasilno hrane genetski modifikovanom hranom koju ne žele. Pravo slobodne trgovine širom sveta uspostavlja se kao vrhunsko načelo. A pravo ljudi na bezbednu i adekvatnu ishranu tretira se kao trgovinska barijera koju treba otkloniti.

Zbog toga je neophodno očuvati proizvodnju zdrave organske hrane u dovoljnim količinama



kako bi se obezbedila prehrabena sigurnost, gde bi se pomenuto obezbeđivanje vršilo pre svega kroz zemljišne reforme. „Najefikasnije zemljišne reforme, ostvarene u Japanu, Indiji, nekim zemljama Latinske Amerike, Evrope i Afrike bile su fokusirane prvenstveno na redistribuciju zemljišta i zemljišnih prava na ranije zakupce, napoličare, ili radnike bezemljaše na velikim državnim farmama.“ [3] U vremenima koja slede biće sve teže ostvariti uslove za proizvodnju zdrave hrane. Zato je potrebno modifikovanje uloge održivog razvoja poljoprivrede i definisanje novog modela čiji bi osnovni cilj bio stvaranje prehrabene sigurnosti na dugi rok. Ima, međutim, još dosta zemalja u kojima su i dalje prisutne značajne socijalne tenzije prvenstveno zbog neadekvatne distribucije zemljišta i zemljišnih prava u korist siromašnih slojeva društva. Ni SAD nisu izuzetak. „Naravno, i ovde je bilo različitosti, pogotovo između ekonomski jačih oblasti na severu (tzv. Nove Engleske) i srednje istočnih država (Ohajo, Illinois, Viskonsin, Mičigen) i južnih država, ranije robovlasničkih. U zapadnim krajevima, skoro nenaseljenim, podsticana je kolonizacija naseljenicima kojima su deljeni posedi od oko 65 hektara.” [4] Zanemarujući ove razlike među pojedinim delovima Sjedinjenih država, poljoprivreda se danas u uslovima globalne ekonomije i u drugim državama sveta pre svega razvijeni, odlikuje brzim prodiranjem tehničkih inovacija. Ona postaje sve intenzivnija a krupna kapitalistička gazdinstva potiskuju sitna, koja postaju manje racionalna.

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### **3. AGRARNI PROTEKCIONIZAM U GLOBALNOJ PRIVREDI**

U agraru, više nego u drugim sektorima privrede, postoji potreba za državnom intervencijom u oblasti cena kao izraz potrebe da se uspostavi i očuva stabilnost cena u toku sezone i u toku godine. Politika cena treba da podstakne i omogući ostvarivanje sledećih ključnih ciljeva: [5]

1. Politikom cena treba uspostaviti dovoljno podsticaja za poljoprivredne proizvođače da se ostvari onaj nivo poljoprivredne proizvodnje koji je neophodan da se zadovolje potrebe stanovništva (uslov raspoloživosti).
2. Da se uspostavi i očuva onaj nivo cena poljoprivrednih proizvoda koji omogućava dostupnost poljoprivrednih proizvoda svim slojevima stanovništva saglasno njihovim potrebama (uslov dostupnosti).
3. Da smanje i/ili potpuno otklone godišnje i višegodišnje oscilacije u ponudi poljoprivrednih proizvoda (uspostavi i očuva stabilnost ponude).
4. Da se omogući i obezbedi stabilnost dohotka poljoprivrednih proizvođača.
5. Da se uspostavi i održi ravnomerni razvoj poljoprivrednog i nepoljoprivrednog sektora.
6. Da se omogući skladniji regionalni razvoj i integracija perifernih ruralnih područja.
7. Da se podstakne i poveća izvoz i izvozni prihod i poljoprivrednog sektora.

Poljoprivreda predstavlja oblast gde je državni intervencionizam veoma dugo prisutan. Čak i najliberalnije zemlje na svetu, koje su protiv direktnog mešanja države u privredu, sprovodile su vrlo kompleksne protekcionističke poljoprivredne politike. Agrarni protekcionizam se definiše „kao teorija i praksa ekonomske i spoljnotrgovinske politike, usmerene na izbor takvih mera, odnosno instrumenata, kojima se najbolje i najefikasnije ostvaruje zaštita domaće

proizvodnje od inostrane konkurencije.” [6] Agrarni protekcionizam je, skoro bez prestanka, primenjivan posle Drugog svetskog rata. Naročito je recesija svetske privrede osamdesetih godina dvadesetog veka, dala poseban podsticaj ovom procesu, u pogledu uvođenja novih oblika protekcionizma. Ekonomska kriza i agrarni protekcionizam, imali su za posledicu sve manju liberalizaciju svetske trgovine. „Polarizacija interesa je naročito izražena između dve agrarne super sile - Evropske unije i SAD, koje učestvuju u međunarodnoj trgovini poljoprivrednih proizvoda, sa skoro 50%.“ [7]

Specifičnosti poljoprivrede su bile dovoljan razlog kojim se opravdavao protekcionizam u zaštiti domaćeg tržišta. Smatra se da je zaštita neophodna, kako bi država mogla da realizuje brojne ciljeve u poljoprivredi. Moguće je izdvojiti nekoliko razloga koji objašnjavaju intervencionizam u poljoprivredi: [8]

- Sigurnost snabdevanja domaćeg tržišta poljoprivrednim proizvodima, je argument koji se dosta koristi u opravdanju intervencionizma u poljoprivredi. Dva svetska rata, koja su posebno opustošila Evropu ostala su u lošem sećanju u pogledu snabdevanja osnovnim poljoprivrednim proizvodima. Danas je, imajući u vidu nivo razvijenosti poljoprivredne proizvodnje, mnogo teže, ovim argumentom opravdati protekcionizam.
- Disparitet dohotka, koji postoji između poljoprivrede i drugih privrednih grana služi kao dodatni argument za povećanu zaštitu poljoprivrede.
- Politički značaj poljoprivrednika je mnogo veći nego što se očekuje. Njihova snaga se nalazi u dobroj organizovanosti. U vezi sa ovim fenomenom, ne treba gubiti iz vida ni neke druge, realno prisutne pojave, kao što je strah od rastuće uvozne zavisnosti.

Međutim, postoje i širi globalni interesi da se snižavaju ili eliminišu protekcionističke mere. Imajući u vidu da se značajan deo američke proizvodnje plasira na svetsko tržište, bilo je očekivano da pad izvoza, odnosno stagnacija svetske tražnje, početkom osamdesetih godina prošlog veka, prouzrokuje istovremeno, ozbiljnu krizu u proizvodnji. Naime, želja SAD-a je bila da liberalizacijom svetske trgovine, a naročito poljoprivrede, doprinese kako ublažavanju teškog stanja sopstvene poljoprivrede, tako i rešavanju problema sopstvenog budžetskog i trgovinskog deficita.

Pod uticajem složenog subvencionisanja izvoza poljoprivrednih proizvoda u razvijenim zemljama, narušavaju se tržišne pozicije zemalja koje ne mogu da učestvuju u trci subvencionisanih cena iz državnog budžeta. Manje razvijene zemlje su u poziciji da vode defanzivnu trgovinsku politiku, bez veće mogućnosti da efikasno zaštite svoju poljoprivredu.

#### **4. SLOBODNA TRGOVINA POLJOPRIVREDNIM PROIZVODIMA**

U čitavom periodu posle Drugog svetskog rata razmena poljoprivrednih proizvoda odvijala se u znaku osetnih ograničenja. Dok se u sektoru razmene industrijskih proizvoda odvijala postepena liberalizacija, tržište poljoprivrednih proizvoda bilo je opterećeno teško premostivim barijerama, koje su uspostavljale razvijene zemlje, štiteći svoju proizvodnju. Ovo je dovelo do značajnih poremećaja u međunarodnoj razmeni, posebno pogađajući nedovoljno razvijene zemlje, čiji veći deo izvoza često čine poljoprivredni proizvodi.

Ubrzani razvoj agrara zahteva aktivnu agrarnu politiku usmerenu na optimalno korišćenje proizvodnih kapaciteta i resursa, uz promenu proizvodne strukture u pravcu intenzivne proizvodnje, povećanja proizvodnje biološki zdrave hrane, i na toj osnovi povećanje izvoza poljoprivredno-prehrambenih proizvoda. [9] Istovremeno, uloga države mora biti značajna, ali samo u kontekstu planiranja, usmeravanja i podsticaja poljoprivredne proizvodnje.

Kako bi stimulisale izvoz, mnoge zemlje koriste politiku subvencionisanja poljoprivrednih proizvoda iznad nivoa svetskih cena što vodi destimulaciji domaće potrošnje. „U grupu ovih mera ubrajaju se različite šeme nadoknade u cilju podržavanja aktivnosti poljoprivrednih proizvođača. Uz to, obično su izgrađene uvozne barijere koje ne dozvoljavaju pojavu inostrane konkurencije na domaćem tržištu i tako štite domaće proizvođače. Stanje hiperprodukcije određenih kategorija primarnih poljoprivrednih proizvoda, nastalo kao rezultat praktikovanih mera zaštite dohotka proizvođača, rešava se u najvećem broju slučajeva izvoznim subvencijama koje domaćim, neefikasnim subjektima dozvoljava izlazak na svetsko tržište po konkurentnim uslovima.” [10] Uporedo postoje različiti programi koji pomažu poljoprivredne proizvođače u smanjenju troškova proizvodnje u obliku subvencija za transport i korišćenje vanpoljoprivrednih inputa.

Politiku intervencije na tržištu varijabilnih poljoprivrednih inputa (mineralno đubrivo, hemijska sredstva zaštite, seme i dr.) država sprovodi posredstvom odgovarajućih instrumenata koji se odnose na podsticanje primene određenih inputa koji afirmišu tehnološki razvoj i rast poljoprivredne proizvodnje, i ona obuhvata: [11]

- Pitanje nivoa cena inputa i regulisanja nivoa cena;
- Pitanje uspostavljanja, organizovanja i razvoja sistema snabdevanja (prometa) inputa;
- Pitanje uspostavljanja slobodnog i brzog protoka informacija (dostupnost informacija poljoprivrednim proizvođačima) o tipu, kvalitetu i drugim performansama inputa.

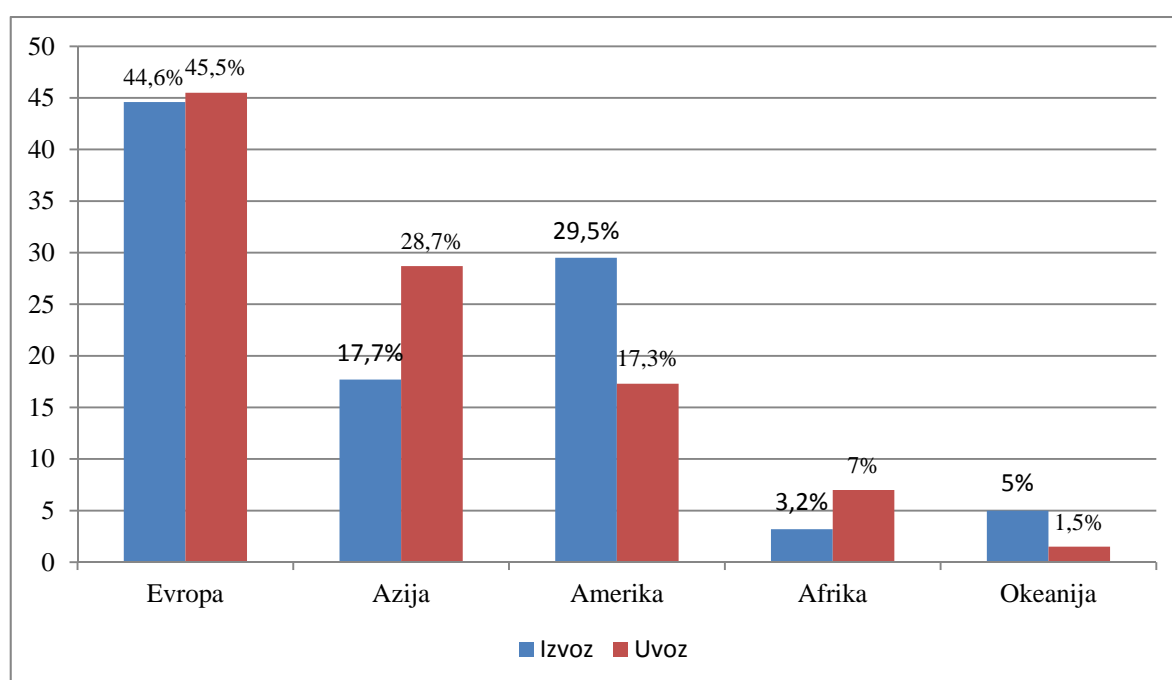
Politika obilne podrške poljoprivredi najdoslednije je sprovedena u Evropskoj uniji, mada je primenjuju i druge razvijene zemlje. „Ovakva politika, uz spori rast stanovništva i dostizanjem nivoa saturacije kod većine poljoprivrednih proizvoda, prouzrokovala je strukturne viškove u nacionalnim bilansima, a njihov izvoz podstican velikim subvencijama, prouzrokovao je velike distorzije na svetskom tržištu poljoprivrednih proizvoda. Ujedno, stalno širenje Evropske unije dodatno je sužavalo prostor za izvoz iz trećih zemalja, mada su neke grupe manje razvijenih zemalja uživale određene olakšice.” [12] Poboljšanje uslova za međunarodnu razmenu poljoprivrednih proizvoda, odnosno smanjivanje nivoa protekcionizma bilo je razmatrano u nizu pregovora, i kasnije sporazuma u okviru tzv. rundi pregovora pod pokroviteljstvom GATT-a, kasnije WTO. Određeni rezultati su postignuti, ali ovaj tržišni segment ostao je opterećen i mnogobrojnim vancarinskim barijerama.

Od sedamdesetih godina dvadesetog veka pa sve do početka novog milenijuma došlo je do vrlo velikih promena u svetskoj trgovini poljoprivrednim proizvodima. To pokazuju sledeći podaci. Učešće Evropske unije u uvozu smanjeno je od 41,6% u 1973. godini na 40% u 2005. godini i pored toga što je u međuvremenu broj zemalja članica porastao. Ujedno, to je bilo praćeno snažnim porastom razmene unutar Unije, dok je razmena sa trećim zemljama smanjivana. Logična posledica agrarnog protekcionizma bilo je povećanje izvoza, pa je udeo Unije u istom periodu porastao od 24,9% na 42,4% svetskog izvoza, naravno, i po osnovu povećanja broja članica. Posmatrano za isti period, zajedno za četiri razvijene prekookeanske zemlje (SAD, Kanada, Australija, Novi Zeland), udeo u uvozu raste od 53,1% na 53,9%, ali u izvozu od 53,7% na 65,3%. Afrika, kao opšti primer zaostalosti, povećava učešće u uvozu sa 3,8% na 4,4%, a u izvozu smanjuje od 8% na 3,1%. [13] Ovakva kretanja, potvrđuju tezu o distorziji trgovinskih tokova. Vrednost međunarodnih trgovinskih tokova poljoprivrednim proizvodima u poslednjih pedeset godina porastao je petostruko, što je posledica globalnih tokova na svetskom nivou. Međutim, ova ekspanzija je neravnomerno raspoređena po regionima. Najnoviji podaci FAO UN pokazuju da je Evropa najveći izvoznik i najveći uvoznik hrane na svetu [14].

	<i>Vrednost izvoza</i>	<i>Učešće (%)</i>	<i>Vrednost uvoza</i>	<i>Učešće (%)</i>
Evropa	403	44,6	418	45,5
Azija	160	17,7	264	28,7
Amerika	266	29,5	159	17,3
Afrika	29	3,2	64	7
Okeanija	45	5	14	1,5
Ukupno	903	100	919	100

Tabela 1. Izvoz i uvoz hrane po regionima sveta, u mlrd. US\$, 2012. godine

U 2012. godini vrednost izvoza Evrope iznosila je 403 milijarde US\$, a uvoza 418 milijardi US\$. Tako je na svetskom nivou njeno učešće u izvozu 44,6%, a u uvozu 45,5%. Najmanju vrednost u izvozu hrane beleži Afrika, 29 milijardi US\$, što je samo 3,2%, a najmanju vrednost u uvozu hrane ostvaruje Okeanija, 14 milijardi US\$, što je svega 1,5%.



Grafik 1: Učešće svetskih regiona u izvozu i uvozu hrane, 2012. godine

Zbog svega rečenog, države bi trebalo da promene svoje agrarne politike dajući prednost domaćoj proizvodnji hrane, a ne izvozu proizvoda zasnovanom na komparativnoj prednosti koja znači da „manje efikasna zemlja treba da se specijalizuje u proizvodnji i opredeli za izvoz one robe u kojoj ona ima manju neefikasnost ili minimalni relativni gubitak.” [15] Ali, to bi zahtevalo kontrolu korporacija do onog stepena za koji većina država do sada nije imala dovoljno smelosti. Države, uglavnom, sa malobrojnim izuzecima, ne učestvuju u trgovini već to čine korporacije. Zato, uloga države jeste da uspostavi pravila po kojima će se korporacije ponašati. Međutim, države su donele takva pravila koja idu u korist transnacionalnim korporacijama a na štetu sitnih zemljoradnika. Ukoliko propadanje porodičnih farmi i seoskih zajednica ne bude zaustavljeno, transnacionalne korporacije preuzeće većinu obradivog zemljišta i na njima će raditi zemljoradnici sa istih tih malih gazdinstava.

## ZAKLJUČAK

Prihvatanjem određenih pravila igre u svetskoj poljoprivredi smanjuje se dimenzija nacionalnog suvereniteta. Ukoliko jedna zemlja aktivno učestvuje u svetskoj privredi ona prihvata postojanje svetske regulative. U tom pogledu ima osnova i za tezu da njen nacionalni suverenitet doživljava određenu eroziju, jer i preduzeća i pojedinci nisu na adekvatan način zaštićeni, ne samo u okviru nacionalne države, nego i u svetskim okvirima. Međutim, eventualna izolacija ili zaostajanje u intezitetu korišćenja savremenih poljoprivrednih postupaka i procesa, donosi ili povećava osiromašenje kvaliteta života.

Zato, u uslovima globalizacije, održivi razvoj u oblasti agrara postaje jedan od najvažnijih zadataka. Pronalaženje novih mehanizama za realizaciju agrarne politike izlazi van okvira nacionalnih država i poprima značaj globalnog pitanja sa kojim se susreću sve zemlje sveta. Za zemlje u razvoju ovo pitanje je povezano sa željom da se unapredi ambijent u kome poljoprivredna preduzeća i porodična zemljoradnja rade i opstaju. Međutim, zemljoradnici su potpuno zanemareni. Ostavljeni su u korporacijskom obruču, gde se određuju cene po kojima kupuju uvozne sirovine i prodaju gotove proizvode. Transnacionalne korporacije imaju otvoren put ka kreditima, poreskim olakšicama i načinima poljoprivredne proizvodnje koji se mogu vrlo brzo proširiti. To dalje znači da će sve urbanija društva biti u potpunosti zavisna od transnacionalnih korporacija.

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# ENTREPRENEURSHIP AND FARMING –A GENDER PERSPECTIVE ANALYSIS

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**Abstract:** *This paper explores the frames of entrepreneurship in family farming in Croatia. We examined the hypothesis that entrepreneurship on family farms is particular and requires specific entrepreneurial abilities. From the human resources aspect our hypothesis was that the current state on family farms is not the one significantly supporting gender equality. Men in general are in hold of property and shape managerial roles, therefore the entrepreneurial and managerial dimensions occur in division of roles gender and “power” on the farm and in the family.*

**Keywords:** entrepreneurship, management roles, family farms, entrepreneurial abilities, Croatia

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## 1. INTRODUCTION

Entrepreneurship by description is a force that creates new jobs, new products or products with added values, with new features, resulting with new or increased income and contributes to the personal and national income.

In the case of farmers entrepreneurship on farms it creates new jobs directly on the farm in agricultural production as well in non-farm activities (craft, tourism, food processing and marketing). Farm entrepreneurship creates new products either products with added value or with new features (from bulk product to final product with packaging under own name) setting them on the market as a final recognized product with protected name.

In general terms family farming combines family and work. The workplace is the farm which is under the influences of uncontrollable natural circumstances (land quality, exposition and inclination, fertility, weather conditions and risks like storms, hazel, floods, droughts, heavy snows).

In the last two decades farming activities of direct agricultural production came under very high pressure of diminishing prices of agricultural products, less agricultural policy incentives and rising prices of agricultural inputs (land, human labour, machinery, equipment, agrochemicals etc.). These trends diminished farm income from direct production and forced farmers to find other, innovative strategies for farm survival.

From the organization aspect the farm is operated mainly by men, which owns the land and use most of income generating resources. Conflicts that occur during work and performing farming tasks affect family relationships too [1], [2]. Therefore the correlation of family and work are stronger than in any other type of business and entrepreneurship activities. Time allocation on farms stands for the division of time between the farm work and family work as opposite. So, creating new innovative ways of solving conflicts while performing work tasks is a very important management feature.

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The owner (men), are simultaneously both the employee and manager of the farm. Therefore farming remains a traditional and patriarchal form of production. Since farming is directly bounded with the farm family, the setting of ownership and use of resources affect the family relations and replicate traditional gender roles. The following characteristics highlight the "traditional" family: the farm is passed from father to son; due to inheritance customs reflecting the perception of men as farmers. The family farm as a patriarchal institution has inheritance customs that deepens the perception of men as farmers and follows the praxis of inheritance from father to son; these customs are persistent and create women's subordination: reproduction of women's subordination is generated by property ownership and control of men [3]; men are managers of the farm and women assist on the farm. Female farm family members generally are not taken in consideration as farm successors as long a male successor is available (also in wider family circle) [4].

Since farming as an income generating and entrepreneur type of work cannot exist without a family, to be a family, the family must work together on the farm, and the farm has to be a family labor based operation. While this fact is recognized, there is often an implicit understanding that the family is nuclear, composed of husband, wife and children. Most researchers have assumed the "traditional" nuclear family, following a predetermined life cycle is „the“ family associated with farming. The inequitable position of women and gender division of labour within such nuclear family households has led to studies of unequal relations between husbands and wives in terms of property, ownership, power and decision making on farms [5],[6],[7].

Therefore a positive support from the family is crucial to a successful start and maintenance of women's entrepreneurial activities [8].

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From this point where men are in hold of property and women are subordinated, gender relations create further the dimensions of „power“ in decision making and division of roles in farming and family. Planning the farm future becomes the „men's“ right what leads to men's preferences in specialization of production, commercialization and investments in mechanization [1],[6],[9].

The idea of social values and their influence on entrepreneurial behaviour came upon the research on cultural values, so certain persons were more likely to become entrepreneurs and develop entrepreneurial activities [10]. The cultural values of the family members can limit or enhance women's income generating activities. Traditionalism supports agricultural and farm work and hinders off farm work, while less traditional families can assure more support to non-farm income. In the case of farmers these cultural values are connected to the farm as a workplace, the value of the family and the importance of each and every family member which participates in farm work as well the division of managerial roles.

Similar to industrial or craft work, agricultural production has strict rules, the products are identical and predictability and stability are highly valued [11]. Only occasionally institutions are considered as source of change to traditional and firm frames of farm work [12].

Female entrepreneurs are defined as females involved in making independent business and decisions related to managing the business [13].

Women's' participation in activities which sell final products can enhance their income and this income allows them to be more independent from the family hierarchy and the male “power”. In the case of Indonesian women, most make their decisions after consulting their husbands [14]. According to traditional expectations toward an Indonesian woman, she should ask for the opinion of the husband and family every time she has to make a decision about an income (even she is generating the most income and supporting financially the husband and family). Therefore a great number of them remain in small businesses in order to avoid risks, sacrificing higher profits while prioritizing family roles (wife, mother, and homemaker).

Similar to the case of Dutch women, introducing farmwomen's new economic activities on farm was often hindered by „unexpected“ costs social consequences of being a bad wife, mother, loss of private life, lack of family time and economic costs (too much work, low income, high costs) [15].

Still women's' importance as entrepreneurs have an increasing role in the society and solving work and family balance even more important [16]. New income generating activities of farm women in some cases resulted in more „power“ of farmwomen [14],[17],[18],[19].

## **2. METHODOLOGY**

This paper was based on data collected on family farms in Croatia. We choose family farms that satisfied three criteria: over 3 hectares of land; at least one family member full time employed on-farm; farmwoman that worked more than 2 hours daily on-farm. These criteria were chosen because the average family farm in Croatia has 3 hectares of total land and one full time employed family member means a minimum level of economic viability of the farm. A woman's working ours in farming activities were essential towed decision making about the farm. According to statistical census 2001. first two criteria had 5.200 farms.

With standard statistic procedures (normal distribution with 95 percent significance ( $z = 1,96$ ) and standard deviation ( $\sigma = 3,9$ ), interval ( $G = 39,39\%$ ), we chose 350 family farms.

We had also used the definition defined by [3] that women have the main or sole responsibility for a farm work within the framework of male property and power on farm.

For hypothesis confirmation we used SPSS program and multivariate analysis. Factorization was done on reduced matrices so than diagonally coefficients of multiple determinations were put, while by matrix rotation we got better data interpretability. Matrices were tested through Kaiser, Bartle and ant image covariance to determine statistic significances. From manifest variables and their relations we made latent variables in order to maximize correlations between independent and dependent sets of variables.

The latent structure of independent variables „sociodemographic status of farmwomen“ had three factors and ten variables. The latent structure of dependent variables „entrepreneur capabilities of farmwomen“ had four factors and nineteen variables.

Correlating these two latent structures in multiple regression analysis we confirmed our hypothesis that sociodemographic status of farmwomen has statistically significant influence on farmwomen entrepreneur capabilities.

### 3. RESEARCH RESULTS

#### Factor analysis – independent variables – socioeconomic status of farmwomen

The matrix of independent latent variables had three latent dimensions (Table 1.). All variables had five levels of grading (1 to 5, where 5 was the highest ranked). The Kaiser coefficient was 0.740.

With the first latent dimension 30.7% of total variance was explained. By content it was named *Family structure* and contained five variables. Highest saturation was noticed by variables which describe the residential status of parent's family which explains that farmwomen were born and raised in villages. Also variable *Actual residential family status* shows that farmwomen were married into farm families and stayed living in villages. Most of farmwoman's parents were farmers (*Parent's were farmers*) and they lived in large families, typical to the family type in mid-20th century (*Size of parent's family*). So we statistically proved that sociodemographic status of farmwomen is significantly dependent on their parent's place of residence, main income activity and family size what reflected into choosing a future husband from a similar family with a farm.

Correlation Coefficients	Content of manifest variables (62.7% of variance)	Total variance	Factor variance
<b>Factor 1</b>	Family structure	30.7	26.5
<b>0.954</b>	Residential status of parent's family		
<b>0.730</b>	Actual residential family status		
<b>0.594</b>	Parents were farmers		
<b>0.441</b>	Size of parent's family		
<b>Factor 2</b>	Actual professional status	17.3	14.4
<b>0.910</b>	Employment		
<b>0.811</b>	Ours working on farm		

<b>0.533</b>	Education		
<b>Factor 3</b>	Economic status	14.7	10.8
<b>0.523</b>	Family size		
<b>0.508</b>	Land size		
<b>0.392</b>	Age		

Table 1: Basic determinants of farmwoman socio professional status - the content of independent latent variables

The second latent dimension explained 17.3% of total variance, called *Actual professional status* contained three variables: professional status on farm, working hours on farm and education level. By professional status most farmwomen declared themselves as farmers; less than ten percent declared themselves as workers with pay check or managers on the farm. Since farmwomen were not employed off farm they had severe hours daily put in farm work (65 percent were working full time). By education farmwomen were low educated (primary school), while the ones with secondary education finished non-agricultural studies. So we can state that farmwomen's present professional status was determined by the facts that farming consumes most of their available work time and because of low education only a few were able to find and maintain off-farm jobs.

The third latent dimension was *Economic status* which explained 14.7 % of total variance. It contained three variables: number of family members, land property and women's age. Economic status was most significantly attached to the number of family members; a larger family meant a larger possibility for family members work on the farm and better possibilities for farm succession that leads to better farm viability. Land as an asset had value for agriculture; bigger farms were usually better off, so this variable had significant impact on farm women's economical status. Farmwomen's age had effects through the stage of life cycle, so younger women directly affect family size and their age affects possibilities of farm enlarging and long term future planning.

### **Factor analysis – dependent variables – Entrepreneur capabilities of farmwomen**

For the latent structure of farmwoman entrepreneurial capabilities the following latent factors were set: farmwoman's entrepreneurial skills; farm work organization; farmwoman's involvement in decision making and farm income. The four factors consisted of 19 manifest variables. All variables had five levels of grading (1 to 5, where 5 was the highest ranked). The Kaiser coefficient was 0.791.

The first factor *Farmwoman's entrepreneurial skills* contained 31.1 percent of total variance and consisted of eight variables. Farmwomen stated that they had entrepreneur skills of innovativeness, so they consider themselves as a possible initiator of new income generating activities on farm (tourism, food processing) or implementing new technologies. These kinds of businesses would be implemented in existing farm activities very carefully in a frugal way (farmwomen would take the cheapest offers and spend their income with care). They find their managerial skills as ability to solve conflicts very high and their involvement in decision making is frequent. Also farmwomen were reluctant to large investments and debts (regardless to investing their own money or bank loan sources) and find uncertainty as a treat to their entrepreneur activities.

<b>Correlation coefficients</b>	<b>Content of manifest variable ( 75.8 percent of total variance)</b>	<b>Total variance</b>	<b>Factor variance</b>
Factor 1	Farmwoman's entrepreneurial and managerial skills	31.1	29.8
0.888	Business innovativeness		
0.833	Knowledge about new technologies		
0.849	Conflict solving		
0.786	Frugality		
0.536	Large investments		
0.512	Incur debts		
0.500	Uncertainty		
0.404	Independence in decision making		
Factor 2	Farm work organization	23.2	22.1
0.905	Farm work is repeating in time		
0.933	Farm work creates tight time schedules		
0.899	Farm work is heavy work		
0.788	Farm work leaves hardly any free time		
0.765	Farm work tolerates no changes in the way of work process		
Factor 3	Farmwoman's involvement in decision making	8.8	7.1
0.914	Plan of farm future		
0.869	Farm transfer		
0.497	Product marketing		
Factor 4	Farm income	7.0	5.2
0.904	Level of agricultural income		
0.697	Level of total income		
0.619	Farm and household investments		

Table 2: Latent structure of dependent variables entrepreneur capabilities of farmwoman

The second factor *Farm work organization* saturates the matrix in 23.2 of total variance, and showed farmwoman's opinions about the way farm work affects their daily lives and how it determines their leisure time and interferes with domestic chores. Farmwomen find farm work as a constant repetition of tasks during the year and production season. It creates limited time frames leaving almost no free or leisure time. So farmwoman were under constant pressure of prioritizing tasks, in which gender power occurs - the domestic chores have the second, less important status. Such „standard“ procedures of performing farm tasks could „not to be changed“ and reorganized in a better or more suitable way for farmwoman. Beside all these negative connotations of farm work organization, farmwomen considered it physically heavy.

The third factor *Farmwoman's involvement in decision making* saturated the matrix for 8.8 percent of total variance and indicated farmwoman's involvement in decision making. As we have said in introduction women are usually more or less excluded in farm decisions letting male partners to decide. or leaving the decision arena and not fighting for their visions. In our research it was important to prove those Croatian farmwomen were involved in decisions that had effects in a long run. Planning the long term future and choosing the successor as major decisions showed that women took part of managerial roles.

Forth factor *Farm income* was the last factor saturating the matrix 7.0 percent of total variance. The importance of agricultural income was ranked as the highest what came to no surprise for family farms, so if this income was higher, farmwoman could use better their entrepreneur capabilities and their skills involving themselves directly in decisions and creating more income, new generating activities and supporting existing product marketing. The same was evident for other (non-agricultural) income.

### **Multivariate analysis of correlations between sociodemographic status and entrepreneur capabilities of farmwomen**

Dependent techniques of multivariate analysis were used in order to determine relations between sets of variables: sets of independent variables which describes the *sociodemographic status* of farmwomen and sets of dependent variables *entrepreneur capabilities of farmwomen*. We used the simultaneous – standard model which took all variables in the equations because each of them was dependent upon the all independent variables. Our presumption was that between independent (predictor factors) and dependent sets (criteria factors) of variables there exists a statistically significant correlation.

In the previous chapter, we explained the results of matrix analysis, which gave us the latent dimensions of both dependent and independent variables. Putting them through multivariate analysis we gained the following results (Figure 1).

The first predictor factor *Family structure* was statistically significantly correlated to criteria factor *Farmwoman entrepreneurial skills* ( $R=0.347$ ,  $S=0.000$ ) and explained that farmwoman born and raised in large farm families where agriculture was the main income activity were more likely to use their entrepreneur skills. New income creating activities on farm would be taken in sense of avoiding large investment and debts and using the available sources in a frugal way.

Further the first predictor was statistically significantly correlated to criteria factor *Farm work organization* ( $R=0.364$ ,  $S=0.000$ ) and showed that questioned farmwoman had a strong sense of impossibility to change the manners and practices of running farming tasks. That especially counted for season work which should be done in appropriate time frames (for example plugging, sawing, harvesting) otherwise it would have severe consequences on yields and product quality. Also it was connected to daily work tasks which had to be done at certain our (feeding animals, milking cows, preparations for field work like preparing mechanization, tools etc.) which left farmwoman in constant struggle to put farm work first and domestic tasks second.

The first predictor was statistically significantly correlated to criteria factor *Farm income* ( $R=0.237$ ,  $S= 0.000$ ) as explains that farmwomen born and raised in farm families with main agricultural income have also main income in agriculture and would like to invest this income primary to farm investments and secondly to household investments. Farmwomen raised in city families have put the opposite priorities and were less satisfied with the agricultural income.

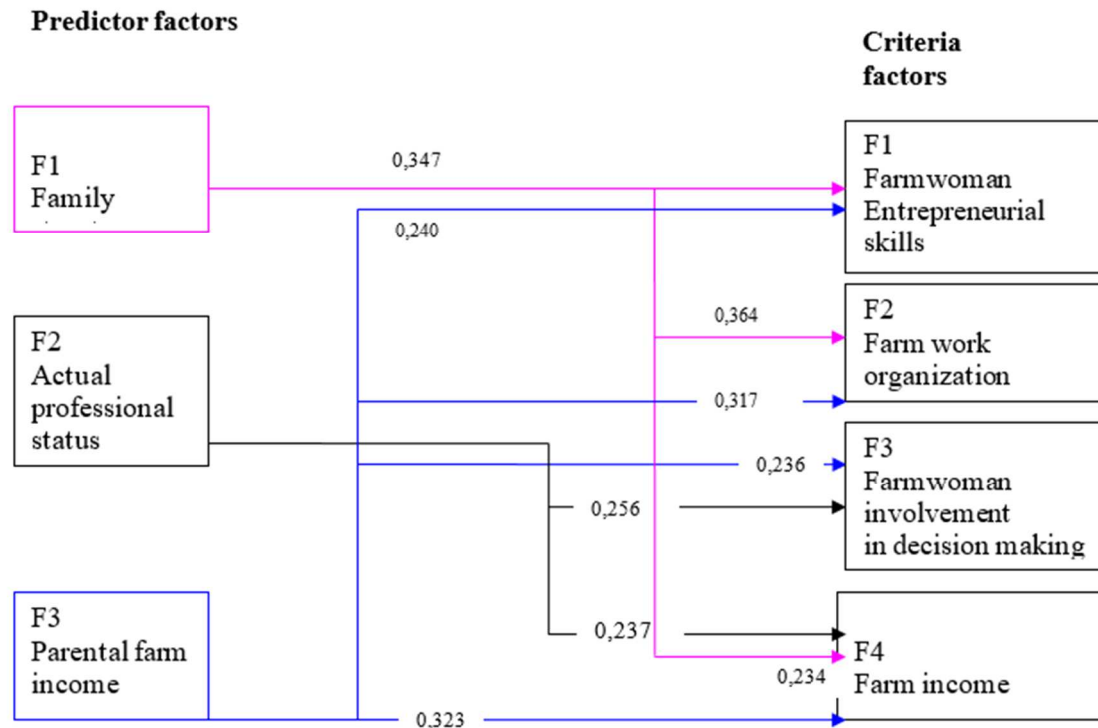


Figure 1. Correlations between sociodemographic status of farmwoman and their entrepreneurial abilities

Our findings showed that the second predictor factor *Actual professional status* was correlated to criteria factor *Farmwoman involvement in decision making* ( $R=0.256$ ,  $S=0.000$ ) and explained that farmwomen which considered themselves farmers and worked full time were more likely to involve themselves in decisions about the long term farm future, while farmwoman which considered themselves as helpers and part time workers and raised outside villages were involved more in product marketing.

The second predictor was correlated to criteria factor *Farm income* ( $R=0.237$ ,  $S=0.000$ ) and suggested that income was higher graded by farmwoman – full time farmers then other farmwoman.

The third predictor *Economic status* was correlated to criteria factor *Farmwoman entrepreneurial skills* ( $R=0.240$ ,  $S=0.031$ ) in the way that younger women were more likely to use their skills for new income generating activities. The same was confirmed for farmwomen on larger farms and larger farm families.

The third predictor was correlated to *Farm work organization* ( $R=0.317$ ,  $S=0.031$ ) in the sense that farmwoman on larger farms and in larger families were under higher pressure of farm tasks and were less likely to have possibilities in changing the farm work organization. The same was confirmed for older women (above age 65, because of diminished economic and work power) and women between 40 and 50 years of age with and extended family (husbands parents and own children).

Further the third predictor factor correlated to criteria factor *Farmwoman involvement in decision making* ( $R=0.236$ ,  $S=0.000$ ) whereas about farm future farmwoman up to 50 years of age are most involved while older ones leave such decision to other family members and were more traditional in their managerial role leaving the decision making to male partners or sons.

Finally the third factor was related criteria factor *Farm income* ( $R=0.323$ ,  $S=0.000$ ) where the youngest and oldest farmwoman (20 and above 65) estimated farm income as insufficient. Younger farmwoman were more prominent to invest in farm activities, while the oldest considered only household investments.

#### 4. CONCLUSIONS

Farm families are in the nowadays society ones which reproduce most of traditional patterns and habits in living. Therefore although we know from previous research in Croatia and from literature that farming is a typical masculine occupation we had tried to find out if some changes occurred. Since the ownership is still under male control and will be in the narrow future because of patrilineal farm transfer we wanted to prove that the power of men is shifting in managerial roles and that farmwomen are gaining more power nowadays.

The aim of our research was to determine the entrepreneur capabilities of farmwoman and which features of socioeconomic status affect them. We supposed that there is a statistically significant relation and that still the background of a farmwomen (parents family, their occupation) affects their future behaviour (choosing partner, power in partnership, choosing occupation, participating in farm work).

In the sample most women were born and raised in villages and within farmers' families. These families were large sized (with more generations) and with traditional expectations toward women. During childhood most of women finished only primary education. Their families and low occupation affected on further professional choices; in lack of off farm job possibilities and low education (suitable only for low paid jobs) most of them followed the pattern of their parents and became farmers by marrying to a farmer.

Entrepreneurial capabilities of farmwomen contained their entrepreneurial skills, innovativeness, knowledge about new technologies, conflict solving, frugality, avoidance of large investments, debts and uncertainty and independence in decision making.

As seen in the multivariate analysis the family was the most important factor for entrepreneurial abilities of farmwomen. Also the family affected the farming work schemes women pursue on their husbands farms (remaining patterns of hard, heavy, repetitive work and strict, non-changeable schemes).

From the sample we saw that increase of farmwoman participation in decision making about farm issues is a consequence primarily to social reasons (because of the absence of husbands parents or husbands absence. then it is a consequence of economic reasons such as increased farm income and women's job off farm).

Farmwoman lack possibilities for organization changes of farm work, therefore they often use their managerial skills of task prioritizing and conflicts solving. This fact is true especially for large families and for middle-aged women.

Entrepreneur capabilities of farmwoman were driven by information and own initiative, but were hindered with caution to high investment and debts. The few women who have finished higher, university education had better managerial capabilities than other. In a case of insufficient finances the knowledge gained during education replaced capital needed for a business start. Younger farm woman tended to invest in new farm activities while middle aged

were more involved in decision making about the farm future, while the oldest had tendency to household investments only, leaving decisions to male family members (and showing their traditional attitudes).

The existing entrepreneur capabilities of farm women and their managerial skills could be improved by adequate measures additional education through measures of educational or agricultural policies. These programs should also provide financial benefits and more chances to invest and create economic independence. In this sense the programs and projects could raise their farmwomen entrepreneur and managerial skills although the main resources are still under male control. Such programs could also have long run effects by increasing women's status in the household and increased human capital.

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## POLOŽAJ TURIZMA U FISKALNOM SISTEMU BOSNE I HERCEGOVINE

### POSITION OF TOURISM IN FISCAL SYSTEM OF BOSNIA AND HERZEGOVINA

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**Apstrakt:** *Osnovnim, materijalnim zakonima u oblasti turizma, po pravilu se uređuju pitanja od značaja za planiranje i razvoj turizma, organizaciju sistema turističkih subjekata, uslove za obavljanje turističke djelatnosti, promociju turizma i sl. Međutim, na turizam i turističku djelatnost direktno ili indirektno odnose se brojni drugi propisi kojima se reguliše obavljanje turističke i s njom povezanih djelatnosti (ugostiteljstva, prevoza i dr.), upravljanje turističkim subjektima, finansiranje i oporezivanje turističke djelatnosti, izvještavanje o efektima poslovanja turističkih subjekata, itd.*

*Posebno bitan segment sveukupnog institucionalnog i regulatornog okvira za obavljanje turističke djelatnosti predstavljaju propisi kojima je uređen fiskalni sistem u jednoj zemlji, kako sa aspekta direktnog ili indirektnog oporezivanja turističke djelatnosti, tako i sa aspekta subvencionisanja ili drugih oblika podsticanja razvoja te djelatnosti kroz direktnu ili indirektnu budžetsku podršku.*

*Provedena analiza u cilju procjene stvarnog položaja turističke djelatnosti u fiskalnom sistemu BiH upućuje na zaključak da ona, kao takva, nije dovoljno stimulirana kroz relevantni fiskalni okvir, što se kosi sa utvrđenim strateškim ciljevima za unapređenje i razvoj turizma. Imajući u vidu njegov značaj za ukupan ekonomski razvoj, kao i povezanost turizma sa socijalnim, ekološkim i drugim aspektima sveukupnog društvenog ambijenta, u narednom periodu je neophodno podsticati uspostavljanje efikasnijeg i efektivnijeg pristupa unapređenju i razvoju turističke djelatnosti u BiH.*

**Ključne riječi:** *turizam, turistička djelatnost, fiskalni sistem, unapređenje i razvoj*

**Abstract:** *Basic, substantive laws in the field of tourism, as a rule regulating issues of importance for the planning and development of tourism, organization of the system of tourism entities, the conditions for performing tourism activities, promotion of tourism and the like. However, the tourism and tourist activities directly or indirectly related to numerous other regulations governing the conduct of tourism and related activities (catering, transport, etc.), management of tourism subjects, funding and taxation of tourism activities, reporting on the effects of tourism business operators, etc.*

*Especially important segment of the overall institutional and regulatory framework for conducting tourism activities are governed by the regulations fiscal system in a country, both in terms of direct and indirect taxation of tourism activities, and in terms of subsidies or other forms of stimulating the development of these activities through direct or indirect budget support.*

*The analysis in order to assess the real situation tourist activities in the fiscal system of BiH leads to the conclusion that, as such, is not sufficiently stimulated through the relevant fiscal framework, which is in conflict with the established strategic objectives for the promotion and*

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*development of tourism. Bearing in mind its importance for the overall economic development and the linkage of tourism with social, environmental and other aspects of the overall social environment in the future it is necessary to encourage the establishment of more efficient and effective approach to the promotion and development of tourism activities in BiH.*

**Key words:** *tourism, tourist activity, the fiscal system, improvement and development*

## 1. UVOD

**T**urizam obuhvata skup odnosa i pojava povezanih sa putovanjem i boravkom posjetilaca u nekom mjestu, pod uslovom da se tim boravkom ne zasniva stalno prebivalište i da sa njim nije povezano obavljanje bilo kakve privredne djelatnosti od strane posjetilaca. Za pravilno razumijevanje položaja turističke i s njom povezanih djelatnosti u fiskalnom sistemu jedne zemlje u obzir je neophodno uzeti osnovne pojmove na kojima se ta djelatnost zasniva, prije svega pojmovna određenja turističke infrastrukture, proizvoda i usluga koji se korisnicima plasiraju u okviru turističke ponude, karakteristika pružaoca turističkih usluga, njihovog pravnog statusa, vrste djelatnosti kojom se bave i dr.

Turistički proizvod sam po sebi predstavlja kompleksan i povezan skup pojedinačnih fizičkih usluga i proizvoda iz različitih komercijalnih i nekomercijalnih djelatnosti koje turista konzumira za vrijeme turističkog putovanja. Među pružaocima usluga u okviru sveukupne turističke ponude pojavljuju se privredna društva, neprofitna pravna lica, preduzetnici i fizička lica koja su upisana u odgovarajući registar za vršenje te djelatnosti.

## 2. KOMPLEKSNOST REGULATORNOG OKVIRA TURISTIČKE DJELATNOSTI U BiH

Turizam se s pravom smatra granom koja na najbolji način osigurava specifičnu ponudu i ekonomsku valorizaciju domaćeg turističkog proizvoda, kojeg čine elementi tradicije i kulture, prirodnog naslijeđa i izgrađene materijalne kulture, te uslužne i proizvodne komponente lokalnih turističkih sadržaja. To je danas brzo rastuća industrija sa rastućim udjelom znanja i visokom dodatom vrijednošću koja doprinosi društvenom blagostanju, rastu GDP-a, zaposlenosti i investicija (Arnaut, Fehrić, 2011: 10).

Kao na specifičnu i veoma složenu granu djelatnosti, na turizam se direktno ili indirektno odnose različiti zakonski i podzakonski propisi kojima je regulisano, kako obavljanje turističke i s njom povezanih djelatnosti, tako i upravljanje turističkim subjektima, finansiranje i oporezivanje turističke djelatnosti, izvještavanje o efektima poslovanja turističkih subjekata i sl. (Šnjegota, 2017: 104).

Zakonom o turizmu ili sličnim osnovnim, materijalnim zakonima uređuju se pitanja od značaja za planiranje i razvoj turizma, turistički subjekti, uslovi za obavljanje turističke djelatnosti, promocija i unapređivanje turizma, podsticaji, inspekcijski nadzor, kao i druga pitanja od značaja za razvoj i unapređenje turizma. Osim ovih, sa obavljanjem određenih poslova direktno ili indirektno povezanih sa turističkom djelatnošću izdvajaju se zakonski propisi kojima se uređuju oblasti trgovine i ugostiteljstva, boravišna taksa, uređenje javnih i drugih skijališta, banjski turizam, zaštita potrošača, itd.

Uzevši u obzir da je turistička djelatnost, s jedne strane, definisana kao djelatnost u okviru koje se pružaju usluge turističkih agencija, vodiča, pratilaca, animatora i sl., dok sveukupna turistička ponuda, s druge strane, podrazumijeva pružanje čitavog niza povezanih usluga u okviru ponude tzv. turističkih proizvoda, jasno je da se na strani turističke ponude nalaze različiti subjekti. Od pravnih lica, organizovanih u formi akcionarskih ili društava sa ograničenom odgovornošću, preko neprofitnih pravnih lica (turističkih organizacija i različitih udruženja, prije svega onih koja su osnovana u cilju ponude turistima različitih kulturnih, umjetničkih i zabavnih sadržaja), fizičkih lica – preduzetnika (zanatske, trgovačke, uslužne radnje i dr.), pa sve do klasičnih fizičkih lica – građana ili specifičnih subjekata kao što su, na primjer, seoska domaćinstva, koja pod određenim uslovima turistima mogu da ponude zdravu domaću hranu, smještaj u seoskim uslovima i sl.

Iz navedenog se može zaključiti da spisku zakonske regulative koja se odnosi i na turističku djelatnost treba dodati zakone i druge propise kojima su regulisani osnivanje i poslovanje privrednih društava, zanatsko-preduzetnička djelatnost, poslovanje udruženja i fondacija, javnih preduzeća, javne nabavke, zapošljavanje i druga pitanja vezana za radno-pravni status zaposlenih u turističkoj djelatnosti, knjigovodstveni, računovodstveni i sistemi finansijskog izvještavanja, itd., a sa aspekta oporezivanja turističke djelatnosti i propise koji se odnose na sistem poreza na dodatu vrijednost, akcize, porez na dobit i dohodak, doprinose za obavezno socijalno osiguranje, posebne republičke i druge takse, oporezivanje nepokretnosti i brojne druge (Šnjegota, 2017: 105).

### **Duško Šnjegota**

*Dr Duško Šnjegota je rođen 1967. godine u Srpcu, BiH. Diplomirao je 1990. god. na Ekonomskom fakultetu u Banjoj Luci, magistrirao 2001. god. na Poljoprivrednom fakultetu u Novom Sadu, a doktorirao 2006. godine na istom fakultetu.*



*Tokom školskih 1995/96. i 1996/97. godine bio je asistent na Poljoprivrednom fakultetu u Banjoj Luci, 2001. godine je izabran u zvanje višeg asistenta na Ekonomskom fakultetu u Banjoj Luci, na Katedri za analizu poslovanja i finansijski menadžment, 2006. godine u zvanje docenta na Katedri za računovodstvo i poslovne finansijske, a 2012. godine u zvanje vanrednog profesora. Sa preko šezdeset naučnih i stručnih radova učestvovao je u radu priznatih naučnih i stručnih skupova, u zemlji i inostranstvu. Od 2000-te do 2008. godine bio je stalno zaposlen u Savezu računovođa i revizora Republike Srpske na poslovima savjetnika za primjenu propisa. Kao autor ili koautor, učestvovao je u izradi više knjiga i drugih nastavnih publikacija, te seminarskih materijala iz oblasti računovodstva. U časopisu Saveza računovođa i revizora Republike Srpske dosad je, pretežno samostalno, objavio preko devedeset stručnih i naučnih radova iz oblasti računovodstva i revizije. Od decembra 2008. do novembra 2012. godine bio je angažovan u Vladi Republike Srpske, na mjestu Pomoćnika ministra finansija u Resoru za računovodstvo i reviziju, a Odlukom Narodne skupštine Republike Srpske iz novembra 2012. godine imenovan je na funkciju Glavnog revizora u Glavnoj službi za reviziju javnog sektora Republike Srpske, na mandatni period od 7 godina.*

*Dr Duško Šnjegota posjeduje licence Ovlašćenog revizora, Sertifikovanog računovođe, Ovlašćenog procjenitelja, Ovlašćenog internog revizora i Sudskog vještaka ekonomske struke. Oženjen je i ima jedno dijete.*

Istraživanja provedena za potrebe pripreme ovog rada pokazala su da su, uprkos veoma složenom regulatornom okviru kojim je direktno ili indirektno uređeno obavljanje turističke djelatnosti, efekti od turizma u BiH i dalje veoma skromni. Prema dostupnim podacima<sup>51</sup>, turizam u BiH u cjelini zaostaje za turizmom susjednih zemalja, a pogotovo visokorazvijenih turističkih zemalja Evrope. Na osnovu podataka prezentovanih u zvaničnim statističkim

<sup>51</sup> Npr., u Strategiji razvoja turizma Republike Srpske za period od 2011. do 2020. godine, [www.vladars.net](http://www.vladars.net)

izvještajima vidljivo je da se parametri kao što su broj smještajnih turističkih kapaciteta, broj dolazaka i noćenja turista i dr., u principu, konstantno povećavaju iz godine u godinu, ali da su to i dalje relativno skromne veličine, što upućuje na zaključak da se po osnovu turizma u BiH i dalje ne ostvaruju željeni rezultati.

Prema navodima iz Strategije razvoja turizma Federacije BiH u periodu od 2008. do 2018. godine<sup>52</sup>, podaci Svjetskog ekonomskog foruma (World Economic Forum) pokazuju da je Bosna i Hercegovina po konkurentnosti putovanja i turizma iznad 100-tog mjesta na skali od ukupno 130 zemalja, na šta je najviše uticala izraženo negativna ocjena ljudskih, kulturnih i prirodnih resursa. Ni unutar regulatornog okvira i poslovnog okruženja i infrastrukture nisu ostvareni bolji rezultati. Stanje se u međuvremenu nije bitnije promijenilo, što se djelimično može pripisati i efektima prisutne ekonomske i finansijske krize, koja rezultira nelikvidnošću privrede, budžetskim deficitima, nedovoljnom stopom privrednog rasta i razvoja, itd.

### **3. KARAKTERISTIKE FISKALNOG OKVIRA TURISTIČKE DJELATNOSTI U BiH**

Sveukupan fiskalni okvir turističke djelatnosti u BiH analiziran je sa aspekta sistema oporezivanja direktnim i indirektnim porezima, kao i sistema direktnih ili indirektnih budžetskih i drugih podsticaja njenom redovnom funkcionisanju i razvoju.

Prema prirodi djelatnosti kojom se bave i karakteristikama poreskog sistema u oblasti indirektnih poreza u BiH, turistički subjekti su mahom poreski obveznici u tom sistemu, uz načelni izuzetak turističkih organizacija<sup>53</sup> koje se osnivaju u cilju obavljanja poslova na promociji i unapređenju turizma.

U sistemu PDV-a, usluge koje pružaju putničke agencije i turoperatoru oporezive su prema posebnoj šemi oporezivanja. Poresku osnovicu čini jedinstvena turistička usluga. Usluge koje turistički subjekti, generalno, pružaju turistima po svojoj prirodi su kompleksne i obuhvataju, obično jedinstvenu, ponudu različitih proizvoda, roba i usluga. U sistemu PDV-a neke od tih usluga nisu oporezive (bilo po osnovu karakteristika pružaoca usluga, bilo po mjestu prometa usluge) a neke jesu, pa je za turističke subjekte od posebnog značaja pravilno razumijevanje uspostavljenih pravila u sistemu indirektnog oporezivanja, kako bi izbjegli rizike i gubitke koji bi po njih proistekli iz nepravilne primjene relevantnih poreskih propisa.

Stimulisanje turističke djelatnosti kroz sistem indirektnog oporezivanja objektivno ne postoji a bilo bi moguće i opravdano, npr., kroz uvođenje povlaštene stope PDV-a na promet pojedinih dobara ili usluga u okviru turističke djelatnosti. Kao dobar primjer može poslužiti Crna Gora u kojoj se na usluge smještaja u hotelima, motelima, turističkim naseljima, pansionima, kampovima i vilama, na promet osnovnih proizvoda za ljudsku ishranu (hljeb, brašno, mlijeko i mliječni proizvodi, meso i sl.) i dr. PDV obračunava i plaća po stopi od 7% (pri čemu opšta stopa iznosi 19%).

U kontekstu oporezivanja indirektnim porezima, turistički subjekti su i potencijalni obveznici akcize, kao posebnog oblika indirektnog poreza. Osim poreza na dodatu vrijednost i akcize, turističkoj djelatnosti je svojstvena i boravišna taksa koja po svojoj suštini ima karakter indirektnog poreza, a definisana je kao naknada za korišćenje komunalne, saobraćajne i

<sup>52</sup> Strategija razvoja turizma u FBiH u razdoblju 2008-2018. godina, Ekonomski fakultet u Rijeci, Inženjerski biro, 2008.

<sup>53</sup> Iako i neke njihove djelatnosti, poput organizacije manifestacija i priredbi, objavljivanja komercijalnih turističkih oglasa, prodaje suvenira, turističkih karata i brošura, pod određenim uslovima mogu biti oporezive.

turističke infrastrukture i suprastrukture na području jedinice lokalne samouprave ili u turističkom mjestu.

Sistem oporezivanja direktnim porezima prvenstveno se zasniva na primjeni propisa o porezu na dobit i porezu na dohodak, iako je širim značenjem pojma "direktni porez" obuhvaćen svaki javni prihod kojeg poreski obveznik mora da obračuna i uplati na račun javnih prihoda, a koji direktno tereti njegove rashode poslovanja, odnosno koga kao takvog ne može da prenese na sledećeg učesnika u lancu oporezivanja.

Porez na dobit i porez na dohodak od samostalne djelatnosti obračunavaju se i plaćaju na novostvorenu vrijednost u procesu obavljanja registrovane djelatnosti. Osim klasičnih direktnih i indirektnih poreza, turistička djelatnost je kao i svaka druga opterećena brojnim dodatnim, obično direktnim, dažbinama sa karakterom javnih prihoda (kao što su porez na nepokretnosti, komunalna i posebna republička taksa, doprinosi za obavezno socijalno osiguranje, naknade za vode, šume i sl., koncesione naknade, itd.).

Bilo da se posmatra kroz pružanje jedinstvene turističke usluge ili kroz pojedinačnu prodaju proizvoda, robe i usluga u okviru obavljanja čisto turističkih ili pratećih usluga, turistička djelatnost u sistemima<sup>54</sup> direktnih poreza u BiH nema nikakav poseban status, odnosno oporezivanju podliježe kao i svaka druga privredna djelatnost. Stimulativne poreske mjere i olakšice generalno su prilično skromne što se, s jedne strane, može smatrati posljedicom relativno nepovoljnih kretanja u javnim finansijama a, s druge, niskom poreskom stopom za oporezivanje dobiti i dohotka.<sup>55</sup> Određena rješenja koja bi se, u slučaju njihove primjene, odnosila i na druge privredne aktivnosti, mogla bi da idu u pravcu poreskih olakšica za novoosnovane privredne subjekte, subjekte koji pod određenim uslovima zapošljavaju nove radnike, vrše ulaganja u istraživanja i razvoj i sl.

Pored direktnih poreskih olakšica i stimulacija, podršku razvoju turizma svakako bi trebalo tražiti i u većim izdvajanjima za subvencije, transfere ili grantove iz republičkog ili budžeta jedinica lokalnih samouprava<sup>56</sup>, kombinaciji javnih i privatnih izvora za finansiranje razvoja turističkih kapaciteta i dr.

### **Branka Milošević Šnjegota**

je rođena 1966. godine u Banjoj Luci, BiH.

Diplomirala je 1991. godine na Ekonomskom fakultetu u Banjoj Luci, a zvanje master ekonomskih nauka stekla 2015. godine na Fakultetu



za poslovne i finansijske studije Univerzitetu za poslovne studije Banja Luka. Od 1992. godine nalazi se u radnom odnosu u Ekonomskoj školi Banja Luka, kao profesor na ekonomskoj grupi predmeta. Trenutno je u statusu doktoranta na Univerzitetu za poslovne studije Banja Luka, sa svim položenim ispitima i u fazi pripreme za prijavu doktorske disertacije.

Branka Milošević Šnjegota posjeduje zvanje sertifikovanog računovođe. Udata je i ima jedno dijete.

<sup>54</sup> Za razliku od indirektnih poreza, sistemi direktnih poreza u BiH uspostavljeni su na nivou entiteta i Brčko Distrikta BiH

<sup>55</sup> Poreska stopa je linearna i iznosi 10% na poresku osnovicu utvrđenu u skladu sa zakonom.

<sup>56</sup> Primjera radi, u budžetu Republike Srpske za 2017. godinu, na potrošačkom kodu Ministarstva trgovine i turizma, planiran je transfer Turističkoj organizaciji Republike Srpske u visini od 350.000 KM, što čini 4,5% budžeta ovog ministarstva, odnosno 0,01% od planiranih budžetskih prihoda na nivou konsolidovanog budžeta za korisnike prihoda budžeta Republike Srpske.

U sadašnjim uslovima, prema brojnim relevantnim pokazateljima, BiH kao turistička destinacija na regionalnom i međunarodnom turističkom tržištu zauzima prilično lošu poziciju, koja nikako ne odgovara njenim turističkim potencijalima (Petrović, Vuković, 2017: 301). Postojećim strateškim dokumentima u BiH definisani su različiti strateški ciljevi koje bi trebalo ostvariti u projektovanom periodu, sve u cilju poboljšanja kvaliteta turističkog proizvoda i uslova za razvoj turizma, povećanja obima prometa u turizmu i unapređenja turističke ponude zasnovane na održivom razvoju turizma. Strategijama je projektovano da se poboljšanje uslova za razvoj turizma ostvari kroz uspostavljanje institucionalne mreže za razvoj, unapređenje zakonskog okvira u cilju razvoja turizma, povezivanje turističkog sa ostalim sektorima u privredi i uspostavljanje turističkih klastera, unapređenje sistema finansiranja iz javnih sredstava (kroz budžetske podsticaje, podršku procesu izrade projekata za korišćenje međunarodnih kreditnih i drugih sredstava, podršku pristupu međunarodnim fondovima i sl.), te kroz podsticanje privatnog i mješovitog finansiranja, uključujući i projekte javno privatnog partnerstva.

#### 4. ZAKLJUČAK

Strategije razvoja turizma u BiH (u Republici Srpskoj i u Federaciji BiH) zasnovane su na detaljnoj analizi uslova i okolnosti pod kojima se odvija turistička djelatnost, prije svega analizi opšteg ambijenta, prirodne i antropogene sredine, stanja i kvaliteta kadrova angažovanih u turizmu, opštih i posebnih obilježja privrednog sistema, stanja u oblasti turističke infrastrukture, razvijenosti pojedinih vidova turizma i obima turističkog prometa, konkurentskog okruženja i relevantnog institucionalnog okvira.

Postojeći institucionalni okvir za razvoj turizma posebno je analiziran sa aspekta pravne uređenosti turističke djelatnosti i turističkog tržišta, kao polaznih osnova za utvrđivanje stanja i definisanje pretpostavki za unapređenje turizma. Naglašeno je da zakoni o turizmu moraju da sadrže optimalne pretpostavke za razvoj održivog turizma, a da pozicija svih učesnika u turističkoj djelatnosti mora biti jasna i održiva, te zasnovana na visokim standardima.

Na osnovu prezentovanog rada može se zaključiti da posebno bitan segment sveukupnog institucionalnog i regulatornog okvira za obavljanje turističke djelatnosti predstavljaju propisi kojima je uređen sveukupan fiskalni sistem u BiH. Posebnu specifičnost u vezi s tim treba prepoznati u činjenici da je nadležnost u prikupljanju i kontroli obračuna i plaćanja indirektnih poreza (PDV-a, akcize, carina i dr.) utvrđena na nivou BiH, dok entitetski nivoi vlasti, uključujući i niže nivoe (opštine, gradove, kantone) imaju nadležnost nad direktnim porezima i brojnim drugim javnim prihodima koji po svojoj suštini pretežno imaju karakter direktnih dažbina, kao i nad budžetskim sistemima, što uključuje pripremu i izvršenje budžeta na odgovarajućem nivou vlasti.

Provedena analiza jasno upućuje na zaključak da turistička djelatnost u BiH nije dovoljno stimulisana kroz relevantni regulatorni i funkcionalni fiskalni okvir, što se direktno kosi sa pojedinim strateškim ciljevima za unapređenje i razvoj turizma, utvrđenim u postojećim strateškim dokumentima. Imajući u vidu značaj turizma za njen ukupan ekonomski razvoj, kao i izraženu povezanost turizma sa socijalnim, ekološkim i drugim aspektima sveukupnog društvenog ambijenta, valja očekivati da je u narednom periodu neophodno kreirati značajno efikasniji i efektivniji, sistemski pristup u unapređenju turističke djelatnosti u BiH.

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- relevantni zakonski i podzakonski propisi objavljeni u službenim glasilima u BiH.



# HOUSEHOLD HEALTH EXPENDITURES AND GDP OF THE REPUBLIC OF BULGARIA - SEARCHING FOR AN EMPIRICAL MODEL

Nikolay Atanasov<sup>57</sup>

**Abstract:** *The proposed article aims to be built a reliable empiric model of household health expenditures (AHEH) due to the dynamics of country's GDP. It is covered the period after the introduction of the currency board, which embraces the financial reform of the national health system through the introduction of social security funding (single public payer of health services) pretending for a coverage close to the universal.*

*The expected benefits of the present study can favor the health policy with accruing knowledge and trying to explain the behavior of household on the health market in national conditions for the last two decades.*

*The study implements mainly used methods and tests in time series regression analysis. The tests for stationarity, autocorrelation, normal distribution of residuals, and homoscedasticity and information power of the models are presented. The regression analysis in conditions of non-stationarity is implemented with adding a time trend, lagged dependent variable and log transformation of the initial data. The most reliable model in the terms of high  $R^2$  and significant regression coefficients is chosen by the following criteria: minimum value of information criterion and OLS' requirements adherence. The best explanatory power has got the model with lagged dependent variable after log transform of the AHEH and GDP time series.*

**Key words:** *household health expenditures, private health expenditures, gross domestic product, health financing, nonstationary time series.*

## 1. INTRODUCTION

The most essential and popular division of the health expenditures' sources is based on the form of the ownership. From this point of view the health costs on a macroeconomic level is divided as public and private ones. This article presents an attempt for searching the most applicable empirically built model of the household health expenditures (AHEH) with GDP at current prices as an independent variable. The average health costs of households can be suggested as a substantial measure of the private health expenditures. Unlike the public health costs the private ones are difficult valuable due to the existence of different and specific ways the consumed health goods to be paid – private health insurance, medical saving accounts and direct out-of-pocket payments including drugs from the pharmacies. The results of that study can favor the health policy with accruing knowledge and trying to explain the behavior of household on the health market in national conditions after the introducing of compulsory health insurance with one single payer of health services. For the last two decades there is a substantial growth of health expenditures. This process has a greater influence on the private sources as well as household budgets in comparison with the public funds [1].

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## 2. DATA AND METHODS

The observed time series is built from the Bulgarian National Statistical Institute (NSI) databases:

- *Household budget surveys* that represent the household and individual total and cash income and its distribution on different costs including health one – for the AHEH time series;
- *National account statistics* – it studies an added value on a macroeconomic level and its formation based on conventional criteria – for the nominal GDP series.

The *Household budget surveys* are conducted from the 50-th years of the past century but the information about health costs is collected from the 70-th. First they are represented as ‘hygiene expenditures’ later like ‘health and hygiene’ and from the late 80’s – ‘health expenditures’. The major outlines of *Household budget surveys* (including average household health costs) are published in to the Statistical Yearbook issued by the NSI. The unit of observation for the *Household budget surveys* is every randomly chosen ordinary household irrespective of the number of members and their material and personal status. The sample size for the 2002 - 2009 period is 3000 households and since 2010 - 3060 households each quarter [2].

The GDP is represented by the NSI since 1990. Up to this year the national income is measured by the similar indicators but not with the same like the GDP methodology. The source of GDP data is NSI Statistical Yearbooks for the adopted period of the present study.

The studied period comprises the years from 1998 to 2016 (totally 19 observations for each time series). The length of the period can be considered with two groups of arguments – one with political, macroeconomic nature and the other with the financial essence of health reform. There are at least five reasons that prove the adopted length of time series:

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**Atanasov N.** *Accessibility to cure and health expenditures of Republic of Bulgaria after the introducing of compulsory health insurance. Proceedings of 9-th conference „European Ethical Standarts and Bulgarian Medicine”.* Sofia, 2014 (pp. 83-87). (in Bulgarian) etc..

- over the years to 1990 the national statistics had represented different from GDP variables measuring the national income – the methodology of GDP was adopted after 1990;
- the period after 1991 to 1997 was marked with significant inflation processes that rose to hyper rates at the end of 1996 and at the beginning of 1997;
- it was introduced a currency board as a final, rescue measure (1997) and in 1998 it was conducted denomination of the Bulgarian lev;
- the public health insurer as a single payer was established in the end of century and its first budget was for the 2000 fiscal year playing a role of a third party in to the system.
- the last fact marks the new philosophy of health financing – separately by the government and municipality budgets allowing direct out-of-pocket payments, i.e. affecting household expenditures.

These economical processes objectively restrict the present survey. In these conditions some of the tests that is not be reliable for the short time series were avoided and it was used more appropriate analogues (for example about the stationarity tests). Hence, the study may suffer from the restricted number of observations.

The study uses basic methods of time series exploring. The non-stationarity is detected with the Philips-Perron test [3]. The regression analysis in conditions of non-stationarity is implemented with adding a time trend, lagged dependent variable and log transformation of the initial data. The residual analyze is conducted with the help of the following tests: Ljung-Box Q; Jarque-Bera/Kiefer-Salmon and Breusch-Pagan. The information loses is estimated with the Akaike, Hannan-Quinn and Schwarz criteria (AIC, HQC and BIC). The most reliable model in the terms of high  $R^2$  and significant regression coefficients is chosen by the following criteria: minimum value of information criteria and OLS' requirements adherence. All tests were considered significant at the level of p-value  $\leq 0.05$ . All analyses and statistical tests were conducted with EasyReg International of Herman J. Bierens and SPSS.

### **3. RESULTS AND DISCUSSION.**

#### *Specification of the trend function.*

Household health expenditure and GDP at current prices have a significant growth rate in the period after 1998 (figures 1 and 2 shows two rows).

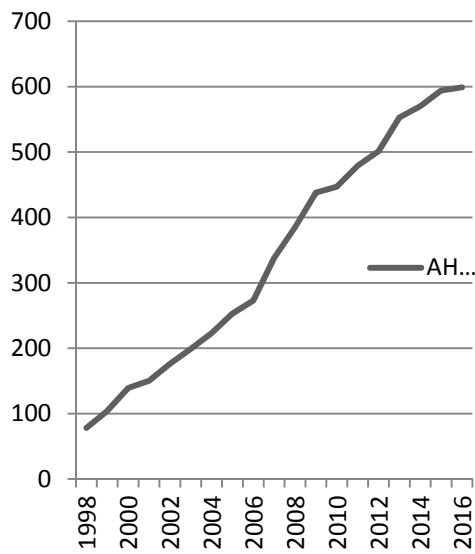


Fig. 1. Average household health (in BGN).

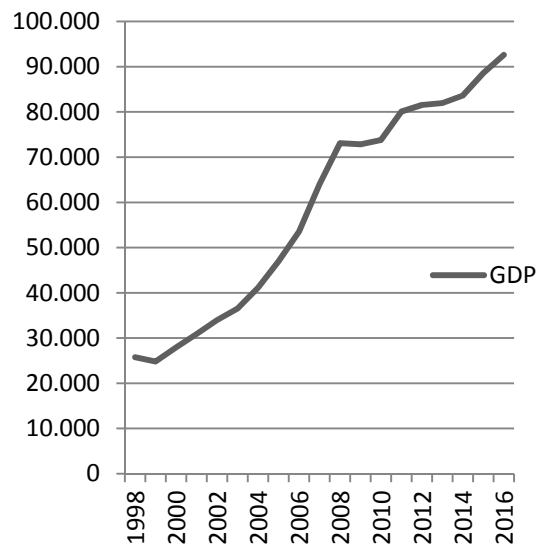


Fig. 2. GDP at current prices expenditures (in millions BGN).

The observed time series have a high growth rate. In 2016 this rate of household health costs is 665.7% on the base value of 1998. The same rate for the nominal GDP is smaller 259.7%. The extreme growth of the health expenditures can be found also in the increase of their share of the total household income – from 1.61% in 1998 to 5.00% in 2016.

The trend functions that describe the dynamics of the household health expenditure are ‘power’ and ‘exponential’ for the GDP. Table 1 presents data on the trend functions ensuring the highest R<sup>2</sup> and lowest standard errors of the estimate.

No	Time series, Type of function	Coefficients				Correlation			Standard error of the estimate
		$\beta_0$	Sig.T	$\beta_1$	Sig.T	R	R <sup>2</sup>	Sig.F	
1.	AHEH								
	<i>linear</i>	27.31	0.010	31.48	0.000	0.994	0.988	0.000	19.789
	<i>exponential</i>	97.46	0.000	0.109	0.000	0.975	0.950	0.000	0.145
	<i>power</i>	59.49	0.000	0.766	0.000	0.981	0.962	0.000	0.126
2.	GDP								
	<i>linear</i>	16674.60	0,000	4193.11	0.000	0.982	0.965	0.000	4604.77
	<i>exponential</i>	23921.96	0.000	0.080	0.000	0.970	0.941	0.000	0.116
	<i>power</i>	17276.13	0.000	0.544	0.000	0.945	0.893	0.000	0.156

Table 1. Trend functions estimates.

The specifications of the trend functions that provide the lowest standard errors of the estimate and largest R<sup>2</sup> are as follows:

$$AHEH = 59.488 \cdot t^{0.766} \tag{1}$$

$$GDP = 23921.961 \cdot e^{0.08 \cdot t} \tag{2}$$

The regression coefficient ( $\beta_1$ ) of AHEH trend function is greater than the GDP one. This fact explains the sharp growth rate of household health costs compared with the nominal GDP increase. The similar types of trend functions are a prerequisite to be sought and conducted a high correlated empirical relationship between the average household health expenditures and the GDP at current prices. The Pearson correlation coefficient for the AHEH and the GDP series is 0.988 ( $p$ -value  $< 0.05$ ). These results are analogous to previously findings about the strength of the relation between the public health expenditures and GDP in Bulgaria [4].

#### *Stationarity of the AHEH and the GDP.*

The AHEH and the GDP values are highly autocorrelated. For the first 6 lags Ljung-Box statistics is statistically significant ( $p$ -value  $< 0.05$ ). On the following two figures are presented autocorrelation functions.

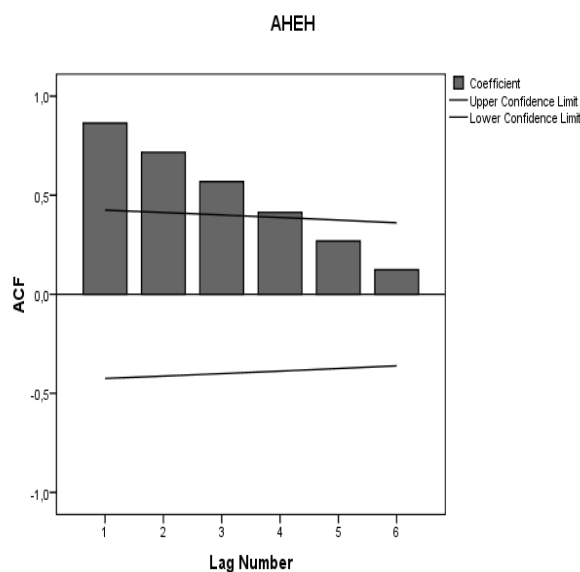


Fig 3. Autocorrelation function of the AHEH.

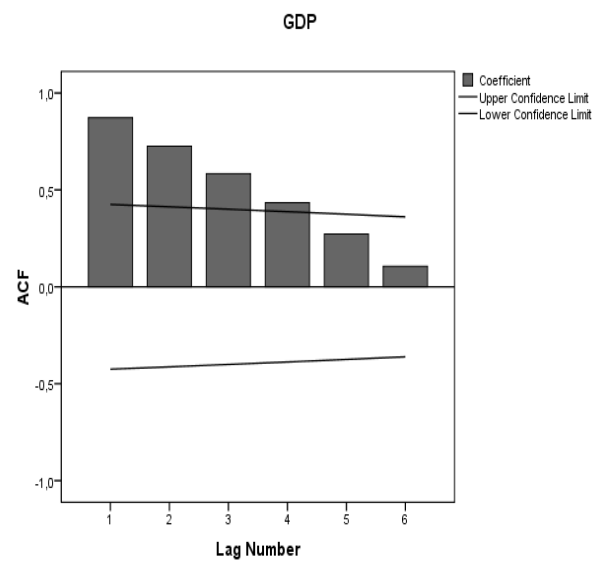


Fig. 4. Autocorrelation function of the GDP.

After natural log transformation and integration with 1-st order differences of the initial data the autocorrelation is overcome (for all 6 lags Ljung-Box statistics have a  $p$ -value  $> 0.05$ ). Figure 5 and 6 present the autocorrelation functions of the transformed time series.

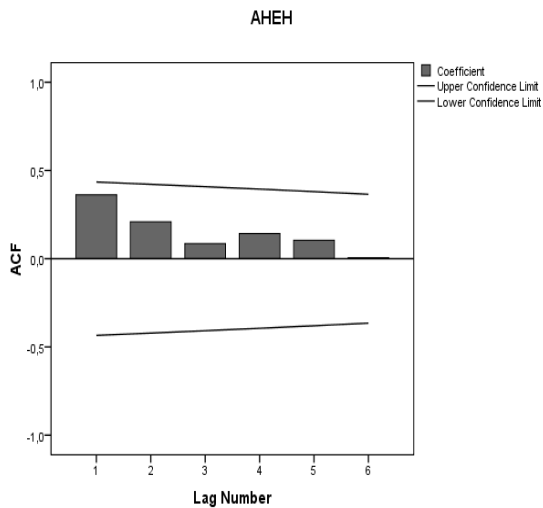


Fig 5. Autocorrelation function of the  $\Delta\text{Ln}(\text{AHEH})$ .

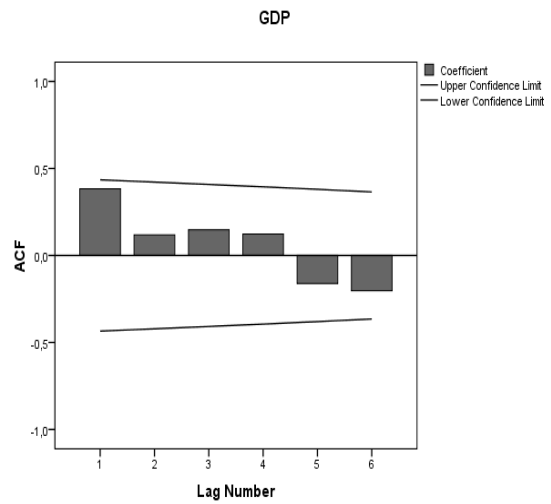


Fig. 6. Autocorrelation function of the  $\Delta\text{Ln}(\text{GDP})$ .

Similar results are found with unit root tests. The advanced Dickey-Fuller test, however, is not reliable due to the small number of observations [5]-[6]. Therefore, it is implemented the Philips-Perron test with an auxiliary model as follows:

$$\text{AHEH}_t = a \cdot z_{t-1} + b + c \cdot t + u_t \tag{3}$$

The null hypothesis is for the presence of nonstationarity (unit root with drift), i.e.  $a = 1$ , and the alternative is for linear trend stationarity  $a < 1$ . The test results at 10 lags do not allow to reject the null hypothesis ( $\alpha = 0.6507$ ; test statistic = - 2.99; p-value = 0.940) for the bound of the critical values:  $< - 21.78$  at 5% level of significance. Due to the small volume of observations are applied 10 simulations of the actual p-value with Gaussian AR (q) model for the AHEH variable and the null hypothesis cannot be rejected (actual test statistic = - 2.9907; p-value = 0.500).

The stationarity test generates quite similar results for the GDP ( $\alpha = 0.7418$ ; test statistic = - 4.11; p-value = 0.8800). The same is confirmed after the simulation of actual p-value of the Philips-Perron test (actual test statistic = - 4.1095; p-value = 0.6000).

The implementation of the regression analyze with nonstationary time series requires specific instruments like including a time as an independent variable, differencing or adding a lagged dependent variable on the right side of the equation [7]-[8].

### Differencing

Commonly recommended model for use in regression analysis with high correlated and nonstationary time series is built on the first order differences (i.e. I(1)). It considers the following functional form:

$$\Delta\text{AHEH}_t = \beta_0 + \beta_1 \cdot \Delta\text{GDP}_t + \varepsilon_t, \tag{4}$$

The models with differences of initial data avoid the high autocorrelation and provide much lower coefficients sometime not statistical significant. The studied equation demonstrates the same outcome. Numerical specifications of functional form (4) are presented on a table 2.

<b>Model Summary</b>			
R <sup>2</sup>	0.0961		
RSS	4022.31		
Overall F-test	1.70		
[p-value]	[0.210]		
AIC	5.631		
HQS	5.645		
BIC	5.730		
<b>Coefficients</b>	<b>Estimate</b>	<b>t-value</b>	<b>p-value</b>
$\beta_0$	22.95	3.880	0.000
$\beta_1$	0.0016	1.305	0.192

Table 2. Regression model based on the I(1) time series.

The model doesn't provide reliable estimates. It is statistical insignificant. However, it provides independent residues (Ljung-Box Q (1) = 0.14, p-value > 0.05; Q (2) = 0.47, p-value > 0.05; Q (3) = 5.22, p-value > 0.05, and Q (4) = 6.34, p-value > 0.05). The first order differencing ensures also a normally distributed and homoscedastic residuals (Jarque-Bera/Kiefer-Salmon test = 1.474, p-value > 0.05 and Breusch-Pagan test = 0.224, p-value > 0.05).

#### *Including a time as an independent variable*

Next step in searching the empirical proved model of household health expenditures consider the time trend in right side of the equation. The following form is regarded:

$$\text{AHEH}_t = \beta_0 + \beta_1 \cdot \text{GDP}_t + \beta_2 \cdot t + \varepsilon_t \quad (5)$$

The last equation can be built also with natural log transformed data and can be presented as follows:

$$\text{Ln}(\text{AHEH}_t) = \beta_0 + \beta_1 \cdot \text{Ln}(\text{GDP}_t) + \beta_2 \cdot t + \varepsilon_t \quad (6)$$

It is expected the models with time trend to avoid the serial autocorrelation and to be obtained more exact coefficients estimates. The models' numerical specifications are shown on the table 3.

<b>Model's Summary</b>		
<i>Measure</i>	<i>Non-logarithmic</i>	<i>After log transform</i>
R <sup>2</sup>	0.992	0.976
RSS	4710.89	0.171
Overall F-test	962.29	326.54
[p-value]	[0.000]	[0.000]

Ljung-Box Q(1) [p-value]	5.14 [0.023]	1.29 [0.256]	
Jarque-Bera/Kiefer-Salmon [p-value]	0.5109 [0.7745]	27.44 [0.000]	
Breusch-Pagan [p-value]	0.2433 [0.885]	12.016 [0.002]	
AIC	5.829	-4.394	
HQS	5.854	-4.369	
BIC	5.978	-4.245	
<b>Coefficients</b>	<b>Estimate</b>	<b>t-value</b>	<b>p-value</b>
<i>Non-logarithmic</i>			
$\beta_0$	-11.429	-0.666	0.515
$\beta_1$	0.0023	2.571	0.021
$\beta_2$	21.74	5.634	0.000
<i>After log transform</i>			
$\beta_0$	-4.469	-2.053	0.040
$\beta_1$	0.897	4.158	0.000
$\beta_2$	0.037	2.087	0.037

Table 3. Features of the regression models with time trend.

The modifications with adding the time as an independent variable competes the differencing procedure. It can be explained with several reasons. We have in both cases (non-logarithmic and after log transform) very high coefficients of determination and it is in contrast of I (1) time series model. The regressions with time trend are statistically significant and they have got more explanatory power. Just the constant of the first non-logarithmic model is not significant. With log form is obtained independent residuals but not normally distributed and homoscedastic. The opposite, the non-logarithmic model has got autocorrelated residuals but they are normally distributed and homoscedastic.

Both of the models with time trend do not meet completely the requirements for reliable OLS estimates. In these conditions, although the weaknesses, the model with time as an independent variable after transformation of the initial data with natural logarithm is more powerful and better fitted to the data, i.e. ensures less information loses in comparative terms (it has lower levels of the information criteria). Finally if we rely on the second functional form each change with 1 unit of the Ln (GDP) will caused 0.897 units change of the Ln (AHEH). The first non-logarithmic form has got very low and close to zero estimate of the GDP's coefficient (even statistically significant). This estimate cause very small changings of the average household health costs caused by one unit change of the GDP at current prices (1 billion levs change of the GDP will cause only 2 levs of  $\Delta$ AHEH). In the condition of high correlation more than 97 % of the variance of the AHEH may be explained with the variance of the independents the GDP and the time parameter.

#### *Including a lagged dependent variable in to the right side of the equation*

The inclusion in to the right side of the equation the dependent variable with a certain number of lags is also an approach for modeling non-stationary data. Functional form of the household health expenditures with one lag as an independent variable takes the following form:



$$\text{AHEH}_t = \beta_0 + \beta_1 \cdot \text{GDP}_t + \beta_2 \cdot \text{AHEH}_{t-1} + \varepsilon_t . \quad (7)$$

The form after natural log transform is:

$$\text{Ln}(\text{AHEH}_t) = \beta_0 + \beta_1 \cdot \text{Ln}(\text{GDP}_t) + \beta_2 \cdot \text{Ln}(\text{AHEH}_{t-1}) + \varepsilon_t . \quad (8)$$

The OLS estimates of the models with lagged dependent variable are shown on table 4.

<b>Models' Summary</b>			
<i>Measure</i>	<i>Non-logarithmic</i>	<i>After log transform</i>	
R <sup>2</sup>	0.9955	0.9961	
RSS	2234.67	0.021	
Overall F-test [p-value]	1663.48 [0.000]	1900.41 [0.000]	
Ljung-Box Q(1) [p-value]	1.86 [0.172]	2.15 [0.142]	
Jarque-Bera/Kiefer-Salmon [p-value]	0.842 [0.656]	0.043 [0.978]	
Breusch-Pagan [p-value]	2.327 [0.312]	1.158 [0.561]	
AIC	5.155	-6.422	
HQS	5.175	-6.401	
BIC	5.303	-6.273	
<b>Coefficients</b>	<b>Estimate</b>	<b>t-value</b>	<b>p-value</b>
<i>Non-logarithmic</i>			
$\beta_0$	-6.661	-0.562	0.574
$\beta_1$	0.0023	3.827	0.000
$\beta_2$	0.693	8.666	0.000
<i>After log transform</i>			
$\beta_0$	- 2.753	-3.152	0.002
$\beta_1$	0.495	3.973	0.000
$\beta_2$	0.548	6.193	0.000

Table 4. Features of the regression models with lagged dependent variable.

The model with logarithmic values gives better estimates on strength of the relationship between the dependent and independent variables. In both cases, the coefficients of determination are very high and almost equal each other. However, it can be seen that the constant of non-logarithmic model is statistically insignificant and it can be regarded as a disadvantage. Another disadvantage of that model can be found in higher information losses. Information criteria of the models with lagged dependent variable are much lower compared to the functional forms with time trend. The minimization of information losses in the conditions of equal number of observations and parameter is due to the smallest residual sum of squares

(RSS) of the lagged logarithmic model (equation 8). The residual tests ensure results that accept the null hypotheses about the independence, normality of the distribution and homoscedasticity (table 4). These results allow OLS estimates to be perceived as a confident and reliable measure rating the model with 1-st lag of AHEH as independent variable after log transform as the best explanatory and fitted to the given data and economic conditions.

#### 4. CONCLUSIONS

The results of the study confirm the thought that the nominal GDP is a good predictor not only for the public health costs but also for the private ones. Similar to the common cases in that kind of analyses the time series present a none-stationary processes. In condition of the restrictions as well as the lag of observation and unit roots, the classical regression with OLS estimates prove that the best explanatory model of the private health costs caused by the economic dynamics is achieved with lagged dependent variable after log transformation. This specification of the classical regression ensures statistically significant coefficients, highest  $R^2$ , lowest level of the information criteria and in the same time the serial autocorrelation is overcome.

The obtained results encourage for the future development of the private health costs modeling at least in two directions. The first can be realized with broaden the number of observations and obtaining longer time series – it will cause implementation of proxy variables. The second can be explained with searching of additional economical explanatory variables even from the field of public health – for the health system outcome and/or the spread of diseases.

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## FINANCIJSKI UČINCI PRIJENOSA POREZNE OBVEZE NA POSLOVANJE POREZNIH OBVEZNIKA U REPUBLICI HRVATSKOJ

### FINANCIAL EFFECTS OF REVERSE CHARGE MECHANISM ON THE OPERATIONS OF BUSINESS ENTITIES IN CROATIA

Ivan Čevizović<sup>58</sup>  
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Ivana Beštak<sup>60</sup>

**Sažetak:** *Porez na dodanu vrijednost predstavlja jedan od najmlađih, ali najznačajnijih poreznih oblika za mnoge državne proračune, uključujući i hrvatski. Porez na dodanu vrijednost kao vrlo značajan instrument fiskalne politike svake države ima veliku važnost na zajedničkom tržištu Europske unije zbog čega se teži harmonizaciji poreznih propisa država članica. Jedna od stavki usklađenja je uvođenje mehanizma tuzemnog prijenosa porezne obveze, kojim se za propisane isporuke dobara i usluga prenosi porezna obveza s poreznog obveznika - isporučitelja dobara na primatelja dobara. Pri tome je uvjetovano kako primatelj dobara također mora biti porezni obveznik ili pravna osoba koja je registrirana za potrebe poreza na dodanu vrijednost. U suprotnom ovakav mehanizam nije moguće primijeniti. Europska unija je Direktivom 2006/112/EZ propisala vrste isporuka dobara i usluga na koje se mehanizam prijenosa porezne obveze može primijeniti. Temeljem takvih smjernica države članice samostalno odlučuju za koje će isporuke dobara i usluga primjenjivati ovaj mehanizam. U Republici Hrvatskoj je tuzemni prijenos porezne obveze uveden s datumom stupanja u Europsku uniju, te se primjenjuje kod isporuka građevinskih usluga i osiguranja osoblja koje obavlja takve usluge, isporuka rabljenog materijala i otpada, prijenosa emisijskih jedinica stakleničkih plinova, isporuke nekretnina koje je ovršenik prodao u postupku ovrhe te isporuke nekretnina (opcionalno). Kako se u literaturi često spominje da prijenos porezne obveze općenito ima pozitivan financijski učinak na poslovanje poduzeća, cilj istraživanja ovog rada je analizirati utjecaj uvođenja i primjene mehanizma obrnutog oporezivanja na novčane tokove, a samim time i na poslovanje poreznih obveznika u Republici Hrvatskoj.*

**Ključne riječi:** *Porez na dodanu vrijednost, tuzemni prijenos porezne obveze, Europska unija, Direktiva Vijeća 2006/112/EZ, novčani tokovi.*

**Abstract:** *Value-added tax represents one of the youngest, but very important sources of state finance. Value added tax as one of the most important instruments of fiscal policy of each country is of great importance on European Union common market - and that is why harmonization of tax legislation between member states is necessary. Regarding that, reverse charge mechanism was introduced. Reverse charge mechanism means that customer (who is taxable person) becomes liable for the VAT on goods and services supplied on him by another taxable person. European Union clearly prescribes in Directive 2006/112/EZ supplies of goods and services to which this mechanism can be applicable, and based on that member states decide individually about its use. Croatia has introduced reverse charge mechanism when it became a member state, and it is applicable to construction work, supply of staff engaged in construction work, supplies of waste, supplies of immovable property in a compulsory sale*

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*procedure and transfer of greenhouse gas emission allowances. Since it is often mentioned in literature that reverse charge mechanism generally has a positive financial impact on operations of business entities, the aim of this paper is to analyze the impact of implementation and application of this mechanism on business entities in Croatia.*

**Key words:** *Value added tax, domestic reverse charge, European Union, Council Directive 2006/112/EC, cash flows.*

## 1. UVOD

Porez na dodanu vrijednost (u daljnjem tekstu: PDV) predstavlja značajan izvor proračunskih prihoda mnogih država, pa se tako na području Europske unije ubiranjem ovog poreznog oblika godišnje prikupi oko 700 milijardi eura. Pri tome približno petina prihoda od PDV-a ostaje nenaplaćena, a što je posljedica prijevара, insolventnosti, stečaja, statističkih pogrešaka, nepoštivanja propisa i zakašnjelih plaćanja<sup>61</sup>. Kao veliki problem se javlja pitanje poreznih prijevара koje za posljedicu imaju manje prihode u državnom proračunu. Osim toga, dolazi do narušavanja porezne pravednosti, kao i tržišnog natjecanja te kretanja kapitala. Manji prihodi u državnom proračunu često dovode do porasta drugih poreznih oblika čime se dodatno opterećuju poštteni sudionici na tržištu<sup>62</sup>. Budući da slobodno kretanje dobara na tržištu i globalizacija tržišta često otežavaju individualnu borbu država članica protiv prijevара, unutar Europske unije je određen prioritet zajedničke borbe protiv poreznih prijevара uvođenjem zajedničkih mehanizama. S tim je ciljem Europska unija donijela Direktivu 2006/112/EZ čiji je zadatak regulirati zajednički sustav PDV-a, a svaka je država članica vođena tim smjernicama kreirala vlastiti zakon o PDV-u. Kao jedan od zajedničkih mehanizama je osmišljen i uveden postupak obrnutog oporezivanja na isporuke određenih dobara i usluga koje su identificirane kao sklone prijevarama<sup>63</sup>.

## 2. MEHANIZAM TUZEMNOG PRIJENOSA POREZNE OBVEZE

Prijenos porezne obveze predstavlja mehanizam prema kojem porezni obveznik koji obavlja oporezive isporuke dobara i usluga (isporučitelj) prenosi svoju poreznu obvezu na poreznog obveznika, ili pravnu osobu koja nije porezni obveznik a registrirana je za potrebe PDV-a (primatelj), kojem je obavljena oporeziva isporuka dobara ili usluga. Pritom primatelj ima pravo na odbitak pretporeza i istovremeno snosi obvezu plaćanja poreza, pa ukoliko ne postoji razlika između obveze za PDV i pretporeza za njega zapravo ne dolazi do novčane transakcije i jedina obveza mu je izvijestiti porezno tijelo o prijenosu porezne obveze. Na taj se način umanjuje mogućnost neovlaštenog odbitka pretporeza kod primatelja dobara ili usluga, a samim time i mogućnost prijevара. Prijenos porezne obveze nije moguće primijeniti ukoliko primatelj dobara ili usluga nije porezni obveznik.

Dodatna prednost je rasterećenje poreznih uprava koje bi u slučaju neplaćanja poreza morale vršiti prisilne naplate<sup>64</sup>. Osim toga, smatra se kako prijenos porezne obveze pozitivno utječe na

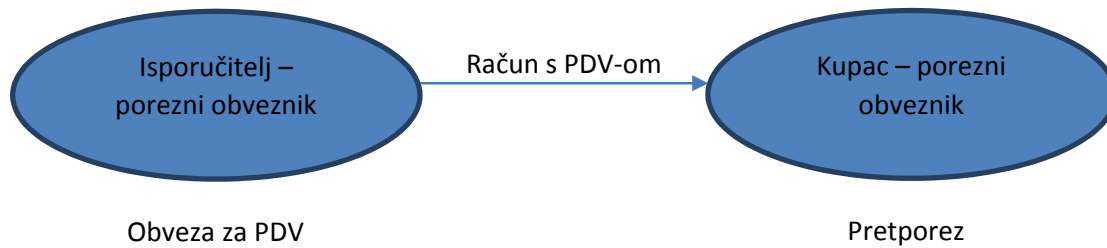
<sup>61</sup>Radusin Lipošinović, M., 2014. Što donose zadnje Direktive o PDV prijevarama. *Računovodstvo, revizija i financije*, 2014.

<sup>62</sup>Karlsson, K., 2008. *Reverse Charge Mechanism. Master thesis.* University of Lund - Faculty of Law

<sup>63</sup>Radusin Lipošinović, M., 2014. Što donose zadnje Direktive o PDV prijevarama. *Računovodstvo, revizija i financije*, 2014.

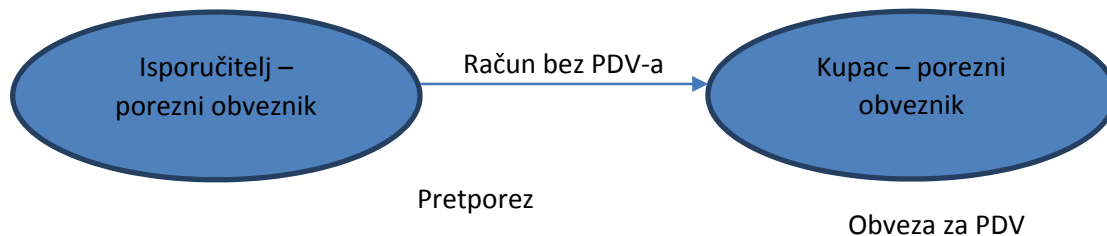
<sup>64</sup>Popovič, J., 2012. *Sistem davka na dodano vrednost in problematika davčnih utaj. Magistrsko delo.* Univerza v Ljubljani - Ekonomska fakulteta.

likvidnost poduzeća budući da PDV predstavlja isključivo obračunsku stavku zbog koje ne dolazi do stvarnog odljeva novčanih sredstava<sup>65</sup>.



Slika 1 . Model funkcioniranja redovni postupak oporezivanja PDV-om

Po osnovi prodaje isporučitelj izdaje račun za isporučenu robu/usluge uvećan za PDV te na temelju toga iskazuje obvezu za PDV prema državi. S druge strane kupac na temelju primljenog računa za robu/usluge priznaje pravo na pretporez koji potražuje od države ali je dužan iznos PDV-a iskazanog na računu platiti isporučitelju.



Slika 2. Model funkcioniranja postupka obrnutog oporezivanja PDV-om

Po osnovi prodaje isporučitelj izdaje račun za isporučenu robu/usluge bez zaračunatog PDV-a. Kupac na temelju primljenog račun za robu/usluge obračunava PDV i iskazuje obvezu prema državi te u istom trenutku priznaje pravo na pretporez koji potražuje od države. Na taj način PDV postaje obračunska kategorija kod kupca.

Na temelju navedenog vidljivo je da postupak obrnutog oporezivanja ima pozitivne učinke na novčane tokove isporučitelja s obzirom da je u redovnom postupku oporezivanja PDV-om, isporučitelj dužan PDV platiti državi neovisno o tome jeli uspio ili nije naplatiti račun od kupca. Također, postupak obrnutog oporezivanja ima pozitivne učinke na novčane tokove kupca s obzirom da u redovnom postupku oporezivanja PDV-om, kupac ima uvećane izdatke prema isporučitelju za vrijednost PDV-a.

### 3. PRIMJENA TUZEMNOG PRIJENOSA POREZNE OBVEZE U REPUBLICI HRVATSKOJ

Ulazak Republike Hrvatske u Europsku uniju donio je brojne promjene u zakonodavnom smislu, pa je tako 1. srpnja 2013. godine donesen novi Zakon o porezu na dodanu vrijednost (u daljnjem tekstu: Zakon o PDV-u) u okviru kojeg se po prvi puta uvodi mehanizam obrnutog oporezivanja.

<sup>65</sup>Karlsson, K., 2008. *Reverse Charge Mechanism. Master thesis.* University of Lund - Faculty of Law

Primjena prijenosa porezne obveze je ograničena samo na određene isporuke dobara i usluga, koje Europska unija propisuje u okviru članka 199. Direktive 2006/112/EZ:

- a. građevinski radovi, uključujući popravke, čišćenje, održavanje, rekonstrukciju i rušenje;
- b. osiguravanje osobe uključene u aktivnosti pod točkom a);
- c. isporuka nepokretne imovine kako je navedeno u članku 135., stavku 1., točki (j) i (k), ako se dobavljač odlučio za isporučivanje u skladu s člankom 137.;
- d. isporuka rabljenog materijala, kao i rabljenog materijala koji kao takav nije moguće ponovo upotrijebiti, smeća, industrijskog i neindustrijskog otpada, otpada koji je moguće reciklirati, djelomično prerađenog otpada, i određenih roba i usluga;
- e. isporuka robe, koju porezni obveznici daju kao osiguranje drugom poreznom obvezniku u vezi s izvršavanjem tog jamstva;
- f. isporuka robe pri odstupanju pridržavanja prava vlasništva cesionaru te izvršavanje prenesenog prava od strane cesionara;
- g. isporuke nekretnina koje prodaje dužnik prema presudi u okviru obvezne prodaje drugoj osobi<sup>66</sup>.

**Dr.sc. Ivan Čevizović**

Diplomirao je 2002. na Ekonomskom fakultetu u Zagrebu, smjer računovodstvo, gdje je i magistrirao na poslijediplomskom znanstvenom studiju Računovodstvo, revizija i financije. Doktorat je stekao 2012. godine na Ekonomskom fakultetu u Osijeku. Od 2002. do 2006. zaposlen je u poduzeću Reconsult d.o.o. gdje je obavlja poslove na mjestu revizora. Daljnju karijeru nastavlja na Ekonomskom fakultetu u Zagrebu kao asistent na Katedri za računovodstvo, a 2012. godine prelazi u Hrvatsku zajednicu računovođa i financijskih djelatnika kao urednik-savjetnik gdje radi do kraja 2015. Od 2016. godine radi kao ovlaštenu porezni savjetnik. Član je Radne skupine za izradu Hrvatskih standarda financijskog izvještavanja. Bio je član I predsjednik Odbora za javni nadzor revizije od 2009 do 2015. Od 2015. godine imenovan je potpredsjednikom Hrvatske komore poreznih savjetnika. Od 2013. godine predavač je na ZŠEM-u, gdje predaje na dodiplomskom i diplomskom studiju računovodstvenu grupu predmeta.



Države članice temeljem danih smjernica samostalno određuju na koje će od navedenih isporuka primjenjivati postupak obrnutog oporezivanja. Nadalje, 2010. godine je proširena primjena prijenosa porezne obveze - člankom 199a. Direktive 2006/112/EZ na:

- a. prijenos emisijskih jedinica stakleničkih plinova;
- b. prijenos drugih jedinica od strane operatera prema istoj Direktivi;
- c. isporuke mobilnih telefona, pri čemu su takvi uređaji namijenjeni povezivanju unutar licenciranih mreža i unutar određenih frekvencija, bez obzira imaju li koju drugu svrhu;
- d. isporuke integriranih sklopova, kao što su mikroprocesor i središnja procesna jedinica (ne i ukoliko se koriste kao proizvodi za finalnu potrošnju);
- e. isporuke plina i električne energije poreznom obvezniku;
- f. isporuke plinskih i energetske certifikata;
- g. isporuke telekomunikacijskih usluga;
- h. isporuke igraćih konzola, tableta, stolnih i prijenosnih računala;
- i. isporuke žitarica i industrijskog bilja, uključujući sjemenke uljane repice i šećerne repe koje se obično koriste u nepromijenjenom obliku za finalnu potrošnju;

<sup>66</sup>DIREKTIVA VIJEĆA 2006/112/EZ o zajedničkom sustavu poreza na dodanu vrijednost, Članak 199, eur-lex.europa.eu

- j. isporuke sirovih i polugotovih metala, uključujući dragocjene metale, za posebne ugovore vezane za rabljenu robu, umjetnička djela i antikvitete<sup>67</sup>.

Republika Hrvatska je temeljem danih smjernica odlučila primjenjivati postupak obrnutog oporezivanja za sljedeće isporuke dobara i usluga:

- a. Građevinske usluge i osiguranje osoblja za obavljanje takvih usluga;
- b. Isporuke rabljenog materijala i otpada – odnosi se na onaj materijal koji se ne može više upotrijebiti u istom stanju; otpad, industrijski i neindustrijski otpad, reciklažni otpad, djelomično obrađeni otpad;
- c. Isporuke nekretnina ukoliko isporučitelj odluči primijeniti postupak obrnutog oporezivanja,
- d. Isporuke nekretnina koje je prodao ovršenik u postupku ovrhe, te
- e. Prijenos emisijskih jedinica stakleničkih plinova prema propisima kojima je uređen sustav trgovanja emisijskim jedinicama stakleničkih plinova.

**Dr.sc. Branka Remenarić**

Doktorirala je 2012. na Ekonomskom fakultetu Sveučilišta u Osijeku na temu: “Međuovisnost mirovinskih planova i financijske stabilnosti poslovnih subjekata u RH”. Diplomirala je i magistrirala je na Ekonomskom fakultetu Sveučilišta u Zagrebu (PDS Računovodstvo, revizija i financije). Godine 2012. završila je International Faculty Development Program na IESE Business School u Barceloni – University of Navarra. Član je uredničkog odbora stručnog časopisa Računovodstvo i financije kojeg izdaje Hrvatska zajednica računovođa i financijskih djelatnika. Zaposlena je na Zagrebačkoj školi ekonomije i managementa, te predaje na kolegijima iz područja računovodstva i poreza. Gostovala je kao predavač na MBA programu sveučilišta Tecnológico de Monterrey u 2013.



Tuzemni prijenos porezne obveze obvezni su primjenjivati svi porezni obveznici koji obave prethodno navedene isporuke dobara i usluga drugom poreznom obvezniku. Pritom su dužni naznačiti na računu „prijenos porezne obveze“ ili engleski izraz „reverse charge“. Valja naglasiti kako primjena ovakvog mehanizma nije opcija, već obaveza poreznih obveznika na koje je primjenjiv.

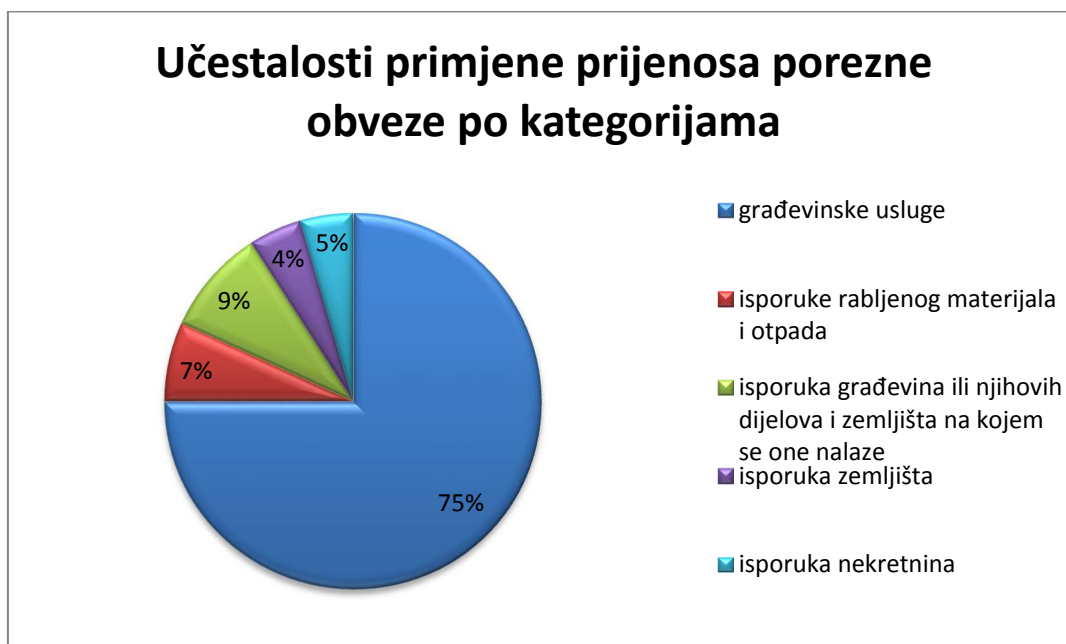
#### **4. FINANCIJSKI UČINCI POSTUPKA OBRNUTOG OPOREZIVANJA NA POSLOVANJE PODUZEĆA U REPUBLICI HRVATSKOJ**

Cilj provedenog istraživanja bilo je istražiti percepciju poreznih obveznika o učincima obrnutog oporezivanja na njihovo poslovanje te identificirati dodatne troškove uvođenja postupka obrnutog oporezivanja kod poreznih obveznika u Republici Hrvatskoj.

Za potrebe istraživanja je provedena online anketa na uzorku od 1.303 porezna obveznika u Republici Hrvatskoj gdje su ispitanicima postavljana pitanja o utjecaju uvođenja i primjene mehanizma prijenosa porezne obveze na troškove poslovanja, kao i o utjecaju istog na kretanje novčanih tokova. Nakon provedenog istraživanja ukupno su prikupljene 34 ankete koje su nadalje korištene u analizi istraživanja, što predstavlja reprezentativni uzorak od 2,61% ispitanika.

<sup>67</sup>DIREKTIVA VIJEĆA 2006/112/EZ o zajedničkom sustavu poreza na dodanu vrijednost, Članak 199a, eur-lex.europa.eu

Anketom su obuhvaćena društva s ograničenom odgovornošću (85%), dionička društva (6%), obrti (3%) i ostali porezni obveznici pravne osobe (3%). Gledajući po veličini, najveći broj poreznih obveznika su mikro poduzetnici (20%) i mali poduzetnici (65%). Prema djelatnosti u kojoj porezni obveznici djeluju, najviše je zastupljena građevinska djelatnost (82%), zatim javna uprava (6%), dok su preostali porezni obveznici u djelatnostima čišćenja (3%), poslovanja nekretninama (3%) te opskrbe električnom energijom, plinom, parom i klimatizacija (3%). Najveći broj poreznih obveznika je osnovan u razdoblju od 1992. do 2003. godine, što znači da su u prosjeku 19 godina aktivni na tržištu.



Graf 1. Učestalost primjene prijenosa porezne obveze po kategorijama (Izvor: empirijsko istraživanje)

Najzastupljenije transakcije na koje se primjenjuje prijenos porezne obveze kod anketiranih poreznih obveznika su:

- građevinske usluge, 75%;
- isporuka građevina ili njihovih dijelova i zemljišta, 9%;
- isporuka rabljenog materijala, 7%;
- isporuke nekretnina ako se, u skladu s propisanim pravom, za oporezivanje odlučio isporučitelj, 5%;
- isporuke zemljišta, osim građevinskog zemljišta, ako se, u skladu s propisanim pravom, za oporezivanje odlučio isporučitelj, 4%.

Značaj postupka obrnutog oporezivanja mjerio se udjelom prijenosa porezne obveze u ukupnom iznosu PDV-a poreznog obveznika. Rezultati pokazuju da je za 20,58% poreznih obveznika udio manji od 15%, za 23,52% poreznih obveznika udio se kreće od 15 do 50% u ukupnom PDV-, a 29,41% poreznih obveznika navodi kako je udio prijenosa porezne obveze u ukupnom PDV-u veći do 50%.



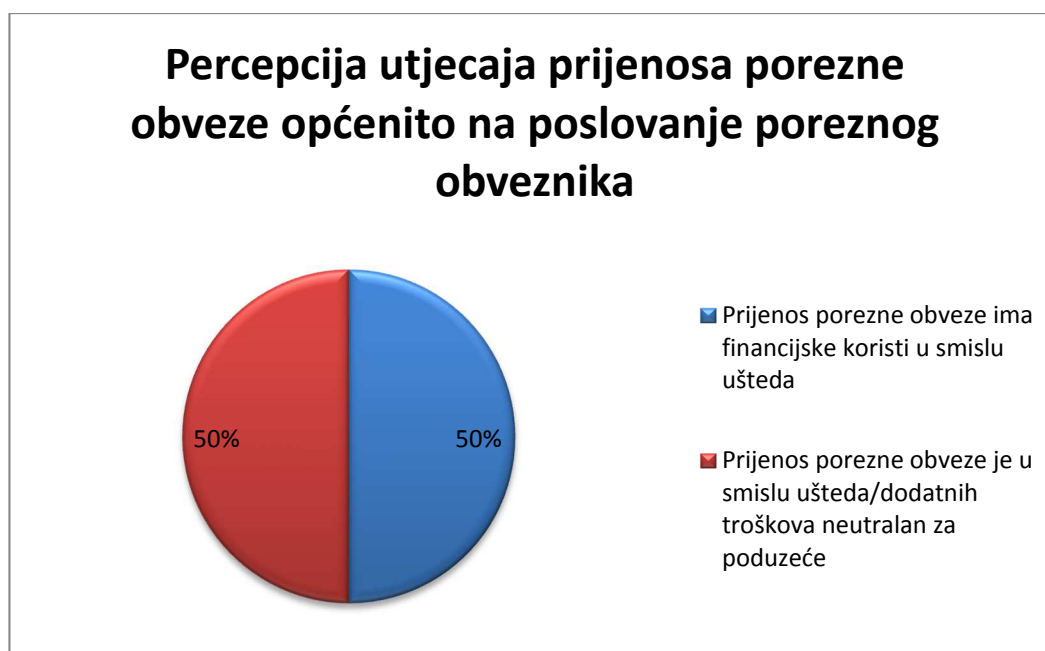


Graf 2. Dodatni jednokratni troškovi/uštede nastali uvođenjem prijenosa porezne obveze  
(Izvor: empirijsko istraživanje)

Prema istraživanju su identificirani sljedeće dodatni jednokratni troškovi uvođenja postupka obrnutog oporezivanja (graf 2):

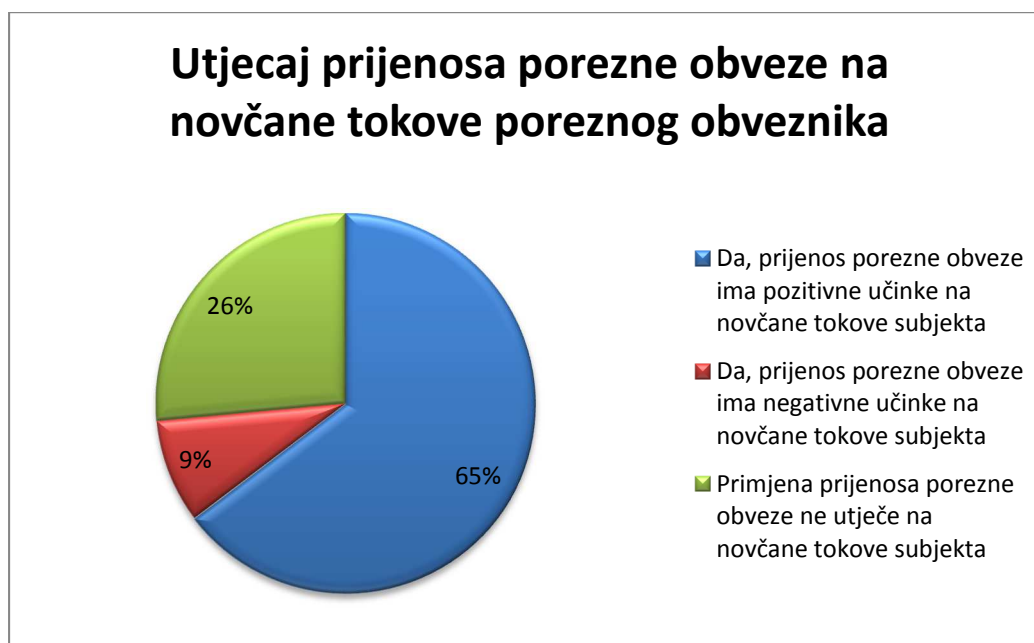
- nadogradnja postojećeg softvera, 29,41%;
- interne edukacije zaposlenika, 23,53%;
- eksterne edukacije zaposlenika, 20,59%;
- kupnja novog softvera, 11,76%;
- zapošljavanje dodatnih radnika, 11,76%;
- ažuriranje internog pravilnika, 8,82%;
- troškovi konzultantskih usluga, 5,88%;
- administrativni troškovi dobivanja novog PDV identifikacijskog broja, 2,94%;
- uštede zbog otpuštanja zaposlenika, 2,94%.

Također, istraživanje je pokazalo kako su kod 11,76% poreznih obveznika uvođenje prijenosa porezne obveze nije izazvalo dodatne troškove.



Graf 3. Percepcija utjecaja prijenosa porezne obveze općenito na poslovanje poreznog obveznika (Izvor: empirijsko istraživanje)

Čak 50% poreznih obveznika percipira da je uvođenje prijenosa porezne obveze bilo neutralno za poslovanje u smislu dodatnih troškova ili ušteta, dok preostalih 50% poreznih obveznika percipira da je uvođenje prijenosa porezne obveze imalo financijske koristi u smislu ušteta (graf 3). Niti jedan porezni obveznik ne smatra kako je uvođenje obrnutog postupka oporezivanja imalo negativan utjecaj na poslovanje u smislu značajnih dodatnih troškova.



Graf 4. Utjecaj prijenosa porezne obveze na novčane tokove poreznog obveznika (Izvor: empirijsko istraživanje)

Statistički gledano, percepcija značajno najvećeg broja poreznih obveznika je da prijenos porezne obveze ima pozitivne učinke na novčane tokove. Sukladno rezultatima istraživanja prikazanim na grafu 4, čak 65% poreznih obveznika percipira da primjena prijenosa porezne

obveze ima pozitivan utjecaj na novčane tokove poreznog obveznika. 9% poreznih obveznika smatra kako primjena prijenosa porezne obveze negativno utječe na novčane tokove, dok je za 26% poreznih obveznika prijenos porezne obveze neutralan na novčane tokove poreznog obveznika.

Iako je model prijenosa porezne obveze zamišljen da bi olakšao poslovanje poreznim obveznicima te spriječio porezne prijevare, istraživanje je pokazalo da 9% sudionika ne percipira pozitivne učinke prijenosa porezne obveze, već naprotiv, smatra da je mehanizam prijenosa porezne obveze negativno utjecao na njihove novčane tokove. Razlog takvom razmišljanju može biti:

- Strah od porezne uprave – porezni obveznici koji obavljaju isporuke koje se oporezuju obrnutim postupkom oporezivanja iskazuju u obračunskim razdobljima iznos PDV-a za povrat (nema obveze za PDV po isporukama) po ulaznim računima. Kako bi iskoristio taj pretporez, porezni obveznik mora zatražiti od porezne uprave povrat tog iznosa, što će najčešće rezultirati nadzorom porezne uprave nad poreznim obveznikom.
- Problem definiranja isporuka na koje se primjenjuje prijenos porezne obveze

## 5. ZAKLJUČAK

Republika Hrvatska je ulaskom u Europsku uniju uskladila propise sukladno europskoj pravnoj stečevini. Kao posljedica toga, donesen je i novi Zakon o porezu na dodanu vrijednost u kojem se po prvi puta spominje prijenos porezne obveze koji se najčešće povezuje sa građevinskim sektorom.

Kako se u literaturi često navodi da prijenos porezne obveze ima pozitivne učinke na poslovanje poduzeća u smislu oslobađanja novčanih tokova, svrha provedenog istraživanja je bila prikazati financijske učinke uvođenja i primjene prijenosa porezne obveze za porezne obveznike u Republici Hrvatskoj. Istraživanje u kojem su sudjelovala 34 porezna obveznika je pokazalo kako je uvođenje mehanizma prijenosa porezne obveze uzrokovale određene dodatne troškove u poslovanju, kao što su zapošljavanje, edukacije zaposlenika, nadogradnja i kupnja softverskih rješenja, troškovi konzultantskih usluga, te ostali administrativni troškovi. Međutim, unatoč tome što je došlo do određenih troškova, porezni obveznici smatraju kako je uvođenje ovakvog mehanizma nije imalo negativan utjecaj na poslovanje. Osim toga, analiziran je utjecaj primjene postupka obrnutog oporezivanja na novčane tokove subjekata, gdje značajno veći broj poreznih obveznika navodi kako je utjecaj na novčane tokove pozitivan u smislu oslobađanja novčanih tokova koje proizlazi iz tretmana PDV-a kao obračunske stavke.

### **Ivana Beštak, MBA**

*U prosincu 2016. diplomirala na specijalističkom diplomskom MBA studiju Zagrebačke škole ekonomije i managementa na temu "Tuzemni prijenos porezne obveze u Hrvatskoj i usporedba sa zemljama Europske unije", pod mentorstvom dr.sc. Ivana Čevizovića. Prethodno je završila preddiplomski stručni studij, također na Zagrebačkoj školi ekonomije i managementa. 2011. godine sudjelovala je na ljetnoj školi na Telecom Ecole de Management u Francuskoj. Od veljače 2014. godine radi kao asistentica na Zagrebačkoj školi ekonomije i managementa, Katedra za računovodstvo, te kao akademski tajnik za MBA programe u području financija i računovodstva, te računovodstva, revizije i poreza. Početkom 2015. godine počinje se baviti razvojem i provedbom projekata iz EU fondova, te je aktivno sudjelovala u provedbi projekta „Unapređenje kvalitete studijskih programa ZŠEM-a u okviru HKO-a“.*



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## THE GLOBAL FINANCIAL ARCHITECTURE (INTERNATIONAL MONETARY FUND, WORLD BANK AND THE UNITED NATIONS) AND THE ECONOMIC INEQUALITY

Irena Andreeska<sup>68</sup>

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**Abstract:** *Globalization as a world process has begun long ago. This process is natural and unstoppable. What is disputed is the way the current contenders for rulling the world, by its own recipe and old plans, even similar to many previous winners, want to see that happen. Those are modernized plans to create a new world order with obedient countries without sovereignty and without national identity. The abovementioned contradictions could be considered as a relation between “economic freedom and slavery in the modern world”<sup>69</sup>. This paper discuss the issue of realistic interpretation of poverty and economic inequality in the countries as a result of globalization. The facts about global international institutions such as the IMF (International Monetary Fund), World Bank and the UN (the United Nations) will also be analysed. The research is based on the analysis about globalization and development strategies in the developed and undeveloped countries. Basic Capability Index (BCI) is also included as a measure which averages infant mortality rates, the number of births attended by trained personnel and enrollment rates in primary school. The paper includes the analysis and panel Panel data analysis on the economic status of the countries of Western Balkans.*

**Key words:** *inequality, poverty, globalization, IMF, World Bank, United Nations*

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### THE REALISTIC UNDERSTANDING OF GLOBALIZATION

The term globalization encompasses an interconnected world, whose states, regions and wide areas are mutually dependent and networked in a global economic, cultural, political, scientific and technological system. Globalization also means a perfectly safe world, without conflicts, where people are free to decide their own future and destiny. In a globalized world, natural and other resources are used and acquired with work and accordingly belong to all. There is no discrimination on national, religious or racial affiliation of the people, and no exploitation, humiliation and intolerance. The benefits of science, culture and other forms of human creativity are available to all people and nations. Unfortunately this ideal and perfect understanding of term “globalization” is formulated as an unrealistic concept in the modern world. The reality today is almost all opposite to the above mentioned understanding of globalization<sup>70</sup>.

Economic inequality is a product of globalization which exists everywhere, in the economic, political and social life. It expresses differences between individuals, households or social groups in a society. Personal capabilities of individuals and inherited rights have its own influence on the category of inequality. Inequality exists in every social system, regardless of its ideological inclinations, but it has special significance in terms of transition from one economic and political national system to another, when the changes in economic and political spheres have the consequence of increasing inequality.

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<sup>69</sup> Mitrovic Lj. *Ekonomске teme*, Nis, 2001, pp 37

<sup>70</sup> Andreeska I., Doctorial dissertation, Sv.Ciril and Metodius University-Skopje, 2010 pp.128

## ECONOMIC INEQUALITY AND NEOLIBERAL CONSENSUS

At the end of the 20-th century many country economies have experienced an economic debacle, even their leaders were praised by the global political elite for keeping up with the right economical direction. Growth rates in these cases have been led with speculative short term capital flow that has increased local assets, thus creating a great number of people feeling rich for certain period of time. Unfortunately, that lasted for a short period of time. These countries later were blamed for "partnership capitalism" by the world political elite<sup>71</sup>. The main concern in this case is the evident growth in inequality within countries, especially non-developed ones. The increase of inequality in developed countries is justified as a price that has to be paid for transition from stable rural society into dynamic urban society.

For the representatives of faster deregulation of global economy – the politics behind the etiquette "neoliberalism", "Anglo-American model", "Washington consensus", continual and increasing inequality, have been only a modest imperfection within one otherwise cute picture of market prosperity<sup>72</sup>.

The formula of neoliberal consensus provides basis for salary reduction on behalf of development and economic stability. In order to achieve that, the liberalization of the labor market is very necessary. The liberalization of the labor market can be realized by labor price reduction, ban on salary adjustment towards productivity increase and costs of living, and abolishment on minimal income law. The goal is to stop "the inflation hit as a result of salary increase."

## GLOBAL FINACIAL INSTITUTIONS AND THEIR PROJECTIONS FOR INEQUALITY AND POVERTY

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<sup>71</sup> Castells M., End of millenium, Blackwell 2000, pp. 87

<sup>72</sup>Daerty E. Jon, WorldNet Daily, 2013

The dogma of neoliberal theory is that inequality in the gross domestic product division should not be limited, that it is a natural consequence and it provides bigger capital accumulation. These theses have never gained an empirical confirmation in a lot of cases for which they were set.

The point is that the most developed countries have the monopoly in directing the level of prices of the raw materials and everything else which is imported from the undeveloped countries. Here prevails the logic that globalization does not reduce the gap in development levels between the rich and the poor countries. On the contrary, it increases and deepens this gap.

In the institutional network of modern world economic and political global order includes the World Bank, the United Nations and the IMF. Probes of world subordination of these institutions are:

- Financial architecture (formation of assumptions about the creation of financial-debt crisis) as a condition of permanent subordination of the life model;
- The IT engineering (Internet);
- Ideological Engineering (diamond probe "implementation process" through ideological promotion processes).

According to the Basic Capabilities Index (BCI) computed by Social Watch<sup>73</sup>, which averages infant mortality rates, the number of births attended by trained personnel and enrollment rates in primary school (all key components of the Millennium Development Goals (MDGs)), moved up only 7 percentage points between 1990 and 2010. That is very small progress. During this period, progress was faster in the first decade than the second – increasing over four percentage points between 1990 and 2000 and of barely three percentage points between 2000 and 2010. This trend is the opposite of that for trade and income, both of which grew faster after 2000 than in the previous decade. Moreover, slowing progress on social indicators will only get worse as the impact of the global financial, economic, food and energy crisis is gradually being registered in internationally comparable statistics.

The explanation of this mismatch between a growing economy and slow social progress is increased inequalities between and within countries. The distinction between “absolute poverty” in low-income developing countries and that of “relative poverty” in advanced economies was formulated in 1973 by Robert McNamara, then president of the World Bank, and the absolute poverty line was set at 30 cents of the US dollar per day. Adjusted for inflation, 30 cents in 1973 amounts to USD 1.60 in today’s dollars. Yet the current line, is now USD 1.25, hardly enough for “the elimination of malnutrition and illiteracy, the reduction of infant mortality, and the raising of life-expectancy standards to those of the developed nations” as envisioned in 1973<sup>74</sup>. It might merely keep a person from starving, which is the new definition of “extreme poverty.” According to the World Bank’s own projections<sup>75</sup>, it is likely that the proportion of people under the USD 1.25 line will be less than 10% by 2030 if current growth rates are maintained and inequality does not worsen. The message to the governments of the world is, therefore, that nothing needs to change to win this war. So why are we not celebrating? People around the world do not rejoice because the poverty they experience and perceive is not the same as that measured by the Bank, one that remains fixed even as people rise above it. The

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<sup>73</sup> Socialwatch.org

<sup>74</sup> Morris B. Goldman, Multinational institutions and economic development, Heritage foundation, Washington DC, 2001, pp. 52

<sup>75</sup> Worldbank.org

founder of modern economics, Adam Smith, wrote in the 18th century that “by necessities I understand, not only the commodities which are indispensably necessary for the support of life, but whatever the custom of the country renders it indecent for creditable people, even of the lowest order, to be without...” At a time when technological change occurs faster than it did 80 years ago, it makes little sense not to allow the poverty line to increase with actual wealth, but to freeze it at the levels established in 1973, adjusted below the inflation rate. If the poverty line moved according to income, and if we assume that the very low USD 1/day line was correct in 1990 (the baseline date for MDG1), this line should currently be located far above USD 2/day, as the world per capita income has more than doubled between 1990 and 2010<sup>76</sup>. Which means that a much larger proportion of the world’s population than what the World Bank estimates lives below “essential decency”. Yet to substantially improve their lives would still be an achievable goal, since average global income now equals about USD 30 per day per person.

Does it make any sense to raise the bar of development objectives when the major advanced economies are in recession or growing very slowly? Won’t the public in those countries reject the notion of spending more abroad when austerity is cutting down social expenditures at home? For a global agenda to obtain the public’s support, which is at the root of political commitment, both the poverty extremes and the inequalities that account for mass mobilizations from the “indignados” of Europe to the Arab Spring to the Occupy movement in the US, need to be addressed.

#### **ANALYSIS AND PANEL DATA ANALYSIS ON THE ECONOMIC STATUS OF THE COUNTRIES OF WESTERN BALKANS**

For the analysis on the economic status of the countries of Western Balkans, there are data of GDP and aggregate values of exports of goods and services for the period of ten years. Data are given in table 1<sup>77</sup> and table 2.

Table 1: GDP per capita, Index (EU 28=100)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>EU (28 countries)</b>	100	100	100	100	100	100	100	100	100	100	100	100
<b>Montenegro</b>	29	30	34	39	41	39	41	42	39	41	41	42
<b>Macedonia</b>	27	28	29	30	32	34	34	34	34	35	36	36
<b>Albania</b>	20	21	22	23	25	27	29	29	30	29	30	30
<b>Serbia</b>	30	32	32	33	36	37	36	37	37	38	37	36
<b>Bosnia and Herzegovina</b>	22	24	24	25	27	27	27	27	27	28	28	28
<b>Western Balkans average</b>	25,6	27	28,2	30	32,2	32,8	33,4	33,8	33,4	34,2	34,4	34,4

Source: Eurostat

Unfortunately, there is no available data for exports of goods and services for Serbia and Montenegro for the analyzed period, because they have common history in the period.

<sup>76</sup>Socialwatch.org

<sup>77</sup> ec.europa.eu/eurostat



Table 2: Exports of goods and services (% of GDP)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>EU-28</b>	73,52	78,97	80,75	84,15	93,45	103,39	81,64	82,31	81,81	83,2	82,93
<b>Bosnia and Herzegovina</b>	31,62	35,02	37,11	26,86	25,03	29,72	32,06	32,2	33,62	33,9	33,7
<b>Albania</b>	22,82	24,93	28,08	29,59	29,6	32,44	34,01	33,35	35,45	28,23	27,19
<b>Macedonia</b>	34,81	37,79	44,12	43,22	32,81	39,79	47,12	45,37	43,4	47,85	48,53

Source: World bank

For the selected data there is Panel data analysis. Analysis is made for the three countries of the Western Balkans: Macedonia, Albania and Bosnia and Herzegovina. The element of analysis are GDP (as dependent variable) and the exports of goods and services (as the independent variable). The intercept is also included in the model. Results are given in table 3.

Table 3: Output of the Panel data analysis

Dependent Variable: GDP  
Method: Panel Least Squares  
Date: 03/09/17 Time: 22:23  
Sample: 2005 2015  
Periods included: 11  
Cross-sections included: 3  
Total panel (balanced) observations: 33

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	13.50067	2.274323	5.936129	0.0000
EXPORTS	0.441129	0.064498	6.839420	0.0000
R-squared	0.601428	Mean dependent var		28.75758
Adjusted R-squared	0.588571	S.D. dependent var		3.968866
S.E. of regression	2.545739	Akaike info criterion		4.765411
Sum squared resid	200.9044	Schwarz criterion		4.856108
Log likelihood	-76.62928	Hannan-Quinn criter.		4.795928
F-statistic	46.77767	Durbin-Watson stat		0.840176
Prob(F-statistic)	0.000000			

Both variables (exports and interceptor) are significant, so they cannot be reject from the model.

The analysis for Fixed effect model is made also with panel data analysis. Results are given in table 4.

Table 4: Results from Panel data analysis – Fixed model

Dependent Variable: GDP  
 Method: Panel Least Squares  
 Date: 03/09/17 Time: 22:44  
 Sample: 2005 2015  
 Periods included: 11  
 Cross-sections included: 3  
 Total panel (balanced) observations: 33

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	18.52287	3.571714	5.185989	0.0000
EXPORTS	0.295920	0.102547	2.885693	0.0073

#### Effects Specification

Cross-section fixed (dummy variables)

R-squared	0.662033	Mean dependent var	28.75758
Adjusted R-squared	0.627071	S.D. dependent var	3.968866
S.E. of regression	2.423703	Akaike info criterion	4.721683
Sum squared resid	170.3558	Schwarz criterion	4.903078
Log likelihood	-73.90777	Hannan-Quinn criter.	4.782717
F-statistic	18.93574	Durbin-Watson stat	0.595169
Prob(F-statistic)	0.000001		

Again, both independent variables are significant, and their p value is lower than 5%. The same results came with Random effect model also.

To determine which model is appropriate for the series, the Hausman test is used. Results of the test are given in table 5.

Table 5: Hausman test results

Correlated Random Effects - Hausman Test  
 Equation: Untitled  
 Test cross-section random effects

Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	2.256651	1	0.1330

The probability of rejecting null hypothesis is greater than 5%, so the conclusion is that Random effect model is appropriate for the series which means that countries have a common mean value for the intercept.

## CONCLUSION

The main question that need to be answered is: will the today global community be able to obtain the public support in the terms where the non-starvation level as defined by the “extreme poverty” line is inadequate? How can the “essential decency” be defined internationally? The Universal Declaration of Human Rights combines the aspiration of freedom from fear and freedom of want. With the exception of sustainability (which can be constructed as the rights of future generations), all other goals are already spelled out in the Human Rights instruments.

This includes all civil and political rights, equality between women and men, rights of the child as well as the right for food, water, housing, health care education, the right to work and rights at work, as well as the right to social security. Each state is responsible to progressively achieving those rights “to the maximum of available resources.” For a rights-based approach, the question mark is not what is the goal, but *when* will it be progressively realized (governments should ensure that there is no regression, even in times of economic crisis).

Such accountability should be international and domestic. In a today highly unequal world, the “mutual accountability” as defined in the aid agenda, is not an appropriate mechanism. Monitoring developing countries’ performance should not be handed by donors or carried out within a donor-recipient framework. It should be the role of the carefully balanced human rights mechanisms. Unless a set of rigorous monitoring and accountability mechanisms are integrated into the new framework, we are likely to witness an ineffectual development agenda that fails to deliver.

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## APPLIED RESEARCH ON THE CAPITAL MARKETS OF THE EU COUNTRIES – IN PERIOD OF FINANCIAL CRISIS

Leonardo Badear<sup>78</sup>  
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**Abstract:** *This paper aims at analyzing the impact of the financial crisis on the capital market in order to establish the main financial developments. Nevertheless, there is obviously a phenomenon of contagion that leads to different manifestations of the global capital markets, our paper being focused on establishing the different ways in which the financial markets react in this field.*

*Although the most important issue is the global financial crisis, overlapping an individual crisis of each state generated by specific causes at the national level, it should be noted the modality by which certain societies are able to develop an intelligent behavior. What are the future main challenges of the crisis?*

*The recent global financial crisis is just the latest in a series of significant factors that call into question the effectiveness of contemporary economic theory.*

*Crises can be defined as situations characterized by a pronounced instability and they are subsequently accompanied by volatility and increasing uncertainty. Using the statistical nonlinear regression method, we could obtain surprising results that show that investors are not always rational and their reactions are not always statistically recorded.*

*The models that permit the asymmetry of volatility have performed best in terms of their power of forecasting volatility due to the strong negative relationship between volatility and the shocks that have an impact on it.*

*In particular, we investigated how the conditional dispersion can be modeled.*

*The conducted analysis and the GARCH model proposed concluded that there is an obvious link between capital flows and financial markets crisis. This connection can be of a different nature due to the level of dependence on economic development in EU member countries.*

**Key words:** *financial crisis, GARCH class model, volatility, foreign direct investment*

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### 1. INTRODUCTION

Today's world - as we know it - will have to make a leap of thought in order to maintain existence. From the type of philosophy based on the product, which has created two antagonistic classes (on the one hand, the manufacturer who wanted to manufacture products with certain technical features, attractive yet subject to rapid obsolescence and physical deterioration in order to sell new products and on the other hand, the buyer who has interest in a long – lasting fashionable product) we shall approach the service-based philosophy, a theory that excludes such interests because the manufacturer is interested in offering high quality services with minimum resources, so that people can buy more and more services instead of products.

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The recent global financial crisis is just the latest in a series of significant factors that call into question the effectiveness of contemporary economic theory. The fact that so many distinguished economists, central bankers and policymakers endowed with sophisticated concepts and models, have failed to anticipate the imminent catastrophe of crisis development, may seem similar to a phenomenon of mind control such as mass hypnosis, for example. How else could we explain such a serious failure in understanding the issues so clearly vital for the security, stability and progress of human civilization? A unique crisis could be an error or a statistical aberration, but the events of recent years are part of a larger obvious trend.

## 2. FINANCIAL CRISES AND CAPITAL MARKETS

Considering a stock index  $I_t$  and its receipts noted by  $r_t$ , we can write  $r_t = \log I_t - \log I_{t-1}$ . The index  $t$  denotes monthly observations. Although the more elevated models are sometimes considered more useful, the dominant empirical model for  $r$  is the auto - regression of  $p$  order with GARCH (1,1); disturbance (AR( $p$ ) – GARCH (1,1)) can be expressed as

$$\phi_p(B)r_t = \mu + \varepsilon_t,$$

With

$$\phi_p(B) = 1 - \phi_1 B - \dots - \phi_p B^p$$

$$\varepsilon \approx N(0, h_t)$$

$$h_t = \omega + \alpha \varepsilon_{t-1}^2 + \beta h_{t-1} \quad (1)$$

Where  $\beta$  is the operator defined as  $\beta^k x_t = x_{t-k}$ . The parameter  $\mu$  is a constant, which in practice is close or equal to 0.  $P$  is usually 0 or  $< 0$ , suggesting that normally there is no possibility of forecasting  $r$  based on historical data. It is assumed that the solution of the characteristic equation  $\phi(z) = 0$  lies outside the circle and that  $\omega, \alpha, \beta > 0$  and  $\alpha + \beta < 1$ . [5].

The conditions to be met by the GARCH model coefficients are: the coefficients of the variance equation must be positive; the sum of the variance equation coefficients must be less than 1. Otherwise, the model is integrated GARCH (I-GARCH), and volatility is explosive.

## 3. THE RESEARCH METHODOLOGY

The data analyzed in this paper constitute the monthly observation of the stock index, inflation rate and direct foreign investment on the markets in Germany, France, Great Britain - representing the three major economic powers in Europe, in Austria, Czech Republic, Poland, Slovenia – these being the group of countries with steady economy and in Greece, Italy, Portugal, Spain - representing countries in financial crisis. The data have been collected for the last four years, the first observation being on January 1st 2008, the last being on December 1st 2011.

The number of observations is 528 for all 11 financial markets, each market assuming a total of 48 observations. The variations are relatively small. When excess exceeds 0, it indicates the need of describing the series of distributions of these variables.

The approach of this paper is the following: as the main purpose is that of evaluating the performance of forecasting the GARCH model volatility, we take into consideration a reasonably large sample and choose four years of observations to estimate the model of parameter variation.

In Table 1. We report the relevant estimates for GARCH model parameter, the AIC (Akaike Information Criterion) and the value of the risk probability (VaR). The model accepted both the asymmetry coefficient in the equation of volatility and stock market index volatility (measured by squared standard deviation) in average equation.

Index	Home Diagnostics					
	Coefficient	Asymmetry (Jarque-Bera)	AIC	VaR	Error (D. Watson)	Probability
Germany	1651.45	3.06	17.62156	0.8297	0.6216	0.5572
France	520.32	3.70	18.7431	0.4156	0.8692	0.8909
Great Britain	1122.08	3.37	19.3720	0.8935	0.8908	0.5333
Austria	2135.43	1.57	12.19834	0.8660	0.1969	0.0000
Czech Republic	1144.10	2.83	14.8326	0.4469	0.6829	0.7912
Poland	1156.27	0.85	14.9826	0.4876	0.8556	0.0088
Slovenia	2553.30	2.64	10.8821	0.7360	0.7069	0.0412
Greece	9364.72	12.13	13.3927	0.5731	0.8226	0.2222
Italy	8335.71	25.53	18.8028	0.4315	0.9751	0.0025
Portugal	19542.76	8.84	13.8118	0.4982	0.6097	0.3864
Spain	37325.06	1.53	18.4122	0.6471	0.5585	0.0001
Spania	37325.06	1.53	18.4122	0.6471	0.5585	0.0001

Table 1. GARCH estimation results for the period 2008-2011

The estimation is performed using EViews7 programmer. The model is

$$h_t = \alpha_0 + \sum_{i=1}^p \alpha_{1,i} h_{t-i} + \sum_{j=1}^q \alpha_{2,j} \varepsilon_{t-j}^2 \quad (2)$$

where  $h_t$  (volatility) is a GARCH (p, q) process, parameters  $\alpha_1$  are volatility persistence, parameters  $\alpha_2$  are the reaction speed of volatility to market shocks. The method *ML - Arch* was used to forecast volatility for the next period based on the long term variance average.

The amplitude of the current crisis has led international bodies to make assessments of the situation and to propose, more often lately, suggestions for rebuilding the financial architecture. In order for the markets to produce the expected benefits, we have identified several ideas that are generally accepted, to renew the international financial system. Unlike the current situation, regulatory and supervisory system must have a long-term orientation, enabling management culture change in the financial sector favoring the formation of the values that can ensure the sustainability of this sector.

Dynamic conditional correlation model allows the manifestation of multiple items of variability observed in the literature, among which the most important are the autocorrelation of the second degree moments (the so - called GARCH phenomenon) and the "thick tails" property of returns distribution. We found that the correlation values become statistically significant as we move towards the end of period under analysis

The test takes into account that the fact that the correlation values can change from day to day and provides arguments for the existence of the contagion phenomenon. The results of applying such models produce empirical evidence in support of the economic contagion event, a fact which demonstrates a certain degree of international integration of the markets analyzed, as well as their vulnerability to shocks generated by the international environment.

The positive coefficient indicates that volatility of stock indexes will increase under the influence of the analyzed variables, i.e. volatile inflation rates discourage foreign direct investments. In the above table, the volatility presented different values for the countries analyzed, the group of countries confronted with the financial crisis being the one with the highest volatility (Greece, Italy, Portugal, Spain).

The Jacque - Bera test measures the difference between the asymmetry and the kurtosis line. For a normal distribution Skewness is 0 and Kurtosis is 3 [6].

The most financial assets have such a distribution. In a leptokurtosical distribution, the probability of the occurrence of an extreme event is superior to the probability of the occurrence of that event involved in a normal distribution. Therefore, the models of risk assessment and asset prices can cause errors if you assume a normal distribution for that asset. If the probability associated to the test is superior to the chosen level of relevance (1, 5 or 10 percent), then the null hypothesis is accepted. From the test results, it appears that the kurtosis line has a higher value than the coefficient of asymmetry, which means that the distribution is higher, the series is leptokurtosical, and i.e. there is a deviation of the extreme values from their average level.

VaR allows volatility forecasting and according to the estimation, the value of the coefficient is less than 2, which is consistent with the hypothesis of leptokurtosical distribution of data.

The analysis of errors reveals that they provide information on the performance of the model, meaning that the probability that a coefficient is insignificant value is almost 0, whatever the selected coefficient.

The Durbin-Watson test shows the independence of disturbance in relation to its values and, if the error is around 2 indicates, it indicates that errors are correlated, and in our case the value

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is below 2, which shows that the model parameters were calculated correctly and the estimate is efficient. [7]

The probability analysis takes into account the variables and the link between these and the closer to 1 the probability is, the stronger the relationship between variables is. When the probability value is closer to 0, the value of the test has a lower level of relevance.

#### 4. THE MODEL ESTIMATION USING THE EViews7 PROGRAMMER

In order to exemplify the data in Table 1 we shall present all the steps involved by the usage of the EViews programmer to calculate the volatility of the stock indexes in each country under review. The model exemplified by images is that of Germany, and the calculation of the volatility of stock indexes in this country for the period 2008-2011, the was done using ARCH / GARCH model, for a series with monthly frequency.

The volatility for Germany (measured by mean square deviation) of the DAX stock market index is presented in the following graph:

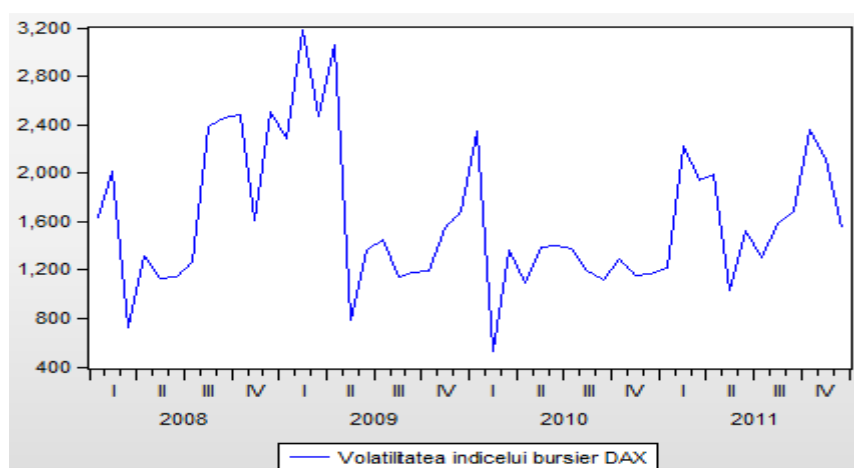


Figure 1. The volatility (measured by mean square deviation) of the DAX Stock market index

By means of EViews programmer we calculated the *value at risk* (VaR) which is a single number that represents the total risk of the stock market in Germany and we made the Jaque-Bera residual test of normality, according to which the return series have a leptokurtosomal distribution that is they are not stationary.

Component	Jarque-Bera	df	Prob.
1	1.331290	2	0.5139
2	6.174987	2	0.0456
3	2.886239	2	0.2362
Joint	10.39252	6	0.1091



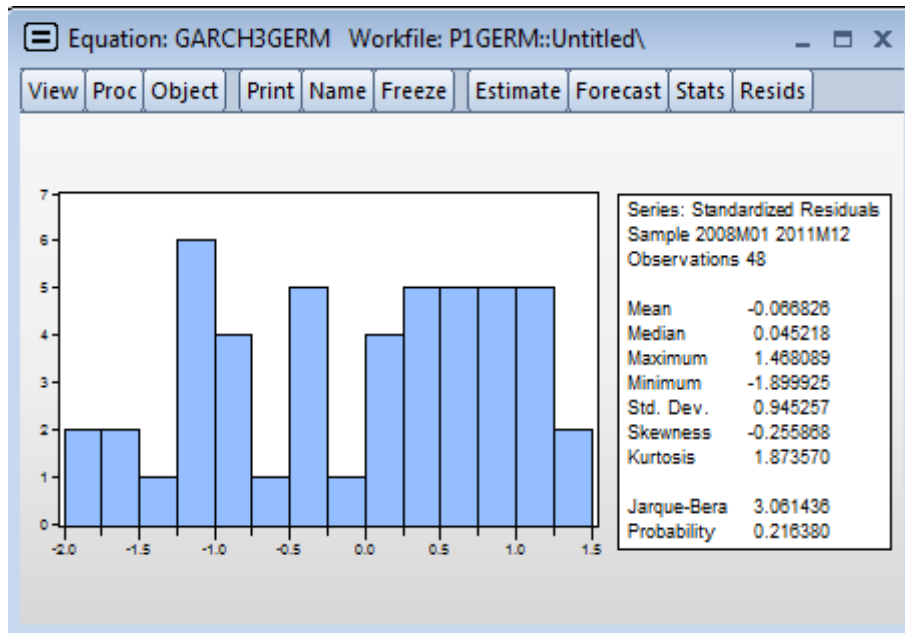
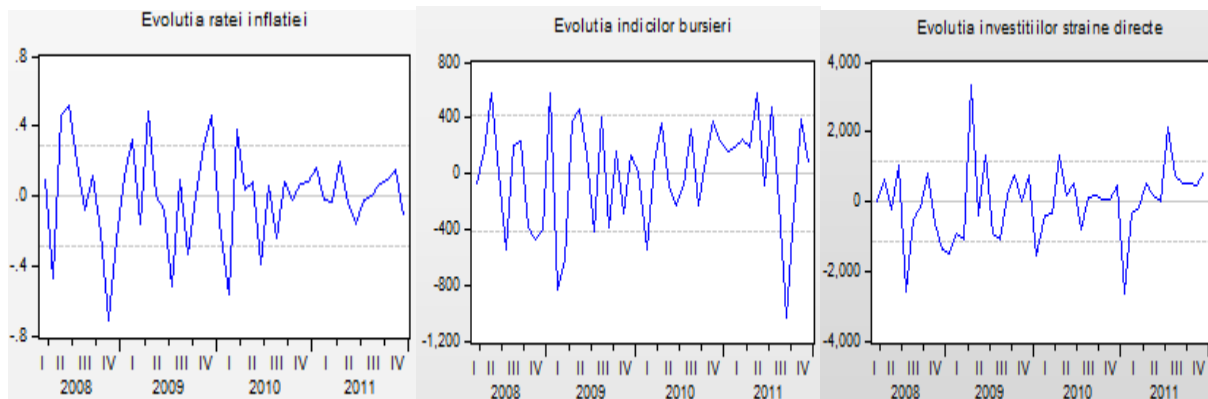


Figure 2 . Jarque-Bera residual test of normality for Germany

The Jarque - Bera test measures the difference between the asymmetry coefficient and the Kurtosis line and the probability of the test marks the probability for the Jarque - Bera statistics to be higher than the observed value or the null hypothesis. The test statistics is calculated as follows [8]:

$$JB = \frac{N - k}{6} + [S^2 + (K - 3)^2] \quad (3)$$

The VaR measures based on the assumption of normal distribution of the series may underestimate the risk. The evolution of monthly returns for the analyzed periods shown in the graphs below:



From these graphs the phenomenon of volatility clustering can be observed, which together with the leptokurtosomal distribution of returns leads to the conclusion that VaR measures calculated on the assumption of normality of the data tend to underestimate the risk.

## 6. CONCLUSIONS

The capital markets crisis is different. Capital market in the European context is defined as "the totality of all relations and mechanisms through which the available and dispersed capital in the economy is driven to any public and private entities that demand funds." [Anghelache, 2009]

Stock market crises are short-lived, often unexpected and with relatively quick solutions. This significant difference between the economic crisis and the capital markets crisis is created by the fact that economic recovery requires the coordination of a very large number of participants in the economy while capital markets are dependent on the actions of few institutions, such as central banks. Therefore, to establish how the evolving crisis evolves in capital markets and how this fact affects economic development becomes essential. For this purpose a GARCH type analysis is to be used.

This review concluded that there is a clear link between capital flows and financial markets crisis. This connection can be of a different nature due to the level of dependence on economic development in EU member countries.

In the GARCH model building there were considered two separate equations: one for the conditional mean (the equation of the evolution of the asset returns) and the other one for the conditional variance (the volatility equation).

Applying the model shows that there is a connection among the factors chosen for a certain period of time in certain countries. In the application of the model, risk is usually underestimated. These models ignore the possibility of an unpredictable phenomenon called "The Black Swan", which according to Taleb's wording presents a new way to analyze, understand and interpret the surrounding world phenomena, and in fact the features of our world [9].

In Appendix are detailed presented the results of the stock indexes in the analyzed countries.

Our excessive desire to make templates or patterns is conducive to the creation of a "Procrustean bed" by means of which we measure, in a so-called scientific manner, our past, present and future. But Nature has always shown that it cannot be entirely compressed in laws on which humans might be able to describe and predict its behavior.

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## Appendix

Summarizing the forecast outcome of the stock indexes in the analyzed countries, the following ideas can be stated:

*Germany:* From the analysis of volatility coefficient value (1651.45) it is noted that it has an average value, that is the volatility will increase slightly under the influence of the analyzed variables. The Jaque-Bera test value (3.06) shows that the distribution is leptokurtosomal and there is a deviation of the extreme values from their mean. The risk probability value (0.82) shows how fast the asset volatility responds to shocks occurring at a time on the market and the value calculated for Germany shows that it responds quickly to emerging market shocks. The performance of the model (0.62) proves that the estimate was effective, the test showing significant values of the coefficients taken into account. The probability (0.55) showed that the relationship existent between the variables was of an average level, with an average level of test relevance.

*France:* The volatility coefficient (520.32) has a low value, which indicates that volatility will increase slightly under the influence of the analyzed variables. The distribution of the series (3.70) is leptokurtosomal and there is an irregularity of the extreme values from their mean. The risk probability value (0.41) shows that France will react slowly to the emerging market shocks. The performance of the model (0.86) shows that the estimate was effective, and by calculating the probability (0.89) it is shown that the relationship between the variables is high, so the test has a high level of relevance.

*The UK:* The volatility coefficient (1122.08) has a mean value and volatility will increase slightly under the influence of variables. The distribution of the series (3.37) is leptokurtosomal and there is an irregularity of the extreme values from their mean. The risk probability (0.89) shows that the U.K. will respond quickly to emerging market shocks. The performance of the model (0.89) shows that the estimate was efficient and the calculation of the probability (0.53) demonstrates that the relationship between the variables is of an average level, with an average test relevance.

*Austria:* The volatility coefficient (2135.43) has a mean value and volatility will increase slightly under the influence of variables. Distribution of the series (1.57) is platikurtosomal that is below the normal series, but normally distributed. The risk probability value (0.86) shows that Austria will react quickly to emerging market shocks. The performance model (0.19) shows that the estimate was not effective with insignificant values of the parameters and calculating

the probability (0.00) shows that there was no connection between variables, so the test is irrelevant.

*The Czech Republic:* The coefficient of volatility (1144.1) has an average value and the volatility will increase slightly under the influence of variables. The distribution of the series (2.82) is platikurtosomal that is below the normal series. The risk probability value (0.44) shows that the Czech Republic will react slowly to shocks that occur on the market. The performance model (0.68) shows that the estimate was efficient and calculating the probability (0.79) shows that it has a high level of relevance.

*Poland:* The coefficient of volatility (1156.27) has a mean value and volatility will increase slightly under the influence of variables. The distribution of the series (0.85) is platikurtosomal that is below the normal series. The risk probability (0.48) shows that Poland will react slowly to market shocks. The performance model (0.85) shows that the estimate was efficient and calculating the probability (0.008) shows that the test has a low relevance.

*Slovenia:* The volatility coefficient (2553.3) has an average value and the volatility will increase slightly under the influence of variables. The distribution of the series (2.46) is platikurtosomal that is below the normal series. The risk probability (0.73) shows that Slovenia will react quickly to emerging market shocks. The performance model (0.70) shows that the estimate was efficient and calculating the probability (0.04) shows that the test has low relevance.

*Greece:* The volatility coefficient (9364.72) has a high value, and volatility will increase rapidly under the influence of variables. The distribution series (12.13) is leptokurtosomal and there is a deviation of the extreme values from their mean. The risk probability (0.57) shows that Greece will react slowly to market shocks. The performance model (0.82) shows that the estimate was efficient and calculating the probability (0.22) shows that the test has an average level of relevance.

*Italy:* The coefficient of volatility (8335.71) has a high value, and volatility will increase rapidly under the influence of variables. The distribution series (25.53) is leptokurtosomal and there is an irregularity of the extreme values compared to their mean. The risk probability (0.43) shows that Italy will react slowly to market shocks. The performance model (0.97) shows that the estimate was effective and probability calculation (0.002) shows that the test has low relevance.

*Portugal:* The volatility coefficient (19,547.76) has a high value, and volatility will increase rapidly under the influence of variables. The distribution of the series (8.84) is leptokurtosomal and there is an irregularity of the extreme values from their mean. The risk probability (0.49) shows that Portugal will react slowly to market shocks. Performance model (0.60) shows that the estimate was efficient and calculating the probability (0.38) shows that the test has an average level of relevance.

*Spain:* The volatility coefficient (37,325.06) has a high value, and volatility will increase rapidly under the influence of variables. The distribution of the series (1.53) is platikurtosomal that is below the normal series. The risk probability (0.64) shows that Spain will react slowly to market shocks. The performance model (0.55) shows that the estimate was efficient and calculation of the probability (0.0001) indicates that the test is irrelevant.

# A PANEL METHOD OF GOVERNMENT DEBT ANALYSIS FOR BRICS COUNTRIES

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**Abstract:** *The aim of this paper is to analyze relationship between government debt, international trade balance and foreign direct investment (FDI). To do this we have investigated the period between 2006 and 2015 for BRICS countries, which are Brazil, Russia, India, China and South Africa. Panel data method has been established to determine the effects of international trade balance and FDI to the government debt. For this purpose, Panel Estimated Generalized Least Square Method (EGLS) has been conducted. Besides, Panel co-integration test has been analyzed whether the variables are co-integrated or not. The panel EGLS equation indicates significantly compatible with the theory. Moreover, as a result of the co-integration test we have found that variables are co-integrated.*

**Key words:** *FDI, International Trade, Panel EGLS, BRICS*

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## 1. INTRODUCTION

The aim of this study is to determine the relationship between the government debt, foreign direct investment (FDI) and the international trade balance. In this context, the data of BRICS countries (Brazil, Russia, India, China and South Africa) were analyzed by panel data method. The reason for the selection of BRICS countries in the study is that these countries are top of the developing economies in recent years (Armijo, 2007; Jakobs, & Van Rossem, 2014; Samake, & Yang, 2014). In 2001, Jim O'Neill who is the former chairman of Goldman Sachs asset management used the name BRIC countries for the first time (O'Neill, 2001). O'Neill believes that these four countries will have a growing share in the world economy with large geographical areas (25% of the world), large populations (40% of the world) and very rich underground resources. Because of this reason, he argues that these countries should have a greater role in the world economy. He also stated that until 2050, these countries would show a development approaching the growth rates of the G6 countries (Bird & Cahoy, 2007). These countries first met in the United Nations General Assembly in 2006 at the level of foreign ministers, but the first large-scale meeting was held on 16 June 2009 in Yekaterinburg, Russia. In 2010, South Africa became part of this union.

After the 2008 global economic crisis, developing countries have taken various measures to reduce the impact of the crisis and have borrowed in this regard (Chen, Yao & Lin, 2016; Dell'Erba & Reinhart, 2015). Developing countries have responded well to this financial recession compared to developed economies (Gray et al., 2010). These countries have provided substantial capital inflows through a relatively stable macroeconomic environment, low debt

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levels and the possibility of further economic growth compared to developed economies. These capital inflows facilitated the growth of debt markets, along with the implemented government policies (Qian & Steiner, 2017). Increasing external debt caused economic turmoil. The external debt level, maturity composition, currency type and floating interest rates make the potentially developing markets more vulnerable. Crises often cause tremendous output losses (Aizenman & Ito, 2014; Gupta, Mishra & Sahay, 2007). For this reason, debt management has become a vital component of policies that reduce the macro risks. In this context, the share of external debt stock in GNI was taken as government debt, and the effects of FDI, export and import on external debt were tried to be determined.

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When considered from this point of view, FDI plays an important role to reduce increasing external debt. FDI inflow plays a pivotal role in host countries because it increases the supply of resources for domestic investments (Pegkas, 2015). Moreover, FDI is more effective than domestic investments (Lim, 2001). In addition, FDI is effective in creating new business opportunities as well as increasing export capacities to countries (Stamatiou & Dritsakis, 2013). Similarly, exports have a significant role to reduce foreign debts. Besides, in the economic literature it is difficult to find relevant studies that examine the possible relationship between external debt, trade and foreign direct investment separately. However the linkage between external debt and economic growth is rather high in the current literature. Therefore, in order to be able to see the big picture, it should be pointed out that the existence, dimensions and magnitudes of the relationship between external debt and growth can also be a helper.

## 2. LITERATURE REVIEW

Ostadi and Ashja (2014) tested the existence of external debt and FDI within the 1995-2001 time. In the study using panel data method for D-8 member countries, it is concluded that external debts hinder foreign investments. Therefore, the study concludes that there is a significant and negative relationship between external debt and foreign direct investment.

Bolukbaşı (2016), in his work on behalf of Turkey, is trying to explain both the theoretical and the empirical relation between external debt and commercial liberty. Because of the analysis covering the years 1998-2001, there is a significant and positive relationship between external debt and trade liberty. This means that the increase in trade liberalization has a share in the rise of external debts.

Westphal and Rother (2012), question the relation between high government debt and the economic growth. In this study, which starts its analysis in 1970 and covers 40 years, 12 European countries are included. The empirical growth model is developed on the basis of conditional convergence and panel data analysis is applied. At the end of the study, it was concluded that the public debt is in a non-linear relationship with per capita GDP growth. Therefore, it is possible to talk about a U-shaped relationship between public debt and per capita GDP ratios. This implies that public debt is regarded to lower long-term growth rates in debt above 90-100% of GDP.

Pattillo, Poirson, Ricci (2011), investigates the linkage between external debt and growth in empirical studies including 93 countries. The subject study, which is referred to panel data analysis, similarly finds the existence of a non-linear u-shaped relationship between growth and external debt. In their paper, they mentioned the effect of GDP per capita is negative for debt levels exceeding 35-40% of GDP.

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Easterly (2001) argues in his work that the slowdown in the growth rates that began in 1975 was one of the main reasons for the country's debt crisis. In his article, the situation between the 1980-1990 periods of Highly Indebted Poor Countries (HIPC) are analyzed. As a result, the slowing growth rates between 1975 and 1994 gives a helping hand to explain the problems of debt burden in the HIPC, indebted and middle income countries and industrialized countries.

Smythand and Hsing (1995) studied the optimal rates of debts that countries should have in order to maximize their economic growth. At the end of this study that covers 1960-1991 period, a long-term relationship is found between economic growth and debt rates. In addition, the study argues that total debt ratios must be 48.9% for the economic growth in order to occur at its maximum point.

Schlarek (2004) examines the linkage between debt and growth in developing and industrialized countries. As a result of this empirical study, there is a negative and significant linkage between the economic growth and the external debt for the developing countries. Therefore, higher growth rates are found at lower debt levels. On the other hand, in industrialized countries there is no linear or non-linear relationship between growth and total external debt.

Ferreira (2009) uses the Granger Causality Panel Data Approach method to study the possible relationship between public debt and economic growth. A very clear causality has been identified as the result of the analysis for 20 countries and covering the years 1988-2001. The results of the study show that this causality is always bi-directional. Therefore, while public debt narrows economic growth, increases in per capita GDP also affect public debts.

Siddique, Selvanathan and Selvanathan (2015) argue that in the 1980s, when oil prices rose sharply, the external debt of the countries increased. In their work, they analyze how these external debts affect the country's economy. The short and long-term relationship between external debt and economic growth was questioned and the 1970-2007 time period was used. 40 different HIPC countries are included in the analysis. As a result of the analysis using a panel data estimate of the ARDL model, debts with a share of GDP have a short and long term negative effect.

In their analysis of the Eastern Mediterranean countries, Gomez-Puig and Sosvilla-Rivero (2015) tested the causal relationship between debt and growth between 1980 and 2013. As a result of the analysis, external borrowing has a negative effect on growth for a large majority of the countries tested. Optimal borrowing rates of countries vary between 56% and 103%.

Eberhardt and Presbitero (2015) analyze the debt-growth relationship with an empirical test from a Neo-Classical Growth Model perspective. Their analysis is within the 1960-2012 time.

In this large panel data analysis of 118 countries, it was found that countries with higher debt to GDP ratio had a negative effect on long-term growth rates. However, debt-growth relations can vary greatly from country to country.

### 3. DATA AND METHODOLOGY

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Should the variables of our study are identified to the model, percentage of external debt stocks in GNI included in government debt has been used as the dependent variable whereas the export, import and net inflow of foreign direct investments are explanatory variables. The percentage of external debt data signed as *debt* and the other variables which are obtained from World Bank Data Online are export, import and net inflow of foreign direct investments are sign as *ex*, *imp* and *fdi*, respectively. Data investigating the BRICS countries that are Brazil, Russia, India, China and South Africa comprehends the period between 2006 and 2015, annually.

The model has been specified as:

$$\Delta \ln debt_t = \beta_0 + \beta_1 \Delta \ln ex_t + \beta_2 \Delta \ln imp_t + \beta_3 \Delta \ln fdi_t + u_t \quad (1)$$

As it is indicated in equation-1 above, natural logarithm and the differences of the variables have been used for the purpose of debugging the autocorrelation. The method of Panel Estimated Generalized Least Square (Cross-section SUR) has been introduced. In this way, heteroscedasticity problem has been eliminated.

Variable	Coefficient	Std. Error	t-stat	Prob.
DLNEX	-0.582154	0.236401	-2.462571	0.0181
DLNFDI	0.045151	0.019558	2.308578	0.0261
DLNIMP	0.109462	0.221217	0.494820	0.6234
CONS	0.061308	0.013684	4.480409	0.0001
<b>Weighted</b>				
R <sup>2</sup>	0.436009	Mean Dep. var		0.420772
Adj. R <sup>2</sup>	0.394741	S.D. Dep. var		1.359012
S.E of regression	1.020671	SSR		44.67204
SSR	1.043821	DW Stat		1.937418
F-stat	10.56539			
Prob (F-stat)	0.000028			
<b>Unweighted</b>				
R <sup>2</sup>	0.254406	Mean Dep. var		0.039609
SSR	0.039609	DW Stat		1.812446

**Table-1 Panel EGLS**

The effect of export is expectably negative on the debt as it is seen in Table-1 while the import affects it positively. In addition, it can be easily understood that when the inflow of FDI increases the external debt increases as well. However, the theory suggests us the inverse of our findings about FDI. Since not all of the variables that can be related to external debt has been integrated to our model, obtaining a weak R-squared value is inevitable. Therefore establishing the model by differentiating variables provides an acceptable Durbin-Watson statistics.



#### 4. EMPIRICAL FINDINGS

Panel unit root test has been conducted for all of the variables to test whether the variables are stationary or not. The null hypothesis offered by all methods is based on being stationary for the series. According to our findings, none of the variables are stationary on their levels as they can be seen on the Table-2. However, all the variables are stationary on their first differences as proved on Table-3.

Variable	LNDEBT		LNEX		LNFDI		LNIMP	
	Stat.	Prob.	Stat.	Prob.	Stat.	Prob.	Stat.	Prob.
L-L&C	0.50050	0.6916	-1.92690	0.0270	0.03279	0.5131	-2.21078	0.0135
IPS Stat.	1.14844	0.8746	-0.01625	0.4935	-0.33546	0.3686	-0.20051	0.4205
ADF – Fisher Chi-Square	7.16970	0.7093	8.03260	0.6257	10.8983	0.3655	8.84729	0.5467
PP – Fisher Chi-Square	9.40253	0.4944	19.6142	0.0331	24.6413	0.0061	19.2846	0.0368

**Table-2 Panel Unit Root Test Results (Level)**

Variable	ALNDEBT		ALNEX		ALNFDI		ALNIMP	
	Stat.	Prob.	Stat.	Prob.	Stat.	Prob.	Stat.	Prob.
L-L&C	-4.57351	0.0000	-4.08931	0.0000	-2.94950	0.0016	-2.70697	0.0034
IPS Stat.	-1.77720	0.0378	-1.06522	0.1434	-1.15439	0.1242	-0.47220	0.3184
ADF – Fisher Chi-Square	22.6288	0.0122	15.5798	0.1123	16.9760	0.0749	11.1359	0.3470
PP – Fisher Chi-Square	34.6246	0.0001	23.1904	0.0101	34.0904	0.0002	15.3971	0.1182

**Table-3 Panel Unit Root Test Results (1<sup>st</sup> difference)**

Finally, the panel co-integration tests have been applied to the series. In the first step Engle-Granger based Pedroni test has been conducted to investigate the co-integration. The null hypothesis which implies that there is no co-integration has been rejected based on the results on Table-4.

Alternative hypothesis: common AR coefs. (within)		
	Stat.	Prob.
Panel v-Stat.	-2.768099	0.9972
Panel rho-Stat.	1.556823	0.9402
Panel PP-Stat.	-4.011396	0.0000
Panel ADF-Stat.	-1.758160	0.0394
Alternative hypothesis: individual AR coefs. (between)		
	Stat.	Prob.
Group rho-Stat.	2.857636	0.9979
Group PP-Stat.	-6.321597	0.0000
Group ADF-Stat.	-2.447535	0.0072

**Table-4 Pedroni Panel Co-integration Test Results**

To make a solid ground for our co-integration findings, Engle-Granger based Kao test which again proposes no co-integration for the series has been applied. As a result, Kao test also indicates that there is a co-integration between the series. It is shown on the Table-5 below.

SERIES	$\Delta \text{LNDEBT}, \Delta \text{LNEX}, \Delta \text{LNFDI}, \Delta \text{LNIMP}$	
	t-Statistics	Prob.
ADF	-1.707114	0.0439
Residual Variance	0.025120	
HAC Variance	0.012111	

**Table-5 Kao Panel Co-integration Test Results**

## 5. CONCLUSION

In this paper, government debt has been investigated with respect to international trade balance and foreign direct investments (FDI). To achieve this, percentage of external debt stock of GNI has been taken as the government debt while export and import are international trade balance. Panel Estimated GLS has been established for our study. According to the model, although the relationship between government debt and international trade balance has been compatible with the theory, the linkage between FDI and government debt is not significant. For this purpose, panel unit root test has been applied. As a result of this test, series have been stated non-stationary on their levels. However, the first differences of all series have been taken and found to be stationary. Afterwards, panel co-integration test has been applied. All series have been found to be co-integrated. There may be a new studies to expand the timeline. Moreover, in the next step it may be a good idea to analyse the relationship between variables based on short-term and long-term periods.

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## ULOGA REVIZIJE U SAVREMENOJ PRIVREDI

### ROLE OF AUDIT IN MODERN ECONOMY

Anka Bulatović<sup>83</sup>

Slobodan Nićin<sup>84</sup>

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**Rezime:** *Savremena privredna kretanja koja podrazumevaju značajne tržišne promene, brz napredak informacionih tehnologija, kao i učestalo prilagođavanje potrebama korisnika, zahtevaju brže, dinamične i precizne reakcije menadžmenta. Zbog visokog stepena dinamičnosti, veoma je teško sagledavati celovitost svih promena i njihov uticaj na poslovanje kompanije, a pogotovo doneti precizne odluke. Jednostavno, brzina reakcije i preciznost, odnosno potpunost i dokumentovanost, dakle valjanost odluka, u neposrednoj su suprotnosti. Nije uzalud naš narod izrekao misao da je kuso što je brzo. Problem je očigledno u tome da odluka mora da bude brza, a da pri tom nije nekvalitetna.*

*Sva zainteresovana lica za poslovanje kompanije treba da dobiju što jasniju sliku o njenom poslovanju i istinitosti računovodstvenih iskaza. Prema navodima iz literature iz tridesetih godina prošlog veka, interesenti se klasifikuju na sledeći način: „Zainteresovani u preduzeću su, u stvari, samo akcionari, sa jedne strane, i poverioci, sa druge strane, jedni kao vlasnici, a drugi kao finansijeri“. Pri tom se država, kao partner i zaposleni svrstavaju u rang poverilaca, jer se njihovo interesovanje za poslovanje preduzeća svodi na nivo outsajdera. Obe grupe svakako imaju pravo da saznaju stanje poslovanja, a razlike su samo u tome što su njihove pravne veze sa formom o kojoj je reč – ipak kvalitetno drugačije. Interesne veze za preduzeće se u oba slučaja svode na kapitalni odnos, s tim što zaposleni imaju motiv više od kapitala, a to je radna egzistencija pa ponekad, čak, i opstanak.*

*Što je jedna privreda razvijenija tim je veći značaj koji se pridaje računovodstvu i reviziji. Razvoj tržišne privrede ide ruku pod ruku sa tempom razvoja računovodstvene profesije i kvalitetom finansijskog izveštavanja. Ovo zato što se investitori po pravilu pre opredeljuju za ona tržišta koja već poznaju i u koja veruju. To je, dalje, glavni razlog što oni imaju veće poverenje u one zemlje koje su usvojile i primenjuju međunarodno priznate računovodstvene standarde za finansijsko izveštavanje. A obezbeđenje informacija u skladu sa univerzalnim setom računovodstvenih standarda koji su kvalitetni, transparentni i uporedivi, znatno smanjuje rizik investiranja i snižava troškove pribavljanja kapitala.*

**Ključne reči:** *revizija, računovodstveni standardi, finansijsko izveštavanje*

**Abstarct:** *Modern economic trends that imply significant market changes, rapid progress of information technology, as well as frequent adjustment needs of users requiring fast, dynamic and accurate response management. Due to the high degree of dynamism, it is very difficult to be viewed integrity of all the changes and their impact on the company's business, and especially make accurate decisions. Simply, reaction speed and accuracy, or completeness and documented, then the validity of the decision, is directly opposite. The problem is evident in the fact that the decision has to be fast, and it being low quality.*

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*All interested persons of the company's business should get a clearer picture of its business and the truthfulness of the financial statements. According to the literature of the thirties of the last century, leads are classified as follows: "Interested in a company are, in fact, only the shareholders, on the one hand, and the creditors, on the other hand, each as owners, and others as financiers". At the same time, the country as a partner and employees are classified in the ranking of creditors, as their interest in the company's operations is reduced to the level of an outsider. Both groups certainly have the right to know the state of affairs, but the differences are only in the fact that their legal ties with the form in question - still well otherwise. Interest bonds for the company in both cases reduced to a capital relationship with what employees are motivated more than capital, and it is working existence, indeed sometimes even survival.*

*What is more developed an economy is even greater importance given to accounting and auditing. The development of the market economy goes hand in hand with the pace of development of the accounting profession and the quality of financial reporting. This is because investors usually before opting for those markets that already know and believe in that. This is still the main reason they have more confidence in those countries that have adopted and apply internationally recognized accounting financial reporting standards. A provision of information in accordance with the universal set of accounting standards that are high quality, transparent and comparable, significantly reduces the risk of investment and lowers the cost of raising capital.*

**Key words:** *audit, accounting standards, financial reporting*

## **EKSTERNA KONTROLA KORPORACIJA - REVIZIJA**

**Z**načajnu prepreku za obavljanje prevara i pronevera predstavlja snažna i dobro organizovana interna kontrola, mada ona nije u stanju da ih u potpunosti spreči. Mogućnosti da dođe do pronevere su prisutne čak i u slučaju da preduzeće ima adekvatan sistem interne kontrole kao i u slučaju da se svake godine podvrgava eksternoj finansijskoj reviziji.

Razlog za navedeno je što obim interne kontrole, koji preduzeća mogu da primenjuju, u velikoj meri ograničen njenim troškovima. Uspostavljanjem i sprovođenjem čak i najjednostavnije i najjeftinije interne kontrole, mnoge prevare do kojih dolazi u praksi mogle bi biti sprečene ili blagovremeno otkrivene.

## **ISPITIVANJE INTERNE KONTROLE OD STRANE REVIZORA**

Prvu fazu rada revizora predstavlja ispitivanje i ocenjivanje postojeće interne kontrole preduzeća. Osnovu za određivanje obima i pravca revizije, predstavlja ispitivanje i ocenjivanje. Naime, sve poslovne transakcije koje su se odigrale u toku godine, revizor ne može da proveri. Do kog obima će revizor vršiti proveru i koja područja će zahtevati intenzivnije ispitivanje revizor će odlučiti na osnovu analize interne kontrole.

Proveru pozicija u bilansu stanja i bilansu uspeha revizor će izvršiti, ako se ispostavi da je sistem interne kontrole preduzeća adekvatan metodom testiranja i uzorka, koja se bazira na pretpostavci da će ispitivanja dela knjiženja ili drugih relevantnih podataka otkriti iste osobenosti kao ispitivanja svih pozicija. Kao posebna celina, od koje je potrebno ispitati reprezentativan broj pozicija, smatra se svaka kategorija transakcija ili računa.

Polazeći od činjenice da je adekvatan sistem interne kontrole glavni faktor u reviziji koju vrši eksterni revizor, postavlja se pitanje šta on treba da preduzme ako utvrdi da interna kontrola ima ozbiljnih nedostataka. Detaljnom proverom svih knjiženja na računima i svih transakcija, teorijski gledano, revizor može nadoknaditi nedostatak interne kontrole, ali bi takav postupak bio nepraktičan sem ako se ne radi o sasvim malim preduzećima. Da bi revizor ustanovio da finansijski izveštaji u velikim preduzećima na korektan način odražavaju finansijsku situaciju i rezultate poslovanja mora postojati adekvatna interna kontrola.

Obavezi eksterne kontrole, odnosno revizorskog izveštavanja o finansijskom poslovanju zakonski (Zakon o računovodstvu, Zakon o računovodstvu i reviziji) podležu sva srednja preduzeća i velike korporacije.

Ispitivanje interne kontrole od strane revizora se sastoji iz dve faze i to: studiranja i ocenjivanja. U prvoj fazi revizor pribavlja dokaze o karakteru sistema interne kontrole i načinu na koji ona funkcioniše. U drugoj fazi on ocenjuje dobre strane i slabosti sistema i proširuje svoj program revizije s ciljem nadoknađivanja, odnosno kompenzovanja nedostataka interne kontrole. S druge strane, u područjima gde je interna kontrola moćna, revizor će ograničiti postupke ispitivanja na neophodni minimum. U fazi studiranja (prva faza) revizor o karakteru sistema interne kontrole preduzeća klijenta pribavlja dokaze putem tri forme, tj metode (pojedinačno ili simultano), i to: standardni upitnici za intenzivnu kontrolu, tekstualno prikazivanje i šematsko prikazivanje.

Tradicionalnu formu ispitivanja i upoznavanja postojećeg sistema interne kontrole predstavljaju upitnici za internu kontrolu. Sopstvene upitnike za navedenu svrhu sačinile su mnoge velike i renomirane firme ovlašćenih revizora. Dugogodišnje iskustvo sa standardima upitnicima za internu kontrolu, dovelo je do ustanovljavanja sledećih standarda koje treba da ispuni adekvatna forma upitnika i to:

1. Da obezbedi indikaciju izvora informacija koje su neophodne za odgovor na svako pitanje iz upitnika i proveru,
2. Da obezbedi razlikovanje između krupnih i sitnih nedostataka u internoj kontroli i

**Anka Bulatović** je od 1988.

– 1992. godine radila u OOUR „Nova Trgovina“ u Orašju kao šef računovodstva, a u periodu od 1992. – 1994. godine u Službi društvenog knjigovodstva Filijala



Brčko kao viši inspektor. U periodu od 1994.

– 1997. godine u Službi društvenog knjigovodstva Filijala Brčko kao šef inspekcije i kontrole, a u periodu od 1997. –

2001. godine u Razvojnoj banci AD Banja Luka, Filijala Brčko kao šef odjeljenja sredstava i plasmana. U periodu od 2001. –

2013. godine obavljala je poslove direktora Nove Banke AD, Filijala Brčko, a od 2013. – 2014. godine radila je kao šef agencije Nove Banke AD Banja Luka, Filijala Brčko i u periodu 2014. – 2015. godine obavljala poslove direktora Bobar Banke AD Bijeljina, Filijala Brčko.

2013. godine izabrana u zvanje docenta za naučnu oblast Računovodstvo i revizija na Evropskom Univerzitetu u Brčkom. Trenutno obavlja poslove v.d. dekana Ekonomskog fakulteta na EUBD.

Obavlja dužnost predsjednika Skupštine Saveza računovođa i revizora Brčko Distrikta, član je Komisije za računovodstvo i reviziju BiH.

Posjeduje Certifikat ovlaštenog računovođe od 1998. godine, zatim Certifikat za procjenjivača ekonomske struke i posjeduje licencu vještaka ekonomske struke.

3. Da obezbedi dovoljno detaljan opis nedostataka u internoj kontroli koji omogućava sastavljanje pismenog izveštaja o tim slabostima.

Standardni upitnici za internu kontrolu su, uglavnom, sačinjeni na taj način da odgovor “ne” indicira na slabosti u sistemu interne kontrole. Među najveće slabosti prilikom korišćenja upitnika za internu kontrolu ubrajaju se:

1. prepisivanje odgovora iz upitnika od prethodne godine,
2. mehaničko ispunjavanje “da” ili “ne” odgovora bez stvarnog razumevanja i
3. studiranja problema i tretiranje upitnika kao cilja umesto kao sredstva.

Tekstualno opisivanje i prikazivanje poslovnih tokova, knjigovodstva i podele dužnosti i odgovornosti koriste revizorske firme koje se ne služe standardnim upitnicima za internu kontrolu. Pomenuto opisivanje navedenih objekata, obično obuhvata identifikaciju lica koja obavljaju određene funkcije i koja mogu da indiciraju na detalje u vezi sa načinom izvršenja zadataka. Revizor nakon opisa postupka interne kontrole može da sumira svoju ocenu klasifikujući svaki glavni deo sistema interne kontrole kao “doobar”, “zadovoljavajući” ili “slab”.

Jedan od postupaka koji se koristi u fazi studiranja interne kontrole je i šematsko prikazivanje sistema interne kontrole, a sastoji se u simboličnom prezentovanju sistema, odnosno serije sukcesivnih procesa. Revizoru će priprema ovakvih šema omogućiti da brzo oceni efikasnost interne kontrole i izbegne detaljno studiranje deskriptivno opisanih postupaka ili dugačkih upitnika.

Prilikom šematskog snimanja sistema interne kontrole osnovni princip se sastoji u tome da se šemom obuhvata samo određena vrsta poslovnih promena koje imaju uticaja na formiranje i davanje revizorskog mišljenja o realnosti i objektivnosti finansijskih izveštaja preduzeća. Tehnika šematskog snimanja interne kontrole,

*Nevenka Nićin je od 1975-1986. godine radila u Službi društvenog knjigovodstva, Novi Sad kao viši inspektor, a u periodu od 1986-1989. godine radne obaveze izvršava kao finansijski direktor u SOUR-u Agrovojvodina, Novi Sad. U periodu od 1989-1999. godine obavljala je poslove direktora marketinga u AD Elnos Novi Sad, a u periodu od 1999-2001. godine obavljala je dužnost direktora AD Agrovojvodina Novi Sad. U Privrednoj komori Jugoslavije Beograd obavljala poslove savetnika u Odboru za mala i srednja preduzeća i preduzetništvo od 2001-2003. godine.*

*Nastavnu aktivnost započinje 2003. godine na Univerzitetu Privredna akademija, Fakultetu za menadžment, Novi Sad kao asistent, a od 2004. godine angažovana kao predavač na Višoj školi za poslovne sekretare i menadžment Sremski Karlovci. U toku 2006. godine obavljala dužnosti direktora Više škole za poslovne sekretare i menadžment. 2007. godine izabrana u zvanje docenta za naučnu oblast Ekonomija i menadžment na Univerzitetu Apeiron, Fakultet za poslovnu ekonomiju i Fakultet pravnih nauka Banja Luka i Univerzitetu Privredna akademija, Novi Sad, gde je bila i angažovana u periodu od 2007-2008. godine. Od 2008. godine zaposlena u punom radnom odnosu na Beogradskoj poslovnoj školi. 2011. godine izabrana je u zvanje vanrednog profesora za užu naučnu oblast Ekonomija na Univerzitetu Union, Fakultet za poslovno industrijski menadžment Beograd. Od 2011. angažovana na Evropskom univerzitetu u Brčkom, gde je birana u zvanje redovnog profesora, za užu naučnu oblast "Računovodstvo" i "Finansije".*



pretpostavlja izradu posebne šeme za svaki zaokruženi sistem obrade poslovnih promena ili najveći deo jednog takvog sistema.

Šematski snimak sistema interne kontrole treba da prikaže tokove dokumentacije u sklopu računovodstvenog sistema posmatranog preduzeća, pri čemu treba izbegavati pravljenje isuviše detaljnih i prenatrpanih šema, jer informacije u šematskom prikazu treba da budu ograničene na najvažnije aspekte računovodstvenog sistema i kontrola ugrađenih u računovodstveni sistem datog preduzeća.

## IZVEŠTAJI O INTERNOJ KONTROLI

Većina revizorskih firmi kada otkrije ozbiljnije nedostatke u internoj kontroli praktikuje da sastavi izveštaj i uputi ga klijentu, odnosno njegovom menadžmentu. Izveštaj, koji se obično sačinjava u formi pisma koje sadrži sugestije za otklanjanje nađenih nedostataka, služi da minimizira obaveze revizora u slučaju da se kasnije otkrije velika prevara ili drugi ozbiljniji gubici. Pismo koje se odnosi na nedostatke u internoj kontroli, s obzirom na to da se upućuje menadžmentu klijenta, uspostavlja kontakt koji na neki drugi način ne bi bio ustanovljen. Ono pomaže da se izgradi adekvatnije razumevanje i veće poštovanje za usluge koje obavlja eksterni revizor. S obzirom na činjenicu da ocena o internoj kontroli često predstavlja deo rada koji prethodi datumu revizije, pismo menadžmentu s glavnim nedostacima u internoj kontroli može nekoliko nedelja da prethodi formalnom izveštaju o reviziji.

Bitan preduslov za vršenje funkcije finansijske kontrole jeste poznavanje pre svega, suštine i svih oblika finansijskog poslovanja u preduzeću, a zatim ovladavanje metodama i instrumentima kontrolne funkcije. Finansijska kontrola može biti:

1. Preventivna i
2. Naknadna

### **Slobodan Nićin**

Godine 1999. upisuje Poljoprivredni fakultet, gde diplomira marta 2005. Magistarsku tezu odbranio je 17.09.2008. na Poljoprivrednom fakultetu u Novom Sadu. Dana 2.4.2013. odbranio



doktorsku disertaciju pod nazivom „Razvoj metodologije za implementaciju korespondentne analize u istraživanju performansi poljoprivredno-prehrambenih proizvoda“ na Departmanu za poslovnu informatiku i kvantitativne metode Ekonomskog fakulteta u Subotici i time stekao zvanje Doktora ekonomskih nauka - smer Kvantitativni metodi. Od školske 2013-2014 zasnovao stalni radni odnos u zvanju docenta na Fakultetu za evropske pravno-političke studije (FEPPS) u Novom Sadu, gde izvodi nastavu iz više ekonomskih predmeta. Do sada je u koautorstvu i samostalno objavio preko 20 radova i nekoliko prikaza knjiga. Pohađao dvomesečni letnji kurs vezan za primenu matematičko-statističkih metoda kod uzoraka i anketa (Summer Institute in Survey Research Techniques) u periodu jun-avgust 2009. organizovan od strane Instituta za društvena ispitivanja Univerziteta u Mičigenu, En Arbor, Mičigen, Sjedinjene Američke Države, gde je sa najvišom ocenom položio ispite Analysis of Survey Data II (Analiza podataka) i Computer Analysis of Survey Data II (Kompjuterska analiza podataka). Član je Statističkog Društva Srbije-Kluba statističara Vojvodine.

Imenovan je od strane Republičkog zavoda za Statistiku za člana Saveta za sprovođenje popisa poljoprivrede u Republici Srbiji (oktobar-decembar 2012).



Preventivnom kontrolom postavlja se cilj da se pre izvršenja nameravanog posla utvrde činjenice u vezi sa izvršenjem tog posla i da se na osnovu informacija koje se tako pribavljaju oceni da li je u pitanju smišljeno ili plansko postupanje. U tom smislu, preventivna kontrola se može koristiti kao metoda u upravljanju finansijama, jer se time obezbeđuje da u nameranim poslovima nema nepodobnosti.

Preventivna kontrola se smatra najefikasnijim oblikom kontrole. To proizilazi iz činjenice da se ovim oblikom kontrole stiču informacije ne samo o tome kakve osnovne radnje treba obaviti, na koji način i u koje vreme, već zahvaljujući tome što postoji mogućnost da se u slučaju negativne ocene takve radnje, ista može sprečiti ili kod već započete radnje tok izvršavanja ove radnje obustaviti. Ovaj način omogućuje poslovanje bez nepravilnosti i bez ikakvih negativnih posledica koje mogu proizilaziti iz nepravilnog poslovanja. Prema tome, preventivnu kontrolu treba s pravom smatrati najefikasnijim pomoćnikom u upravljanju finansijama.

Razmatrajući ulogu preventivne kontrole u upravljanju finansijama, može se uopšteno zaključiti da se preventivnom kontrolom sprečavaju nepravilni i nepodobni finansijski zaključci, odnosno nepravilno raspolaganje sredstvima. Pošto je kontrola komponenta upravljanja, znači da u samom upravljanju postoji mehanizam za pribavljanje informacija na osnovu kojih se mogu preduzimati korektivne radnje u finansijskom raspoređivanju.

Uobičajeni oblik organizacije preventivne kontrole u finansijskom poslovanju jeste kontrola u okviru likvidature. Postojanje likvidature predstavlja metodološko rešenje koje obezbeđuje da se obavljaju samo one platne operacije koje su ispravne. A to znači, da su takve platne operacije usaglašene sa smišljenim planskim postupanjem pri radu, odnosno da vode ka ostvarivanju opštih upravljačkih ciljeva organizacije.

Pretpostavka je da je kontrola već u prethodnom redu detaljno upoznata sa stvarnim kapacitetom i mogućnostima pojedinih sektora, službi, odeljenja. Na osnovu toga kontrola može primenom metoda upoređivanja da pruži informacije o tome da li su planirane veličine u okvirima mogućih veličina ili su ispod tih veličina, odnosno da li prelaze ove veličine. U slučajevima kada su iskazane veličine manje od objektivnih, što znači da postoje namere ili nenamere ili skrivene rezerve, kontrola je u stanju da na ove ukaže i da na taj način omogući njihovo objektiviziranje. Na taj način kontrola omogućuje da se na vreme spreči neobjektivno ostvarivanje prebačaja plana i s tim u vezi ostvarivanje neophodnih prednosti. Sem toga, preventivna kontrola stvara uslove da se iskoriste svi objektivno postojeći kapaciteti i mogućnosti u onim slučajevima kada su skrivene rezerve nastale nenamerno, usled nedovoljno proučenog utvrđivanja postojećih kapaciteta.

Prema tome, može se zaključiti da preventivna kontrola obezbeđuje uslove za objektivno utvrđivanje mogućih ciljeva i sredstava za njihovo ostvarivanje, stvara uslove za otklanjanje subjektivnih nedostataka i namernih propusta u procesu sastavljanja poslovnih i finansijskih poslova i za objektiviziranje svih skrivenih rezervi. Na taj način, preventivna finansijska kontrola predstavlja, jednu od aktivnosti finansijskog upravljanja.

Naknadna kontrola kao naknadni nadzor ima za cilj da posle obavljenog posla utvrdi činjenice u vezi sa izvršenjem tog posla i da tako pribavljenim informacijama omogući donošenje zaključaka o tome da li je postupanje u vezi sa ispitivanim poslom bilo smišljeno i plansko, odnosno da li je obavljena radnja bila umešna. Naknadna kontrola se u tom smislu može koristiti kao metoda upravljanja finansijama pošto omogućuje da se na osnovu pribavljenih informacija sagledaju nedostaci u utvrđivanju i sprovođenju finansijske politike u proteklom periodu. Ta

saznanja, odgovarajući organi koriste kao osnov za donošenje poslovnih odluka o budućim poslovima i donose korektivne odluke radi korekcije već obavljenih poslova, ukoliko je to nužno i moguće.

Da bi naknadna kontrola mogla da obavi tu funkciju, kao i da njene informacije budu korišćene u tom smislu kao metod upravljanja finansijama, jedan od bitnih zahteva jeste blagovremenost kontrolnih informacija. Treba napomenuti da svaka informacija ima svoj kontrolni značaj, jer informiše o načinu na koji je posao obavljen i rezultatima koji su ostvareni. Pri tome treba ipak rizikovati one informacije koje pruža sam organ koji posao obavlja i koji snosi odgovornost za pravilnost obavljenog posla i za ostvarene rezultate, od onih kontrolnih informacija koje prezentira poseban kontrolni organ koji nije bio zadužen za izvršenje posla, niti odgovoran za rezultate i posledice. Kvalitet ovih informacija za donošenje korektivnih odluka može se bitno razlikovati, pa zbog toga takve informacije mogu u datim uslovima da imaju samo relativnu vrednost.

Najveći problem i slabost naknadne finansijske kontrole je obično njena zakasnelost, koja onemogućava pravovremeno dejstvo u smislu ispravljanja ili poništavanja počinjenih grešaka. Zbog toga se vrši naknadno, a mnogi autori ovu vrstu kontrole nazivaju internom finansijskom revizijom.

Finansijska kontrola predstavlja jednu od aktivnosti u sistemu upravljanja finansijama, kojom treba pored obezbeđenja efikasnog nadzora nad obavljanjem svih poslovnih postupaka, da se obezbedi i upravljanje finansijskim aspektom svih poslovnih procesa.

Pored pomenute klasične finansijske kontrole koja stavlja naglasak na formalni aspekt, razvila se i druga vrsta finansijske kontrole vezana za upravljački pristup finansijama u preduzeću. Ovaj vid finansijske kontrole sastoji se u stalnom praćenju ostvarenja planiranih finansijskih veličina, utvrđivanju veličine odstupanja, te omogućavanju i analizi uzroka odstupanja i donošenja kvalitetnih odluka, kako bi se ciljane planirane veličine ostvarile.

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# THE ATTRIBUTES OF EFFECTIVE AUDIT COMMITTEES FOR IMPROVING THE QUALITY OF CORPORATE GOVERNANCE IN SERBIA AND MONTENEGRO: FROM THE HARMONISATION OF NATIONAL REGULATIONS TOWARDS ADVANCEMENT OF BUSINESS PRACTICE

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**Abstract:** *Serbia as a member, Montenegro as an associate member of the International Federation of Accountants (Eng. IFAC), in the capacity of the candidate countries for EU membership, implement programs of comprehensive regulatory reforms in the sphere of corporate auditing and financial reporting. The basis is EU Directive 2014/56/EU, from 16th April 2014. It focuses on the central role of the Audit Committees at improving the quality of corporate governance. This approach is aimed to continuously contribute improvement of strengthening public confidence in the information disclosed by enterprises. The Audit Committee takes a significant part of the key responsibilities of the supervisory board to strengthen its role, to improve the efficiency of its internal control, internal audit and risk management. The next step is to improve practices and efficiency of the functioning of the Audit Committee based on elaborated theoretical model in Serbia and in Montenegro, aimed at improving the quality of audits, financial reporting and corporate governance in the context of accelerating economic reforms and the process of Euro integration. The major changes herald in EU countries in the financial reporting of public companies listed on the stock exchange, exactly is the Audit Committee, with the aim of regulators that this body transform to the very architecture of the annual report of the company, in the context of necessary innovation of the Codex of Corporate Governance at the national level, which will be a process that stands in front of regulators in both Serbia and Montenegro. This manuscript points to the great importance and necessity of the inevitable introduction of national guidelines for corporate risk management, the need to significantly improve the quality of internal control, internal audit, to strengthen accountability and audit quality. Business organizations in Serbia and in Montenegro are facing the challenge of structuring a professional Audit Committees, creating a work methodology.*

**Key words:** *Audit Committee, business organization, Corporate Governance, Serbia, Montenegro*

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## 1. INTRODUCTION

In recent years, needs for implementing audit committees and its responsibilities in Serbia and in Montenegro have significantly increased since the insecurity which arise from changing regulatory, legal and risk environment for an enterprise and its management. This brings on the need for accounting and auditing substance of audit committees' duties. The role

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of the audit committee is to stand objectively between owners, management, investors and donors while ensuring that they get accurate financial information that has been subject to the appropriate stage of supervision including both internal and external auditors. Many of the featured failures of corporate governance in public as well as in private companies that have taken place in recent history have involved crashes in areas where auditors have had a main responsibility. The large number of frauds that took place in “Enron” or in “WorldCom” entangled pretty weak internal controls, internal and external auditing and scanty financial reporting that their external auditors failed to prevent. Actually, the list of financial related scandals seems endless, with the most recent, and for us the most known discoveries in “Agrokor”. These recent company tumbles have resulted the significant need for implementing the audit committee in Serbia as well as in Montenegro like prevention for the future.

## **2. THE IMPROVEMENT OF CORPORATE GOVERNANCE THROUGH THE ROLE OF THE AUDIT COMMITTEE**

Corporate governance presents the system by which enterprises are controlled. It includes different rules and procedures for making decisions on corporate matters to ensure success while maintaining the correct balance with the interest of stakeholders as well as broadly corporate shareholders. Today’s corporate governance scope requires boards of directors and their committees to be well informed, accountable and investigative, which is quite important for stakeholders. Responsibility for corporate governance is spread among quite a few organizational entities. The fundament of effective governance is the board of directors, executive management, the internal as well as the external auditors. This paper focuses on one part of the internal governance mechanism of an enterprise – the audit committee. There is no single committee of the board which is more focused on governance than the audit committee. The primary role of an audit committee, in the nutshell, would be to provide oversight of the process of financial reporting, the audit process, the system of internal controls and compliance with laws and national regulations. Which means, if we want to implement an audit committee whether in Serbia or in Montenegro, we would have to be focused on contemporary regulation of audit committees in both countries legislative and broader regulatory systems and preliminary findings on the audit committees activities and how to regulate them properly, based on the international regulation and standards, what is the obligation in both countries. Audit committees are integral part of the regulations at both national levels, but partly, not in full and indeed national regulation should be amended. Audit committee is increasingly significant governing body of a corporation and it can expect to review significant accounting

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and reporting issues, recent professional and regulatory declarations to understand the potential impact on financial utterances. An understanding of how management develops internal financial information is necessary to assess whether reports are fully complete and accurate. In particular, the management is under an obligation to ensure the audit committee is kept properly informed, and should take the initiative in supplying information rather than waiting to be asked. Audit committees are responsible for overseeing the work of the auditors. Among other things, they need to understand the audit strategy and make sure the auditors practice appropriate professional skepticism. They also need to ensure that the auditor has an appropriately independent mindset from management and is truly objective. Eventually, this will enable the audit committee to draw conclusions about the effectiveness of the audit. An independent audit committee is a fundamental component of good corporate governance and in that sense, it is necessary to implement them not just in appearance, but in substance. The audit committee is a critical part within the framework of corporate governance since the competence of the committee is to monitor and oversee the activities of the company's financial reporting system as well as monitoring internal and external audit process.

Bellow, figure 1 shows the framework of an enterprises' corporate governance and we can see how all activities inside the enterprise depend and correspond to audit committee, which is actually a key governing body.

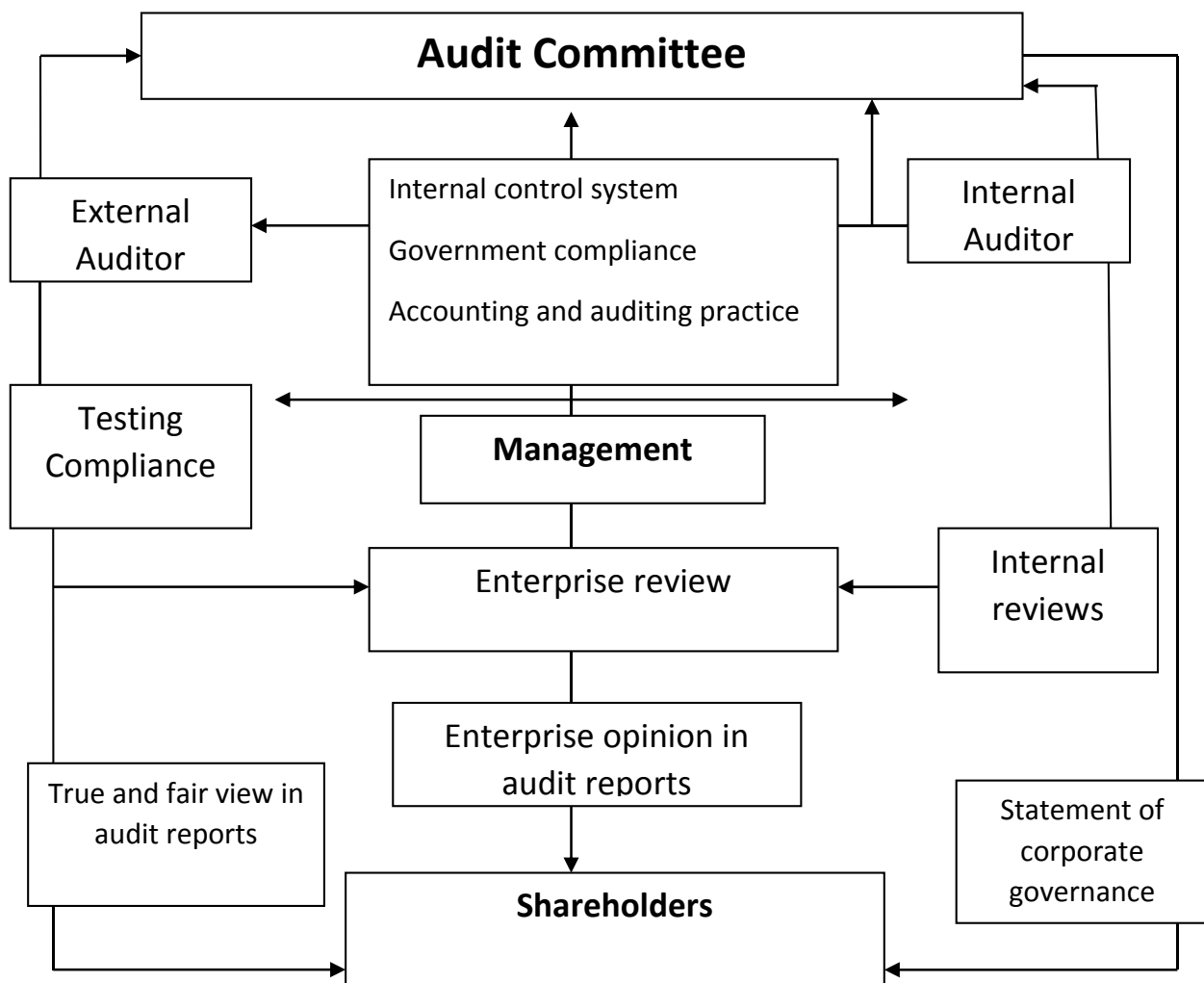


Figure 1 Key factors and their interdependence

Source: *Q Finance-The ultimate finance resource*, Enterprise Risk Management and Solvency

### 3. RESPONSIBILITY OF THE AUDIT COMMITTEE IN SERBIA AND IN MONTENEGRO

The main responsibility of an audit committee is to ensure shareholder that financial report is the correct reflection of operations and to ensure that financial information are prepared according the IFRS/IAS by IASB. Furthermore, to review internal controls as well as to review “whistle blowing”, to protect whistle blowers<sup>89</sup> from potential risk. By respecting this responsibility, we will manage to evaluate the business performances. In this matter, we can make a conclusion that corporate audit committees should play a key role in both countries on how to improve financial reporting, auditing and risk management, but not limited, only to the public corporations quoted at the prime stock markets (Belgrade Stock Exchange, Podgorica Stock Exchange). Audit committee development in both Serbia and Montenegro should be driven by concerns about the faithfulness of financial reporting, particularly in relation to the issue of the independence of auditors. It is certain that clear statements of audit committee purpose, objectives or aims, are quite hard to find. Also, the responsibility of audit committee in the area of corporate governance is to provide certainty that the enterprise is in rational compliance with laws and regulations, that it is carrying trough its affairs fairly, and is maintaining effective controls against fraud and employee conflict of interest. Our research is to point out normatively how audit committee is overtaking a key responsibility for the effective monitoring of internal control, internal audit and enterprise risk management. Continuous but more than necessary improvement of financial reporting and auditing, corporate governance is also speeding up economic reforms and process of Euro integrations at both countries. We must know that IFAC study prepared specially for the UNCTAD 2015, has demonstrated that countries with conservative financial reporting and auditing are the most attractive to investors (not primarily foreign but to domestic ones as well) are recording the highest rates of economic growth, employment growth, higher standard of living, etc. Regulation of corporate governance increases the efficiency of audit in the interests of stakeholders as well as stakeholders. That is the reason why they are heavily relying on auditor and further on audit committee. Audit committee has the ability to detect wrongdoer in management and to independent and objectively report on the company. An independent audit committee can play its role effectively and maintain good governance. Audit committees can also remove bias from company’s financial reports.

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<sup>89</sup> Whistleblowers intend to encourage and enable employees and others within the company to raise concerns internally so that enterprise can address and correct inappropriate actions. It is the responsibility of all board members, managers and employees to report concerns about violations of enterprise’s code of ethics or suspected violations of law or regulations. *Respecting Serbian law of whistleblowers, Official Gazette of Serbia no. 128/2014.*

#### 4. MEMBERS OF THE AUDIT COMMITTEE

The fact that the Audit Committee is essentially a new body that is just beginning to work within the management structure of the company, points to the need for paving the way in which direction these committees should be formed, what will be the scope of their activities, methodology, their effects. As we have said before, audit committees shall be an independent body and not only in appearance, but in substance. This goal is very hard to achieve because managers prefer to have continuous control of every situation inside the company. The balance of their role as advisor to management with their commissioner duty to monitor and oversee management is challenging for most audit committees. They must communicate openly and often with management, carefully reviewing received information, and challenge management as appropriate. Though, they should not play the management role, and the lines of authority for audit committees and management should

not be gloomy at all. There should be a clear understanding and consensus regarding where audit committee begins and the management ends. To ensure this clarity, strong communications are essential during, as well as outside of committee meetings. Management should view the audit committee as an asset and seek its input to priority, rather than after making important decisions. Members of an audit committee are regular board members who have also been chosen to serve as a member of a standing committee of the board. Standing committees, like the audit committee is, are created to meet separately from the full board and realize specific objectives and perform tasks in compliance with provisions of the bylaws of the corporation. For instance, audit committees can accomplish some obligations more effectively than the full board where specialized knowledge or experience is required. We recommend that an audit committee membership shall consist of at least three, but not more than five Board members who shall together satisfy the independence and experience requirements. All members of the audit committee, at holding company level for companies incorporated in Serbia or in Montenegro, should be independent nonexecutive directors<sup>90</sup>. As we have said above, there should be a high level of qualification and experience for audit committee membership, even though the members may have been appointed by the shareholders. For meeting its oversight responsibilities an audit committee must have the adequate resources, which come from the knowledge and skills of the audit committee members, internal and external audit as well as other experts who are enlisted independently of the management. Audit committees depend on the active support of management in fulfilling their obligations and duties. Though, it is not quite enough to have high qualified workers on audit committees

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<sup>90</sup> Non-executive directors are expected to monitor the performance of the executive directors as well as of the management, and to take a purposive stand in the interests of the company and its stakeholders.

dedicating time to understand the company's activities and financial reporting risk. The raw materials are the ones which the audit committees need for their work, which consist of financial information provided far enough in advance of meeting for the appropriate review of member's concerns or questions. Members of Serbian or Montenegrin audit committee may also need to observe some operations which are related to areas of financial reporting risk. Members of the audit committee must possess experience from the accounting, financial and auditing fields, as well as experience from management, informational technologies, or related fields. These members, also, must be well rewarded for their hard work, as they are the main resource of the committee. If members are not well paid or even not paid at all, their contribution, motivation and results shall be negligible. So, if we want to have success, we must have the necessary expertise and resources. The board also should evaluate whether collectively the audit committee has a good understanding of financial risks management, financial and sustainability reporting and internal controls. The audit committee as a whole should possess a competitive knowledge of corporate law as well.

## **5. KEY ISSUES OF AN AUDIT COMMITTEE**

Recent events in Balkan's largest private retailer and food producer "Agrokor" which has struggled to pay suppliers and creditors after building up in debt six times its equity, indicate that a key focus for preventing the consequences of potential events would be enterprise risk management. Enterprise risk management embraces every risk perspective of an organization. Enterprise risk management is a structured and coordinated governance approach to identify, quantify, monitor and prevent the consequences of potential events. The enterprise should learn from the past by monitoring the risk history, as well as an idea for the future by identifying appearing risks. Risk management will only be completely effective if people throughout the enterprise receive consistent messages from the audit committee and understand what they need to do. Among risk management, key issues of concern within the audit committee are financial accuracy, control assessment, oversight of an external auditor and effective use of internal auditing. The main concerns about financial accuracy include the completeness of financial disclosures, important accounting policy changes, exact and truthful reporting, and interim reviews of financial statements. Audit committee members should know the right questions to ask to form their financial capability. They should be aware of the materiality inceptions, compare current accounting policies with other alternatives, consider key estimates in opposition to historical data, and discuss the areas which are the most susceptible to frauds. The audit committee should have an upfront involvement for efficient control assessment processes. It must have an understanding of management's process for assessing internal controls and regulatory controls which are applicable. There should be a process for assessing and making reports on, not only financial controls, but controls throughout the enterprise as well. We must also consider fraud prevention, and for that purpose a detection program should be implemented.

Internal audit can help audit committees by providing an objective assessment of the state of the necessary accounting skills. The audit committee and the internal auditors are two interdependent bodies and should be mutually accessible, with the internal auditors providing objective opinions, information, support, and adequate education to the audit committee, which clearly leads to providing validation and oversight to the internal auditors. External auditor's assessments may be helpful to an audit committee as well. This relief is reflected in fulfilling its oversight responsibilities. Audit committees may find value in listing complex and high-risk financial reporting areas such as revenue recognition, cost capitalization, structured transactions such as derivatives and other financial instruments which are measured at fair value, and



accounts based on significant judgments like reserves and asset retirement obligations. A primary responsibility of audit committees concerns the integrity, quality, and strictness of the company's employees and processes that generate financial reports. This demands oversight of the relationship between the company and its external auditor. In light of the history of audit committee development, it ain't surprising that the most of audit committee duties are normalized by statute and regulation tend to deal with financial affairs, firstly the preparation and auditing of financial statements. To be more specifically, these obligations now include direct responsibility for the selection and oversight of the performance of the external auditor. They also include oversight of the corporation's financial reporting to the public, evaluation of internal control effectiveness, and compliance with laws and regulations.

## CONCLUSION

The role of audit committee in future scenario will become very crucial. Stakeholders will expect loyalty as well as trust from auditors financial reports and the obligation of an auditing committee will be to resolve financial facts and prevent all potential frauds and faults in company. The audit committee member's qualification background, experience and competence need to be highlighted and confirmed because, if directors are experienced and qualified financial experts, then they can have the foresightedness to protect stakeholders and broadly corporate shareholders. If an enterprise has a strong audit committee, then the work of independent auditors will be indeed supported. The system of selection and appointment of auditor on their experience and quality need to be enquired. Auditing committee and auditor should perform their role ethically and diligently to secure interest of not only company and investors but also all stakeholders and shareholders, over and above laws and regulations, being responsible professionals and representatives of the investing community in general.

The authors are in favor of inevitable introduction of the national guidelines and standards of enterprise risk management, introduction and improvement of the internal control system, internal audit, as well as improvement of the quality and more audit service (both assurance and non-assurance). Our suggestion is that National Codes of corporate governance shall be reformed based on the new OECD<sup>91</sup> guidelines. Drastic and profound change of financial reporting, auditing and corporate governance is propagated by the Center of Financial Reporting Reform, Governance, World Bank Vienna Austria, which is the leading forefront institution coordinating EU, IFAC, IASB, OECD. Companies in both countries are facing the challenge how to adequately and effectively structure the audit committee. (e.g. qualification and experience of the members), creation of strong professional methodology of operations of the board.

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<sup>91</sup> In OECD Guidelines, investors are expected to carry out due diligence, to identify and prevent harmful impacts and account for how harmful impacts are addressed. The due diligence process recommended by the OECD Guidelines can help investors to evaluate risks of harmful impacts on matters covered by this Guidelines and respond to them.

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## FDI IMPACT ON TRADE IN THE VISEGRAD GROUP COUNTRIES

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**Abstract:** *The Visegrad Group countries (V4) made a relatively rapid transition to the market economy by introducing the package of reforms proposed by the International Monetary Fund (IMF) and the World Bank (WB). Poland applied a shock therapy, while Hungary, the Czech Republic and Slovakia went through a milder structural policy changes. As a result of 25 years of changes, the V4 countries have transformed the structure of its economy. Integration with the European Union created an institutional impulse for further system changes. The necessity of implementation of the European law, so-called *aqui communautaire*, forced V4 countries for timely initiation of the necessary reforms in political, economic and social areas.*

*The main aim of this article is to present importance of FDI inflows to transitional economies. This paper provides an overview of macro-economic and structural changes in Visegrad group countries. Many studies emphasized a significant effect of FDI on host economy: the impact on growth and trade, productivity of firms, spillover effects, export behavior of domestic firms, improvement of the structure of host economy. For that reason the paper examines the relationship between foreign direct investments and trade in V4 countries.*

*The paper gives a general review of FDI impact in V4 countries emphasizing positive correlation between FDI inflow and trade. Moreover, the hypothesis about positive impact of FDI inflow on high-tech export has been confirmed. The results of the research may be used by developing countries and V4 policymakers in aim to set up favorable conditions for further high-tech growth and FDI inflow.*

*The article is based on critical review of the main literature of the subject and international instructions reports and analysis. The statistical data is sourced from the national and main international statistics.*

**Key words:** *FDI, International trade, Transitional economies*

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### 1. INTRODUCTION

The economic trade has big impact on economic development. Nowadays, many factors can influence the economic trade. One of them is FDI (Foreign Direct Investments). The modern economic structure may decide on the economic success of the country. In the globalization process it is necessary to adapt structure to the new market requirements. If country will not adjust to new condition, it may slow down its development.

Foreign direct investments are very popular subject in economic literature. There are many views and opinions on the impact of foreign direct investment on economic growth and trade. Some authors underline that FDI inflows can bring more benefits to home countries, than host one, where internal investment and local capital may suffer. FDIs may also influence on structure of economy, causing high dependence on foreign capital [1]. According to the opposite theories FDIs can have a positive impact on the competitiveness and trade of the host country when their operations are affected by improvements in equipment and production

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capacity, and economic restructuring in line with global demand trends [3]. Nowadays FDI inflows are the most important factors for host countries to boost economy up more rapidly. The scale of investments makes FDI one of the fundamental factors of structural change, especially in the area of industry and services [2]. The positive effect of FDI on the economies of host countries is so-called crowding effect. It appears when FDI is complementary to domestic investment and contributes to stimulating the domestic investment process [4]. The entry of foreign investors may also contribute to the activation of underfunded economic areas. Markusen and Venebles investigated the relationship between the number of foreign companies and the number of domestic companies. As a result of the analysis stated that under certain conditions, the entry of foreign investors should lead to the formation of new domestic enterprises in the industries related to the investor's activity [5]. Taking into account this phenomenon, it can be concluded that FDI should positively influence the growth of exports of a given country.

While each country's expectations for FDI are different, depending on its socio-economic situation, several key motivations can be put forward, prompting different countries to seek favor from foreign investors. This article focuses mainly on size of exports, but it is necessary also to emphasize that FDI is a form of supplement to the savings of the host country for new capital, also can influence on innovation of economy and increase the labour productivity. This is due to the fact that foreign branches are characterized by higher efficiency, access to modern technology and extensive knowledge of the organization of work. If foreign investments are located in sectors with high growth potential and technological capacity, they must positively affect the structure of production, increasing the share of these industries in overall production structure. Going further, if there is a change in the economic structure, changes in the structure of trade are also expected.

The main aim of research is an analysis of the relationships between foreign direct investment and changes in exports of the analyzed economies. Authors adopted a hypothesis underlining the crucial importance of foreign direct investment in changes in size of export in all V4 countries. The established research covers the periods before and after accession to the European Union.

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## 2. TRANSITIONAL ECONOMIES - V4 COUNTRIES

At the beginning of the transformation in the region of Central and Eastern Europe, the four economies clearly distinguished themselves from the others, namely Poland, Hungary and the Czech Republic and Slovakia, which then operated within one Czechoslovak country. These countries were most advanced in the process of rebuilding the economic structures, which also resulted in the rapid establishment of a regional cooperation group, the Visegrad Triangle, which was later called the Visegrad Group. The concept of establishing the Visegrad Triangle appeared in the early 1990s. The name of the group comes from the Hungarian city of Visegrad (Visegrad), where on February 15, 1991 the Presidents of Czechoslovakia, V. Havel and Poland, L. Walesa and the Hungarian Prime Minister, J. Antall signed the Declaration on cooperation between the Czech Republic and the Slovak Republic, the Republic of Poland and the Republic of Hungary in pursuit of the European integration. The Visegrad countries in order to strengthen their economic relations on December 21, 1992 signed an agreement on the establishment of the Central European Free Trade Agreement (CEFTA).

The Visegrad Group countries (V4) made a relatively rapid transition to the market economy by introducing the package of reforms proposed by the International Monetary Fund (IMF) and the World Bank (WB). Poland applied a shock therapy [6], while Hungary, the Czech Republic and Slovakia went through a milder structural policy changes [7]. As a result of decades of changes, the V4 countries have transformed the structure of its economy. Integration with the European Union created an institutional impulse for further system changes.

The analysis covers four countries of the Visegrad Group: the Czech Republic, Hungary, Poland and Slovakia. All of these countries entered the path of system transformation at the beginning of the 1990s. Opening up their economies to foreign investments has shown the problem of obsolete economic structures of the industry. It was necessary to undertake such transformations, which could bring the structures of these countries closer to the model characteristic of the most advanced economies [8].

## 3. FDI AND TRADE IN V4 COUNTRIES

Although Central and Eastern Europe is perceived as a whole, the countries of the region differ considerably in terms of economic performance, absorption capacity, and investment incentives. The share of V4 countries in global exports has increased significantly in the last decades, especially after accession to EU. These countries were generally improving the competitiveness of regional economies. In all countries, the country's production potential has been expanded. The growing share of global exports can be largely attributed to the expansion of multinational corporations and the inclusion of V4 in international production chains. This was connected with the inflow of FDI and the associated transfer of modern technologies and know-how. This process contributed to changes in the geographical and productive structure of exports, the expansion of potential production and the increase of competitiveness of V4 countries' production. During the post-crisis period, the growth of V4 shares in world trade slowed down. This was due not only to the weakening of external demand, but also to the deceleration of inflows of foreign investment and, thus, to the slower increase in the competitiveness of these economies[9].

### a. Czech Republic

Czech Republic is ranked first among central and eastern European countries in terms of FDI stock and per capita inflows. This is caused by introduction of investment incentives by government, quality and relatively low costs of the labour force, and the geographical location, which create good access to European market. Over last years can be observed a shift in the destination of FDI from manufacturing to strategic service centres. The Czech Republic was ranked 27th out of 190 countries in the World Bank's Doing Business 2017 ranking as the country has been steadily progressing in recent years [10]. In early 2015, the Czech Republic announced its objective to become one of the ten most attractive countries for FDI in the European Union by 2018. Main Foreign Companies that invested in Czech Republic are Hyundai Motor Company, Sungwoo Hitech, FTE automotive s.r.o., Sun Microsystems Czech, TietoEnator [11].

<b>Main Investing Countries</b>	<b>2015, in %</b>
<b>Netherlands</b>	24,1
<b>Austria</b>	13,4
<b>Germany</b>	12,9
<b>Luxembourg</b>	12,2
<b>France</b>	7,7
<b>United Kingdom</b>	4,0
<b>Switzerland</b>	3,8
<b>Main Invested Sectors</b>	<b>2015, in %</b>
<b>Manufacturing</b>	32,9
<b>Financial and insurance activities</b>	27,3
<b>Wholesale and retail; repair of motor vehicles</b>	9,9
<b>Real estate</b>	7,3
<b>Information and communication</b>	5,8

Table 2 Main Investing Countries and Sectors, (The Czech Republic, 2015, in %)  
Source: author's own study based on Santander Trade Portal. Establish Overseas [11]

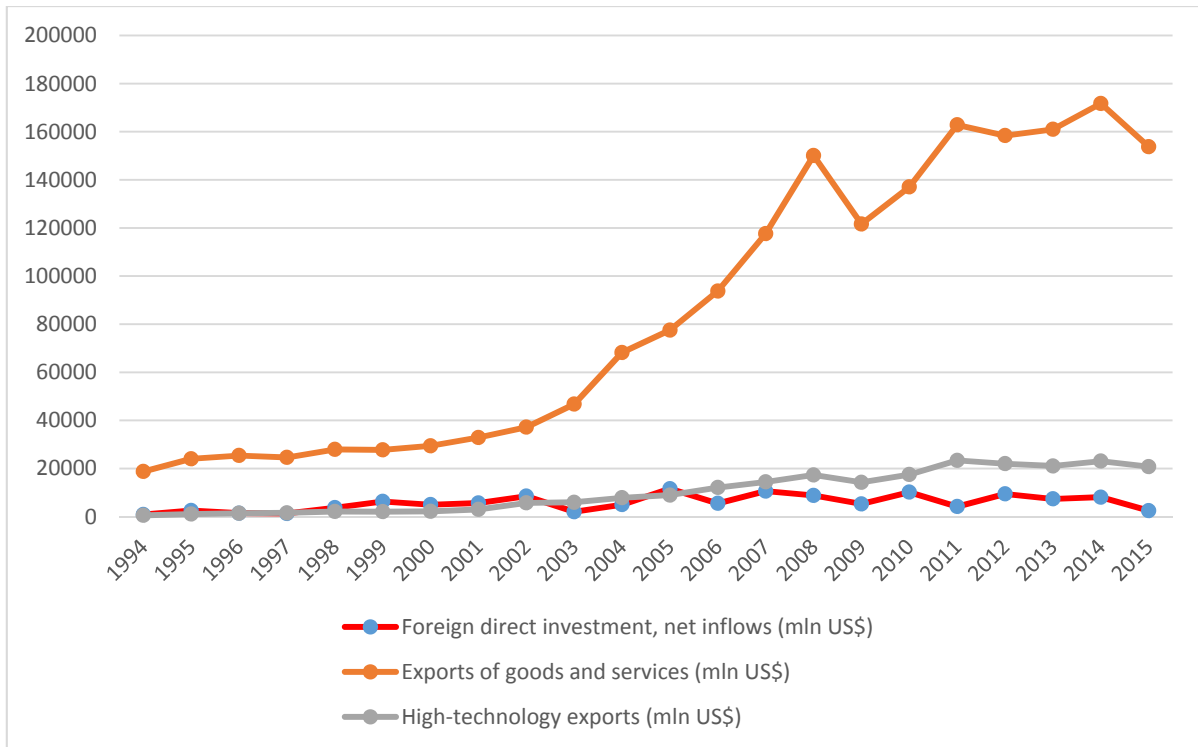


Figure 1: Czech Republic FDI vs. Export (1994-2015)  
Source: author's own study based on OECD database [13]

## b. Hungary

Subprime crisis has strongly affected FDI flows to Hungary and since then the volume of inward FDI flows has been decreasing. Hungary has benefited in recent years from a change in direction of FDI from low-tech textile and food-processing sectors to luxury vehicle, renewable energy, luxury tourism and information technology. Nevertheless, the decrease in labor force and the slow improvement in the educational profile need further structural changes. Hungary ranks 41st out of 190 countries in the World Bank's Doing Business 2017 ranking [10]. Among the country's strong points its investment-friendly tax system, good infrastructure, advanced financial system and its geographical location. Main Foreign Companies that invested in Hungary are General Electrics, Audi, Nokia, Sanofi-Aventis, Strabag AG, E-ON, Philips, Tesco, T-Com, Suzuki [11].

Main Investing Countries	2015, in %
Netherlands	30,6
Germany	21,9
Austria	14,7
United Kingdom	4,2
Luxembourg	3,5
France	3,5
United States	1,7
Main Invested Sectors	2015, in %
Professionnal, scientific and technical activities	24,0
Financial and insurance services	18,3
Wholesale and retail trade; repair of vehicles	10,2
Manufacturing	9,9
Real Estate	6,6
Information and communication	6,5

Table 3 Main Investing Countries and Sectors, (Hungary, 2015, in %)  
Source: author's own study based on Santander Trade Portal. Establish Overseas [11]



Figure 2: Hungary FDI vs. Export (1994-2015)

Source: author's own study based on OECD database [13]

### c. Poland

In 2014 Poland was ranked in top 20 host economies in terms of FDI inflows. Poland figures among the most attractive countries in Europe in terms of FDI, due to its strategic position, large domestic market, its membership in the European Union, economic stability, cheap skilled labour costs and a fiscal system attractive to businesses. Moreover, Poland has many Special Economic Zones, and Polish Information and Foreign Investment Agency working to improve



conditions for FDI. Polish business climate is ranked good on 24th out of 190 countries in 2017 Doing Business ranking [11]. Poland has been promoting FDI in high tech with EU funds. Main foreign investments are coming from Germany, United Kingdom and the Netherlands to the manufacturing, finance and trade sectors [10].

Recent investments include mainly the automotive industry, with companies such as Volkswagen AG and Bridgestone Corporation investing significant amounts in the Polish automotive sector. On the other hand, the country has followed other countries in the region, offering broadly understood business and outsourcing services, moving from more labor-intensive sectors to knowledge-based projects [12].

<b>Main Investing Countries</b>	<b>2015, in %</b>
<b>The Netherlands</b>	23,6
<b>UK</b>	20,9
<b>Germany</b>	19,4
<b>Spain</b>	8,0
<b>Austria</b>	6,2
<b>Luxembourg</b>	6,0
<b>Sweden</b>	5,3
<b>Cyprus</b>	5,3
<b>Belgium</b>	4,0
<b>Switzerland</b>	3,4
<b>Main Invested Sectors</b>	<b>2015, in %</b>
<b>Manufacturing sector</b>	23,2
<b>Professional, scientific and technical activities</b>	20,3
<b>Information and communication</b>	12,8
<b>Real estate</b>	9,7
<b>Finance and insurance</b>	4,5
<b>Administrative services and support</b>	2,9
<b>Construction</b>	2,7

Table 4 Main Investing Countries and Sectors, (Poland, 2015, in %)

Source: author's own study based on Santander Trade Portal. Establish Overseas [11]

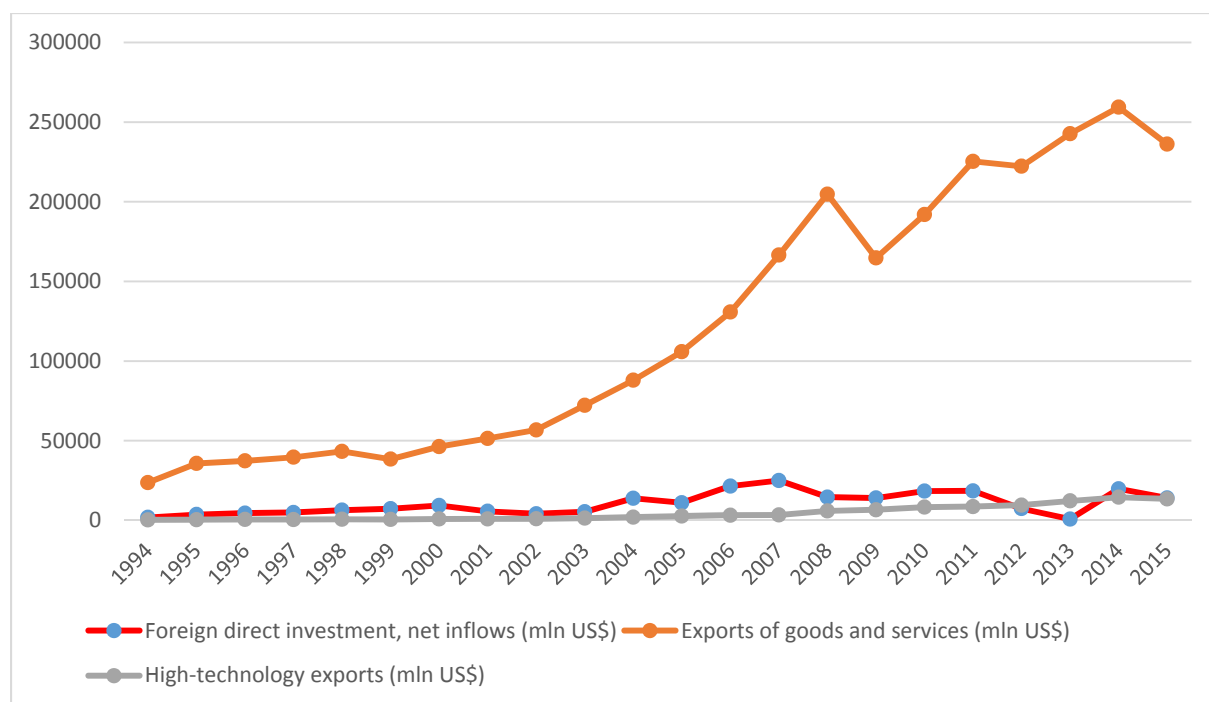


Figure 3: Poland FDI vs. Export (1994-2015)  
Source: author's own study based on OECD database [13]

#### d. Slovakia

Decrease in international investments caused by subprime crisis and the Eurozone crisis, have had an impact on Slovakia FDI inflow. Large share of Slovakia's FDI directly depends on the Eurozone, the country is dependent on the economic situation of its neighbours, especially Germany and France. French and German companies are the biggest investors in Slovakia, especially in the key energy, automotive, telecommunications and services sectors. Modernization of national infrastructure creates great opportunities for FDI, as strategically located country remains attractive to foreign investors. Slovakia was ranked 33rd out of 190 economies in the 2017 World Bank Doing Business Report. Slovakia's advantages are also qualified workforce and adaptation of Euro [10]. Latest increases in corporate taxes, changes to the Labour Code, slow dispute resolution as well as corruption are the factors that can undermine the attractiveness of the Slovak market [11].

The sectors that attracted the most foreign investors were the automotive industry (Volkswagen, KIA Motors, PSA Peugeot Citroen) and electronics (Sony, Samsung, AU Optronics). Other attractive sectors included machine, chemical and information technology. The list of key investors operating in Slovakia also includes U.S. Steel, Whirlpool, IBM, HP, Siemens, Alcatel and Soitron [12].

Main Invested Sectors	2011, in %
Manufacturing sector	30.93
Finance and insurance	22.4
Electricity, gas and water	15.1
Real estate	13.44
Information and communication	4.02
Administrative services and support	3.6

Main Investing Countries	2011, in %
Korea	16,2
Cyprus	13,4
Czech Republic	12,8
Italy	12,2
Austria	11,05
Luxemburg	8,5
Germany	4,4

Table 5 Main Investing Countries and Sectors, (Slovakia, 2011, in %)  
Source: author's own study based on OECD database [13]

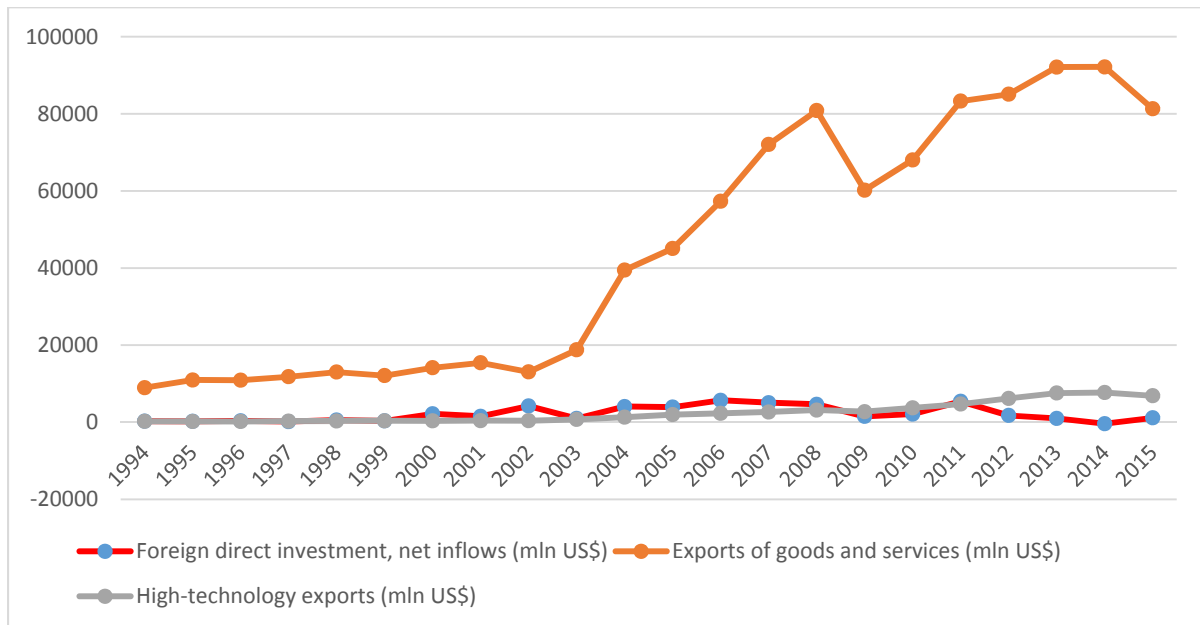


Figure 4: Slovakia FDI vs. Export (1994-2015)

Source: author's own study based on OECD database [13]

#### 4. CONCLUSION

The article presented both periods before and after the accession to the European Union of the Visegrad Group countries. In all V4 countries after accession, the positive trend of export have been noticed. It is hard to conclude that the increase in exports was mainly related to foreign direct investments, because this is only one factor that has an impact on exports. Nevertheless, there was a positive correlation between those two variables.

After 1990 V4 countries have made significant improvement in terms of economic growth. Transition from centrally planned to market economy have started new period in V4 history. Integration with European Union intensified the economic development. V4 countries are very attractive for FDI inflow due to its strategic position in Central Europe, low cost educated workforce, fully-developed infrastructure and various incentives for foreign investors.

The share of V4 countries in global exports has increased significantly in the last decade, especially after accession to the EU. This is applicable also for high-tech production, but growth in this area wasn't rapid. V4 countries were generally improving the competitiveness of regional economies. V4 countries are the leaders in CEE, when it comes to the inflow of foreign direct

investment. In all countries, the country's production potential has been expanded. The growing share of global exports can be largely attributed to the expansion of multinational corporations and the inclusion of V4 in international production chains. This was connected with the inflow of FDI and the associated transfer of modern technologies and know-how. This process contributed to changes in the geographical and productive structure of exports, the expansion of potential production and the increase of competitiveness of V4 countries' production. Nowadays V4 countries have to focus on improving business sector's capacity for innovation, labor market efficiency and strengthening business sophistication, because V4 growth model, based on FDI inflows and export growth, may be difficult to sustain in the face of a sustained slowdown in the global economy.

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## STRUKTURA I TRENDOWI GRINFILD INVESTICIJA U SRBIJI

### STRUCTURE AND TRENDS OF GREENFIELD INVESTMENTS IN SERBIA

Bojan Đorđević<sup>94</sup>  
Dragica Stojanović<sup>95</sup>

**Sadržaj:** *Strane direktne investicije jesu značajan faktor privrednog rasta, kako razvijenih, tako i ekonomija zemalja u razvoju. Pošto Srbija spada u grupu tranzicionih ekonomija, neophodno je obezbediti uslove za rast inostranih ulaganja i to prevashodno za privlačenje i realizaciju grinfield investicionih projekata. U tom smislu, ovaj rad ima za cilj da ukaže na značaj, sektorsku strukturu i tendencije u kretanju grinfield investicija u Srbiji. Takođe, u radu se ukazuje na neophodnost obezbeđenja makroekonomske i političke stabilnosti i sigurnog investicionog ambijenta. Cilj je umanjiti rizike i ukloniti barijere sa kojima se mogu suočiti inostrani investitori u Srbiji.*

**Ključne reči:** *Strane direktne investicije, Grinfield, Zemlje u tranziciji, Rizik, Investicioni ambijent*

**Abstract:** *Direct foreign investments represent a significant factor of economic growth of the developed economies, as well as of the developing countries. Since Serbia is in the group of transition economies, it is necessary to provide conditions for increased foreign investments, primarily for attracting and realising greenfield investments projects. In this sense, this paper tends to point to the significance, sector structure and tendencies in greenfield investments trends in Serbia. Also, the paper indicates the necessity of providing macroeconomic and political stability and safe investment environment. The aim is to reduce risks and remove barriers which foreign investors in Serbia may face with.*

**Keywords:** *direct foreign investments, greenfield, countries in transition, risk, investment environment*

#### 1. UVOD

Strane direktne investicije (u daljem tekstu: SDI) jesu osnovni oblik međunarodnog kretanja kapitala. Nivo realizovanih SDI u nekoj zemlji zavisi od mnogobrojnih faktora kao što su geografski položaj i infrastruktura, stabilnost okruženja, nivo političkih i ekonomskih sloboda i rizika poslovanja, pristup lokalnom i regionalnom tržištu, pravna sigurnost, kvalitet radne snage i institucionalne izgrađenosti u toj zemlji [1]. Danas, kao najčešće oblike pojavljivanja SDI na globalnom tržištu izdvajamo: grinfield investicije (greenfield investments), braunfield investicije (brownfield), merdžeri (mergers) i akvizicije (acquisitions). Grinfield investicije predstavljaju oblik ulaganja sredstava stranog investitora u potpuno novi biznis, odnosno u izgradnju novih ili proširenje postojećih objekata i kapaciteta u zemlji domaćina. Ova vrsta ulaganja dovodi do povećanja proizvodnih kapaciteta zemlje i zapošljavanja novih radnika.

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Međutim, polazeći od činjenice da su grinfild investicije jako osjetljive na investicioni ambijent, istovremeno predstavljaju i veliki rizik za investitora, i veoma ih je teško privući.

Grinfild investicije, kao najznačajniji i ujedno najpoželjniji oblik SDI, predstavljaju značajan činilac i faktor pokretanja privrednog razvoja, odnosno, jedan od osnovnih pokretača privrednog rasta u mnogim zemljama u svetu, a naročito u zemljama u razvoju i tranziciji. Nezavisno od toga o kom stepenu razvoja nacionalne ekonomije se radi, o problemu privlačenja SDI sprovedena su mnogobrojna istraživanja. Tako je u određenim empirijskim modelima potvrđena pretpostavka da su otvorenost i veličina tržišta zemlje destinacije SDI determinante privlačenja ovih investicija u nacionalnu privredu.

Političke i ekonomske promene u svetu i još uvek prisutna svetska ekonomska kriza inicirale su i određene oblike političko-ekonomskih integracija, pre svega Evropsku uniju (EU) kao opredeljujući pravac daljeg puta Srbije. I pored slične političko-ekonomske aktivnosti zemalja u tranziciji, interes stranih investitora za grinfild investiranje nije podjednak. Statistički pokazatelji, izraženi kroz broj i vrednost grinfild investicija ukazuju na interes stranih investitora kao i procenu sigurnosti investiranja u Srbiji. Investitori pokazuju različit stepen interesa i u smislu odabira sektora privrede i delatnosti, mada bi globalni pregled interesa investitora posmatran po sektorima privrede, mogao da bude dobar usmeravajući pokazatelj zemljama u tranziciji. U skladu s tim, veoma važan momenat interesa stranih investitora je i procena rizika investiranja, sa stanovišta različitih vrsta rizika kao i donošenje odluke o budućoj grinfild investiciji. [2].

Kompanija IBM, u svom izveštaju *Globalni trendovi lokacija za 2014. godinu*, kaže: “Srbija nastavlja da pokazuje dobre rezultate treću godinu zaredom, kao sledeći talas omiljenih lokacija kompanija u Evropi.” Srbija se polako ali sigurno pozicionira kao jedna od najznačajnijih investicionih destinacija zemalja Centralne i Istočne Evrope (CIE). Od kompanija koje uspešno posluju u Srbiji izdvajamo Bosch, Michelin, Siemens, Panasonic, NCR, Yura, Magna, Continental, Calzedonia, Eaton, Stada, Falke, Swarovski, Ball Packaging, Sitel, Microsoft, Gorenje, Schneider Electric, Geox, Tarkett, Johnson Controls, Johnson Electric, Leoni, i mnoge druge. Posmatrajući vrednosti SDI u Srbiji od 2006 pa do danas, dolazimo do podatka da je do sada direktno investirano preko 21 milijarde USD u različite privredne sektore i delatnosti. Kao potvrda unapređenja investicionog ambijenta i sigurnosti ulaganja u Srbiju, jesu međunarodna priznanja OEBS-a za lokalne grinfild investitore i najveće investicije u CIE (2004. i 2006. godine - Ball Packaging Europe (SAD), Metro Cash & Carry (Nemačka), i Africa-Israel Corporation / Tidhar Group (Izrael). Uviđajući značaj i želju mnogih zemalja za što većim obimom grinfild investicija, cilj ovog rada je analiza značaja SDI, sektorske strukture i tendencija u kretanju grinfild investicija u Srbiji. Takođe, u radu se ukazuje na neophodnost obezbeđenja (i unapređenja) makroekonomske i političke stabilnosti, sigurnosti kapitala i povoljnog investicionog ambijenta.

## **2. DETERMINANTE PRILIVA SDI U ZEMLJI DOMAĆINA**

Globalna ekonomska kretanja u poslednjih deset godina iz temelja su promenila shvatanja zemalja CIE o doprinosu SDI u realizaciji postavljenih ekonomskih ciljeva. Shodno tome, ubrzan proces globalizacije i liberalizacija režima stranih ulaganja omogućili su stranim investitorima širok izbor destinacija i lokacija. Kao posledica toga, strani investitori pri izboru

zemlje domaćina postaju sve zahtevniji, gde liberalna politika države prema stranim investicijama više nije dovoljna, već su neophodne i dodatne mere.<sup>96</sup>

U definisanju stava prema stranim investicijama, prvi kriterijum koga zemlje u tranziciji treba da vrednuju je doprinos SDI porastu produktivnosti i konkurentnosti nacionalnih ekonomija na svetskom tržištu. Polazeći od činjenice da su SDI jedan od glavnih pokretača globalizacije i integracije evropskih ekonomija u tranziciji u svetsku ekonomiju, posebno u EU, najvažniji cilj kreatora ekonomske politike je stvaranje povoljne investicione klime. Zemlje koje svojom ukupnom politikom osiguraju okruženje sa stabilnim uslovima za nesmetano i profitabilno delovanje će sigurno, brže i lakše privući SDI od zemalja kod kojih investiciono okruženje nije u dovoljnoj meri povoljno. Prema tome, determinante zemlje domaćina bitne za strane investitore obuhvataju politički i ekonomski okvir kao i mere države za lakše ulaganje i poslovanje. Važnost pojedinih determinanti zavisi od motiva sprovođenja SDI. U Tabeli 1 prikazane su determinante SDI u zemlji domaćina [3].

**Tabela 1.** Determinante SDI zemlje domaćina

Determinante zemlje domaćina	Vrsta SDI prema motivima investitora	Najvažnije ekonomske determinante zemalja u koje se ulaže kapital
<b>Politički okvir</b> <ul style="list-style-type: none"> <li>• ekonomska, politička i društvena stabilnost</li> <li>• regulativa u vezi ulaska u zemlju i delovanja</li> <li>• standardi tretmana afilijacija u zemlji</li> <li>• politike funkcionisanja i strukture tržišta</li> <li>• međunarodni sporazumi o stranim ulaganjima</li> <li>• politika privatizacije</li> <li>• trgovinska politika i usklađenost sa politikom stranih ulaganja</li> <li>• poreska politika</li> </ul>	<b>Potruga za tržištem</b>	<ul style="list-style-type: none"> <li>• veličina tržišta i BDP po stanovniku</li> <li>• rast tržišta</li> <li>• pristup regionalnim tržištima</li> <li>• specifični ukusi potrošača zemlje</li> <li>• struktura tržišta</li> </ul>
<b>Ekonomski okvir</b>	<b>Potruga za resursima</b>	<ul style="list-style-type: none"> <li>• sirovine</li> <li>• niska cena rada nekvalifikovane radne snage</li> <li>• stručan rad</li> <li>• tehnološki, inovativni i drugi stečeni resursi</li> <li>• fizička infrastruktura</li> </ul>
<b>Olakšanje ulaganja i poslovanja</b> <ul style="list-style-type: none"> <li>• promocija ulaganja</li> <li>• podsticaji investitorima</li> <li>• smanjenje administrativnih prepreka</li> <li>• sluge nakon izvršenih ulaganja</li> </ul>	<b>Potruga za efikasnošću</b>	<ul style="list-style-type: none"> <li>• troškovi resursa i imovine</li> <li>• ostali troškovi inputa (transportni i komunikacijski iz/do i unutar zemlje domaćina, troškovi ostalih intermedijarnih proizvoda)</li> <li>• članstvo u regionalnim integracijama primenjivim za uspostavljanje regionalnih korporacijskih mreža</li> </ul>

Izvor: [3]

<sup>96</sup> Srbija je prihvatila politiku privlačenja stranih investicija direktnim davanjima. Tako je, od 2006.godine, Srbija davala visoke direktne podsticaje domaćim i stranim investitorima u vidu subvencija – od 4.000 do 10.000 evra po novom radnom mestu. Prosečna vrednost odobrenih podsticaja do 2013. godine iznosila je 4.693 evra. Ukupno je odobreno 289,9 miliona evra i od te sume oko tri četvrtine dodeljeno je stranim investitorima, što je rezultiralo da se po visini podsticaja Srbija našla u samom vrhu zemalja CIE. Izvor: <http://www.rpk-subotica.org.rs/aktuelnosti/631-strane-direktne-investicije-i-kako-ih-privlaciti/>

Imajući u vidu napred navedeno, donošenje odluke o investiranju sredstava izvan granica, nameće potrebu za detaljnom analizom poslovnog okruženja zemlje domaćina. Detaljna analiza poslovnog okruženja podrazumeva pre svega analizu ekonomskog okruženja (veličina i struktura stanovništva, analiza nivoa i načina distribucije dohotka i bogatstva). Pored ove analize potrebno je analizirati kulturno okruženje odnosno njegove pojedine elemente (jezik, obrazovanje, religija, estetika, navike i običaji i sl.). Posebna pažnja prilikom donošenja investicionih odluka mora se posvetiti analizi pravnog i političkog okruženja. U skladu sa napred navedenim, strani investitori prilikom donošenja investicionih odluka, u potencijalnim zemljama domaćina prate političku situaciju, zakone, procedure i propise [4]. Ovo je vrlo važna determinanta s obzirom da iskazuje rizike stranih investitora.

### 3. STRUKTURA GRINFILD INVESTICIJA U SVETU

Analiza vrednosti grinfild projekata po sektorima privrede u svetu u periodu 2006-2015. pokazuje da su u najmanja investiciona ulaganja ostvarena u primarni sektor privrede. Vrednost grinfild investicija u ovaj sektor je 631.651 miliona USD, što je svega 7,4 % ukupnih grinfild investicija.

Analizirajući primarni sektor, maksimalne vrednosti grinfild projekata dostignute su u 2011. godini 69.636 miliona USD, nakon čega dolazi do pada vrednosti u 2012. godini od 61%. Od 2013. godine dolazi do postepenog rasta vrednosti grinfild projekata tako da je u 2015. godini došlo do povećanja vrednosti od 29%. Analiza vrednosti grinfild investicija po delatnostima pokazuje da je u posmatranom periodu najveći interes investitora za Sektor rudarstva, eksploatacije kamena i petrolej gde se u 2015. godini sva investiciona sredstva slila u ovaj sektor.

Kako bi ukazali na osnovne pravce interesa stranih investitora u odnosu na sektore privrede, u Tabeli 2 prikazana je vrednost grinfild projekata na globalnom nivou kao usmeravajući pokazatelj za Srbiju.

**Tabela 2.** Vrednost grinfild projekata po sektorima privrede (u milionima USD)

Sektor/industrija	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
UKUPNO	817 502	804 533	1 294 322	958 130	818 974	865 269	631 003	830 771	706 049	765 729
Primarni sektor	57 761	59 556	128 736	116 863	56 443	69 636	27 110	38 880	41 618	35 048
Poljoprivreda, lov, ribolov, šumarstvo	465	94	69	133	12	100	1	2 590	22	-
Rudarstvo, eksploatacija kamena, petrolej	57 296	59 462	128 667	116 730	56 431	69 536	27 108	36 290	41 596	35 048
Proizvodnja	402 718	348 030	510 872	377 798	428 669	435 782	284 322	326 140	317 705	322 483
Metali i proizvodi od metala	31 322	47 556	68 553	23 045	47 751	46 078	27 455	36 244	22 234	28 030
Mašine i oprema	8 286	9 507	18 312	14 475	14 424	17 799	12 601	13 090	13 926	11 894
Električna i elektronska oprema	71 200	51 216	51 152	49 109	62 032	49 153	26 106	33 052	32 777	49 438
Industrija preciznih instrumenata	3 435	1 884	3 851	4 732	3 391	2 655	2 677	3 070	3 411	2 135
Motorna vozila i ostala saobraćajna sredstva	66 745	71 615	92 126	68 898	93 595	84 817	75 690	66 584	81 397	60 804
Ostala proizvodnja	6 773	8 681	12 658	11 695	10 842	8 767	11 072	15 650	12 164	10 867
Usluge	357 024	396 947	654 713	463 469	333 862	359 851	319 571	465 751	346 725	408 198
Prodaja	30 138	25 510	32 872	32 138	29 379	25 860	20 386	31 781	24 573	22 616
Finansije	38 086	49 324	58 190	43 542	43 922	52 205	44 415	37 820	36 672	27 417
Poslovne usluge	60 127	79 089	135 995	73 053	61 346	67 375	57 955	120 929	74 488	69 330
Obrazovanje	1 173	595	1 506	1 789	1 468	1 618	1 662	1 253	911	1 212
Zdravstvene i socijalne usluge	747	1 261	3 163	1 467	1 973	1 291	2 040	876	2 786	2 910
Društvene, socijalne i lične uslužne delatnosti	5 775	9 160	13 318	6 444	6 244	6 321	10 238	8 451	6 649	8 588

Izvor: [5]



Prema iznosu ulaganja u grinfield investicije, sektor proizvodnje beleži veći interes stranih investitora. Vrednost grinfield projekata u ovom sektoru iznosi 3.754.519 miliona USD što je 44 % ukupne vrednosti grinfield investicija. Maksimum vrednosti grinfield investicija u sektor proizvodnje dostignut je 2008. godine (510.872 miliona USD). Nakon ovog perioda uočljiv je konstantan pad vrednosti grinfield investicija u ovom sektoru i to u 2015. godini za 37 % u odnosu na maksimum iz 2008. godine. Analiza vrednosti grinfield investicija po delatnostima pokazuje da su investitori najveći interes pokazali u delatnosti motornih vozila i ostalih saobraćajnih sredstava, dok je najmanja vrednost iskazana u industriji preciznih elemenata.

Za razliku od analiziranih sektora, iz iste tabele se može uočiti da je najveća vrednost realizovanih grinfield investicija ostvarena u sektoru usluga (4.106.112 miliona USD), što je 48 % ukupne vrednosti za posmatrani period. Najveća vrednost grinfield projekata je ostvarena u delatnosti poslovnih usluga 799.687 miliona USD, dok se u finansijskom sektoru od ukupne vrednosti grinfield investicija u sektoru usluga slilo samo 10,5 % odnosno 431.592 miliona USD.

#### 4. DINAMIKA PRILIVA SDI U SRBIJI

Jedno od osnovnih obeležja zemalja u tranziciji, kakva je i Srbija, jeste nizak nivo domaće akumulacije kapitala koji uslovljava potrebu za intenziviranjem priliva SDI. Nakon početnog skepticizma, sredinom 90-ih godina prošlog veka, evropske zemlje u tranziciji počele su da se međusobno nadmeću kreiranjem poželjnijeg investicionog ambijenta kako bi privukle veće iznose SDI. Usled ratnih dešavanja tih godina, uvedenih sankcija i tadašnjih političkih previranja, Srbija kao destinacija SDI je konstantno bila izbegavana od strane inostranih investitora. Intenzivnije investiranje u Srbiji započinje nakon 2000. godine [6].

U kretanjima priliva SDI u Srbiji mogu se primetiti značajne varijacije, karakteristične za zemlje u razvoju, nastale pre svega usled sprovođenja tranzicionih procesa i uticaja globalne ekonomsko-finansijske krize (Tabela 3. - tabela sadrži podatke za ukupne SDI (grinfield investicije i akvizicije).

**Tabela 3.** Priliv SDI u milionima US\$ u periodu od 2006. do 2015. godine u Srbiji

<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
4 256	3 439	2955	1959	1686
<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
4 932	1 299	2 053	1 996	2 347

Izvor: [5] - [7]

Nakon perioda intenzivnog rasta priliva SDI u Srbiji u 2006. i 2007. godini, već od 2008. godine dolazi do značajnog pada koji je uslovljen pre svega dejstvom globalne ekonomsko-finansijske krize. Najznačajniji neto strani investitori u 2008. godini bili su: Holandija, Italija, Austrija, Hrvatska, Švajcarska, Slovenija i Nemačka [8]. Već tokom 2009. godine prilivi SDI u Srbiji su opali za skoro 1.000 miliona USD, poredeći sa kretanjima u 2008. godini. Nakon 2009. godine, posle priliva od 1.959 milijardi USD dolazi do pada priliva u 2010. godini na 1.686 milijardi USD. Pad priliva SDI, doveo je do smanjenja uvođenja novih proizvodnih kapaciteta što je imalo za posledicu smanjenje broja novih radnih mesta, smanjen rast izvoza, smanjenu tražnju sa krajnjom posledicom usporavanje privrednog rasta zemlje. Oporavak priliva, zabeležen je u 2011. godini i to na nivo od 4.932 milijarde USD što predstavlja drastičan rast od 193%.

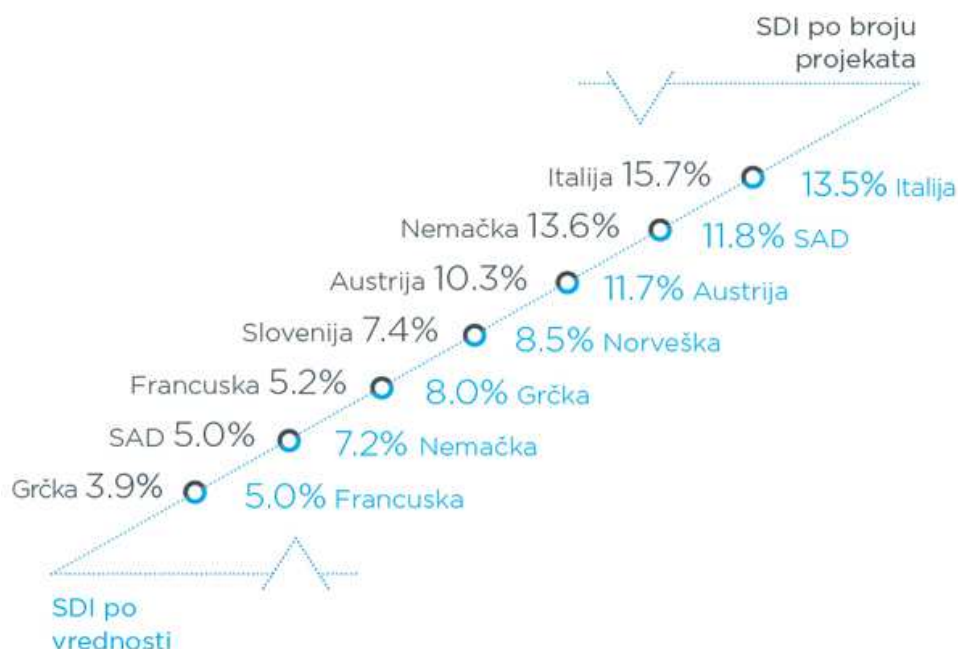
Međutim, ovakav trend nije nastavljen, u 2012. godini sledi nagli pad priliva na 1.299 milijarde USD, što je pad za 74% u odnosu na 2011. godinu. I pored pada priliva SDI, tokom 2012.

godine Srbija se pominje kao jedna od vodećih u CIE regionu po privlačenju proizvodno orijentisanih SDI i stvaranju novih radnih mesta. Ovu činjenicu potkrepljuje i povećan priliv SDI u 2013. godini na 2.053 milijarde USD. SDI u 2014. godini beleže pad za oko 3% u odnosu na prethodnu godinu. Regionalno posmatrano, najveći priliv SDI u 2014. godini, poreklom je iz zemalja EU, oko 72% i Azije oko 8% ulaznih SDI. Međutim, nakon ovog perioda u 2015. godini dolazi do blagog porasta priliva na 2.347 milijarde USD što predstavlja porast od 18% u odnosu na 2014. godinu.

Pored priliva SDI, prema podacima MMF-a, na kraju 2015. godine preduzeća registrovana u Srbiji investirala su u inostranstvo 2.876 miliona USD, pri čemu je priliv bio 10 puta veći od odliva investicija. To je u skladu sa stepenom (ne)razvijenosti domaćih preduzeća i u budućnosti se može očekivati da će se ovaj odnos smanjivati, jer će Srbija postajati zasićena stranim kapitalom, dok će domaća preduzeća sve više ulagati u inostranstvu kako bi uvećavala svoje poslovanje. Uprkos činjenici da ima deset puta više inostranih investicija, Srbija je i neto investitor u nekoliko zemalja, a najveći je u BiH i Crnoj Gori. U dve zemlje otišlo je 48,4% od ukupnih investicija preduzeća iz Srbije. Slede Rumunija i Ukrajina [9].

Prema podacima Privredne Komore Srbije, najveći strani investitor, prema iznosu ulaganja, je Telenor (1.602 milijardi USD), a zatim slede Gazprom Neft - NIS (947 milijardi USD) i Fiat Automobili Srbija (940 milijardi USD). U grupu najvećih investitora spadaju i Delhaize, Stada-Hemofarm, Mobilkom-VIP mobile, Philip Morris DIN [10]. Imajući u vidu izložene podatke o tokovima SDI u Srbiji u periodu od 2006. do 2015. godine, inostrane investitore posebno ohrabruje posvećenost razvoju ekonomske saradnje sa EU kao i dobijanje statusa kandidata za članstvo marta 2012. godine. Na Slici 1 prikazano je učešće zemalja, najvećih stranih investitora u Srbiji, po podacima RAS za 2016. godinu.

**Slika 1.** SDI u Srbiji – učešće zemalja prema broju projekata i vrednosti



Izvor: [11]

U analizi grinfild investicija u Srbiji polazi se od stava da su glavne destinacije ovih investicija zemlje u razvoju i zemlje u tranziciji dok su glavni oblici SDI u razvijenim zemljama merdžeri

i akvizicije. Interes stranih investitora izražen kroz broj grinfield projekata u Srbiji prikazan je u Tabeli 4.

**Tabela 4.** Broj grinfield projekata u Srbiji

<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
44	88	116	61	83
<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
114	114	132	80	76

Izvor: [5] - [7]

Iz Tabele 4 uočljivo je da kretanje broja projekata grinfield investicija u Srbiji raste u periodu 2006-2008. godine. Naime, u odnosu na 2006. godinu u 2008. godini došlo je do drastičnog povećanja od 164%. Na žalost, ovakav trend nije nastavljen u 2009. godini. U odnosu na 2008. godinu došlo je do pada broja grinfield projekata od 47% što ukazuje na smanjen interes stranih investitora. Nakon ovog perioda, broj projekata se stalno povećavao tako da se u 2013. godini došlo do cifre od 132, što predstavlja povećanje od 116%. Međutim, 2014. godinu karakteriše smanjenje broja grinfield projekata za 32%.

Ovakav trend nastavljen je i u 2015. godini gde se beleži pad od 5% u odnosu na prethodnu godinu. I pored ove činjenice a imajući u vidu karakteristike grinfield investicija, ovakav kontinuitet ipak ukazuje da interes stranih investitora raste kada je u pitanju Srbija kao destinacija ovih projekata.

Analizirajući vrednost grinfield projekata u Srbiji uočavamo kolebanje i promenljivost vrednosti ovih projekata u analiziranom periodu (Tabela 5). Može se uočiti da je Srbija najveću vrednost grinfield projekata ostvarila u 2008. godini - 9.197 miliona USD. Nakon posmatranog perioda dolazi do pada vrednosti, da bi u 2011. godini dostigli vrednost od 4.059 miliona USD, što predstavlja pad od 56% u odnosu na 2008., ali i povećanje od 8% u odnosu na 2010. godinu.

**Tabela 5.** Vrednost grinfield projekata u Srbiji (u milionima USD)

<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
3 270	3 131	9 197	3 262	3 775
<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
4 059	4 633	4 731	2 552	4 820

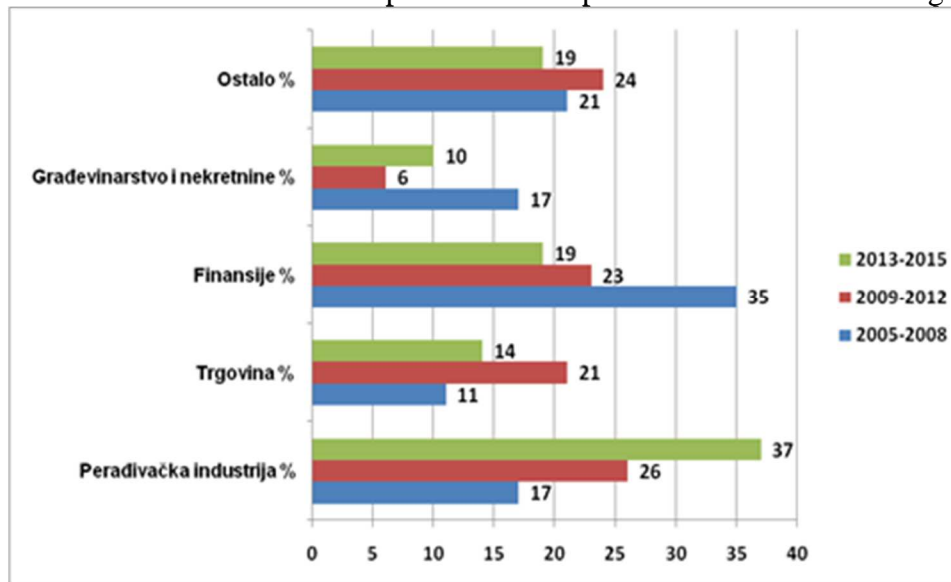
Izvor: [5] - [7]

Konstantan rast beleži se i u 2012. godini, a imajući u vidu isti broj projekata (114) očigledno je da se radi o rastu vrednosti po jednom grinfield projektu. Imajući u vidu broj projekata u 2013. godini i pored minimalnog povećanja vrednosti od 2% u odnosu na 2012. godinu može se uočiti da je u ovoj godini došlo do pada vrednosti po jednom grinfield projektu. U 2014. godini dolazi do pada vrednosti ovih projekata i to za 46%. Nakon pada vrednosti investiranja u 2014. godini u 2015. uočljiv je oporavak. Preciznije, u poslednjoj analiziranoj godini došlo je do drastičnog povećanja od 89% u odnosu na prethodnu godinu. Ovakav trend vrednosti ukazuje na postojanje rizika stranih investitora kada su u pitanju ulaganja u grinfield projekte u Srbiji.

## 5. SEKTORSKA STRUKTURA SDI U SRBIJI

Analizirajući sektorsku strukturu SDI, na Slici 2 prikazani su sektori unutar srpske privrede koji su finansirani stranim kapitalom. Prikaz nam ukazuje na delatnosti koje su strani investitori prepoznali kao profitabile za investiranje u Srbiji.

**Slika 2.** Sektorska struktura SDI po oblastima u periodu od 2005. do 2015. godine



Izvor: [10]

Kao i neravnomerna dinamika priliva SDI u Srbiju, tako se i sektorska distribucija menjala iz godine u godinu. U periodu od 2005. do 2008. godine, primećujemo da je većinski deo ostvaren u finansijskom sektoru (35%). Polazeći od toga da je u tom periodu trenda usmerenosti svetskih tokova SDI u sektor usluga, a u okviru njega u finansijske usluge, ne iznenađuje činjenica da je upravo bankarski sektor privlačio najviše stranog kapitala u Srbiju (Tabela 4). Međutim, nakon izbijanja svetske ekonomske krize 2008. godine, sektor finansijske delatnosti doživljava drastičan pad priliva SDI od 34%. Preciznije, od ukupnog priliva stranih investicija u periodu 2009. do 2012. godine u finansijski sektor se slilo samo 23%, dok strani investitori primat daju prerađivačkoj industriji gde je usmereno 26%. U okviru prerađivačkog sektora najatraktivnija ulaganja odnosila su se na oblast proizvodnje prehrambenih proizvoda i pića. Ovaj trend priliva SDI u sektor prerađivačke industrije kao lidera nastavljen je i u narednom periodu 2013-2015. Tačnije, u periodu januar - septembar 2014. godine, više od trećine bruto priliva SDI bilo je usmereno u prerađivačku industriju (34%), dok su u sektor bankarstva i osiguranja ulaganja dostigla 26% i oko 15% u sektor trgovine. U okviru prerađivačke industrije prednjače ulaganja u proizvodnju gume i plastike, prehrambenih proizvoda, tekstila, farmaceutske proizvodnju i proizvodnju hemijskih proizvoda

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[10]. Na osnovu Slike 1 možemo videti da je pre krize, najveći deo bio usmeren u sektor nerazmenljivih dobara, kao što su finansije, građevinarstvo i poslovi s nekretninama. Nakon izbijanja krize, više investicija je usmereno ka sektorima razmenljivih dobara [12].

## 6. RIZICI STRANIH INVESTITORA

Imajući u vidu pojačanu konkurenciju među zemljama u razvoju u privlačenju SDI, na osnovu analize priliva SDI u Srbiji može se zaključiti da ispunjavanje elementarnih ekonomskih uslova nije dovoljno za podsticanje ulaska stranih investitora. Polazeći od činjenice da je interes stranih investitora određen rizikom, dugoročno orijentisani strani kapital kroz grinfild projekte ne dolazi u nestabilna područja. Naime, nestabilna privreda i nacionalna valuta, socijalni nemiri i nekonzistentna monetarna i fiskalna politika predstavljaju područja koja investitori zaobilaze. Prema tome, bez povoljnog poslovnog okruženja nema stranih investicija, posebno kada su u pitanju grinfild investicije. Prema (EIU 2007) strani investitori kao najveće rizike investiranja u zemlje u ekonomijama u razvoju i tranziciji sa negativnim uticajem ističu [2]:

- politički rizik,
- korupciju,
- stanje infrastrukture i
- prinudno sprovođenje ugovora, odnosno slabost pravosuđa.

Kao rizike najmanjeg intenziteta negativnog uticaja, strani investitori označavaju nezainteresovanost u ulaganje u zemlje brzog razvoja, troškove radne snage, nedostatak pristupa izvorima finansiranja i poreske stope. U skladu sa napred navedenim, ukoliko Srbija teži stranim investicijama mora da ispuni uslove koje pred njom stavljaju strani investitori. To podrazumeva raspoloživost određenih resursa potencijalnim investitorima, poželjnu veličinu i atraktivnost tržišta, potreban nivo makroekonomske stabilnosti, korupciju u kontrolisanim okvirima, zadovoljavajući nivo političke stabilnosti, a pravni sistem usaglašen sa sistemom zemlje koja je potencijalni investitor [13].

Kako bi se smanjili rizici investicionih odluka stranih investitora posebno u pogledu grinfild projekata, neophodno je uspostavljanje dugoročne, stabilne i povoljne investicione klime, što je zadatak države i njenih institucija. Shodno tome, ključna determinanta za priliv stranih direktnih investicija u određenu zemlju, koja je pod direktnim uticajem vlade, jeste poslovna klima, odnosno poslovno okruženje. Poslovna klima se sastoji od svih državnih politika koje utiču na poslovanje, kao što su poreska politika, trgovinska politika, politika rada, urbanistička i građevinska politika. Uzimajući u obzir povećanu međunarodnu mobilnost kapitala, vlade su shvatile da su potrebne temeljne reforme poslovnog okruženja kako bi se privukle strane investicije [14].

## 7. ZAKLJUČAK

Grinfild investicije su najpoželjniji vid ulaganja u nove kapacitete jer donose rast privrednih aktivnosti i nova radna mesta. Investitori u grinfild projekte su pravi pokazatelj realne slike na terenu u bilo kojoj zemlji. U skladu sa tim, uzimaju se kao osnovni pokazatelj privrednog razvoja jedne zemlje. Iskustva zemalja u tranziciji pokazuju da je za ubrzani ekonomski razvoj neophodan veliki priliv grinfild investicija.

Analiza priliva SDI u Srbiji ukazuje na stabilno rastuće kretanje u posmatranom periodu. Shodno tome, u analiziranom periodu, i interes stranih investitora uz određene varijacije je u konstantnom porastu i izražen je različitim brojem grinfild projekata i njihovom vrednošću. I

pored ove činjenice, urađena analiza ukazuje i na rešenje problema rizika koji strani investitori ističu kao značajna ograničenja prilikom donošenja investicionih odluka. Kao kandidat za članstvo u EU, preduslovi za privlačenje stranih investitora u Srbiji su: uspostavljanje političke i makroekonomske stabilnosti, liberalizacija trgovinskih tokova i rešavanje problema korupcije.

Činjenica da je kapital u procesu globalizacije najpokretljiviji faktor koji može ubrzati privredni razvoj zemlje u koju se ulažu sredstva, stvaranje povoljnog institucionalnog ambijenta predstavlja dugoročan proces koji treba da maksimizira pozitivne efekte i minimizira negativne efekte stranih ulaganja. Podaci prikazani u ovom radu ukazuju na činjenicu da Srbija postepeno postaje veoma atraktivna investiciona destinacija. Pored toga, dalje sprovođenje reformi i približavanje EU kao i poboljšanje odnosa sa međunarodnim institucijama svakako će podsticajno delovati na buduću priliv stranog kapitala, posebno grinfild investicija.

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## MIDDLE INCOME TRAP. THE CASE OF POLAND

Pawel Dobrzanski<sup>97</sup>

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**Abstract:** *After 1990 Poland has made significant improvement in terms of economic growth. Transition from centrally planned to market economy through shock therapy has started new period in Polish history. Integration with European Union intensified the economic development. However, the progress in catching up with developed countries is nowadays slowing and there is a risk of falling into the middle-income trap. The scientific research shows that for some countries after period of accelerating growth, stagnation period is coming. This phenomenon of slowing down or stopping the process of catching up with the richest countries is called the middle income trap.*

*The main goal of this paper is to verify if Poland can fall into the middle income trap. The paper provides a literature review regarding the middle income trap. Then economic performance of the Polish economy is evaluated. Although, GDP per capita in Poland is growing very fast, still some weaknesses can be observed. While short-term economic growth forecasts for Poland are beneficial, long-term projections support the thesis that Poland might lose its dynamic drive. The author discuss also the various factors affecting economic growth i.a. productivity, innovation level and institutional and regulatory conditions. In conclusion author emphasized that Poland needs to find new drivers of growth. This goal can be achieved by improving innovation and building global specializations of the Polish economy. The research confirm that there is a risk of falling into middle income trap for Polish economy.*

*To avoid the middle income trap in 2016 the Council of Ministers adopted the Responsible Development Plan, which is also presented in the article. The plan is a set of tools to make the development of Poland more dynamic. The Responsible Development Plan is based on five pillars: reindustrialization; development of innovative companies; capital for development; foreign expansion; sustainable social and regional development. This research can be used by developing countries in aim to avoid the middle income trap based on polish experience.*

**Key words:** *Middle Income Trap, Economic Growth, Developing Countries*

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### 5. INTRODUCTION

Ability of economy to growth decides on economic success of the country on global stage in the long term period. In economic history the role of individual factors influuating economic growth have changed. There are two opposite views on economic development. According to convergane hypothesis developing country can make the "jump" to accelerate its economic development [1]. Convergence hypothesis was denied by Romer, who argue that growth rate should increase in paraller with inome and that's why developed countries grow faster than underdeveloped countries [2].

Poland has made a significant progress in terms of economic development over the last years. Transition from centrally planned to market economy in 1990 started economic changes. Liberalization, privatization and stabilization created foundations for future development. Another impulse for intensified growth was Poland's accession to the European Union. Those

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two breaking points in Polish history supported the convergence process and catching up with other EU countries. However growth of Polish economy seems to be slowing down.

However, after decades of accelerating growth some countries are slowing down and may get stuck in middle income group, as their growth is based only on cheap labor or import of know-how and innovation from abroad, which is not enough to compete with high income economies. This process of slowing down the catching up with the richest countries is called “middle income trap”.

Further analysis will try to explain if Polish economy is falling into middle income trap and if it is able to avoid it. Author also will present middle income trap hypothesis, emphasizing main engines of economic development for middle income countries. Growth forecasts for Polish economy will be analyzed to verify if Poland can fall into middle income trap. Finally, the Responsible Development Plan for Poland will be presented and main actions needed to avoid middle income trap.

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Secretary of CEDIMES Poland (Centre for Studies in International Development and Economic and Social Movements) and a Deputy Editor-in-Chief of the Journal of Business and Economic Horizons. Over the past years, Professor Pawel Dobrzański has carried out many research projects on international competitiveness, efficiency of economic system, growth theories and government policy. His research have been presented in many international conferences (inter alia in USA, Canada, France, Italy, Russia, Ukraine, Austria) and published in numerous journals in the Polish, English and Russian languages. He received the CEDIMES Institute's award for the best Ph.D. dissertation in 2015.

## 6. MIDDLE INCOME TRAP HYPOTESIS

After the Second World War, rapid growth has allowed a significant number of countries to reach middle-income status. However, only few have made the additional jump needed to become high-income economies. This phenomenon of slowing down or stopping the process of catching up with the richest countries was introduced for first time by Gill and Kharas in 2007 and called “middle income trap”. The middle income trap takes place, when after years of high growth rates, country's growth become low and eventually the country stagnates after reaching middle income levels [3].

The research of the World Bank from 2012 concludes that out of 101 middle income countries in 1960, only 13 move up to the high-income category by 2008 countries [4]. Some theories point out that the main reason of middle income trap is using by economies advantage of cheap labor and resources in stimulating economic growth [5]. Gill and Kharas emphasized innovation level of the country [1]. Middle-income countries are between the low-wage poor-country competitors that dominate in basic industries and the rich-country innovators that dominate in industries undergoing rapid technological change. Ohno from the other hand indicates that countries are stuck in the second stage, because they fail to upgrade human capital [6]. Eichengreen et al. indicate growth of productivity and innovation as a key factors, that may help to avoid middle income trap [7]. Felipe, Abdon and Krumar as a reason of middle income trap pointed out low levels of diversification of the economy, low levels of human capital, weak

legal and institutional set-ups and low levels of diversification of exports, with dominance of low-tech products [8].

In literature, there are no generally accepted thresholds for GDP per capita and GDP growth rate defining middle income countries. Spence defined middle-income countries as those with GDP per capita in the range of \$5,000–\$10,000– at this point economies are not longer lower-wage [9]. Agenor and Canuto in middle income trap analysis are comparing the level of economic development by GDP per capita relative to the USA GDP per capita. They conclude that countries, which fell into the middle income trap, were stuck between 5% and 45% of GDP per capita of the USA between 1960 and 2009. They also indicate that middle income countries can be described as countries with low level of human capital, low level of infrastructure development and without good governance practices [10]. Eichengreen et al. studied middle-income countries with earnings per person of at least \$10,000 in 2005, which in the past half century had enjoyed average GDP growth of at least 3.5% for several years, and define a slowdown as a decline in the 7-year average growth rate by at least 2 percentage points [7].

## 7. PERFORMANCE OF POLISH ECONOMY AFTER TRANSITION

Political changes in 1989 started a new era in Polish history. In the early 90s Poland had adopted Washington Consensus, based on three key pillars: fiscal austerity, privatization and liberalization. After transition, Poland had to face many challenges: high unemployment and hyperinflation. Another important date in Polish history was 2004, when Poland became a member of the European Union. Nowadays, although Poland is doing quite well in the region, it is still behind other European Union countries.

Over last decades, Poland has achieved significant economic progress. Nevertheless, post-transition downfall in Poland was much deeper than initially predicted. In years, 1990 and 1991 Poland lost about 15 percent of GDP, because a lot of inefficient companies bankrupted, which cause high increase in unemployment rate (Figure 1). However, some economists argue that the fall in GDP was actually less, as some of the lost production reflected goods and services, which did not meet quality standards of market economies [11].

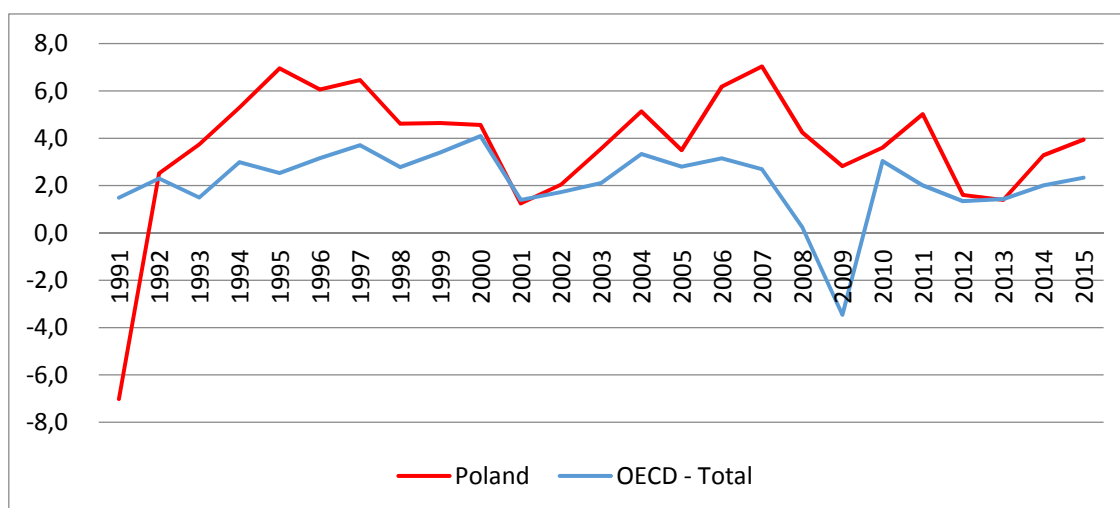


Figure 2: GDP Growth Rate in Poland (1991-2015)

Source: author's own study based on OECD database [15]

From 1992 GDP started rising and reach growth rate of 2.5%, but the highest value was observed in 1995 and reached almost 7% of GDP. Two downfalls can be observed after 1997.

First one in 2001 as a result of contractionary monetary policy and second one in 2009 following the beginning of the global crisis. The Polish economy was growing before, during and after the Subprime crisis. Poland was the only country in the EU that avoided an outright recession during the global financial crisis. During period 2006-2015 the Polish economy grew almost 4% yearly, which is one of the highest growth rates in the EU. Poland has also higher growth rate than OECD average by over 2.5% (Poland – 3.85%, OECD – 1.42%).

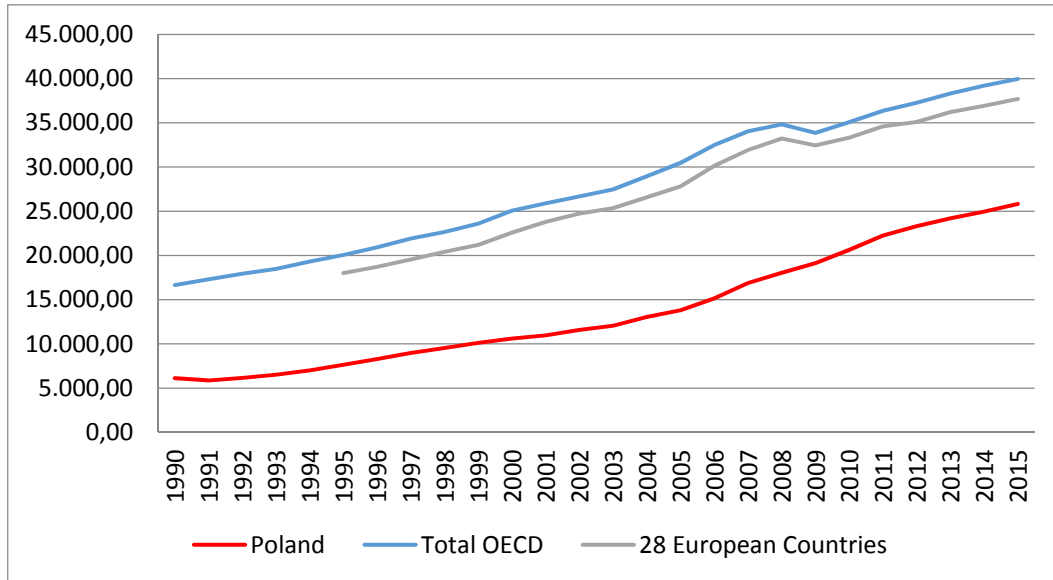


Figure 3: GDP per capita (PPP) in Poland (1990-2015)  
Source: author's own study based on OECD database [15]

Poland's performance in terms of GDP per capita has significantly improved over last decades. The GDP per capita in purchasing power terms improved from \$6,125 in 1990 to \$25,825 in 2015. The dynamic of the growth is quite good, but Poland's GDP per capita in 2015 was still only 42% of GDP per capita in USA, 68% of EU28 and 65% of OECD.

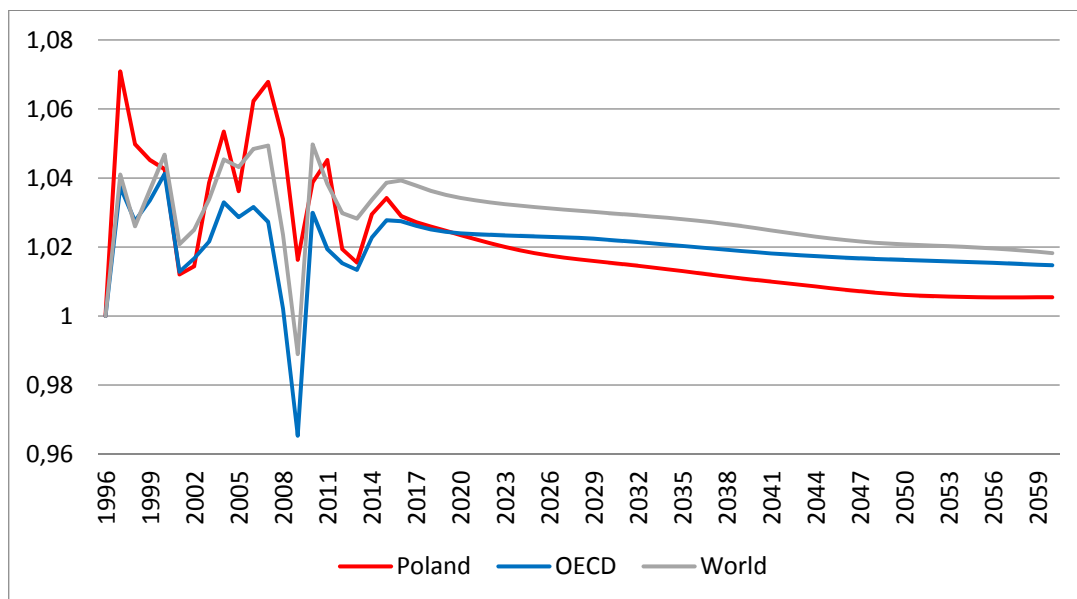


Figure 3: GDP growth rate in Poland forecast (1996-2060)  
Source: author's own study based on OECD database [15]

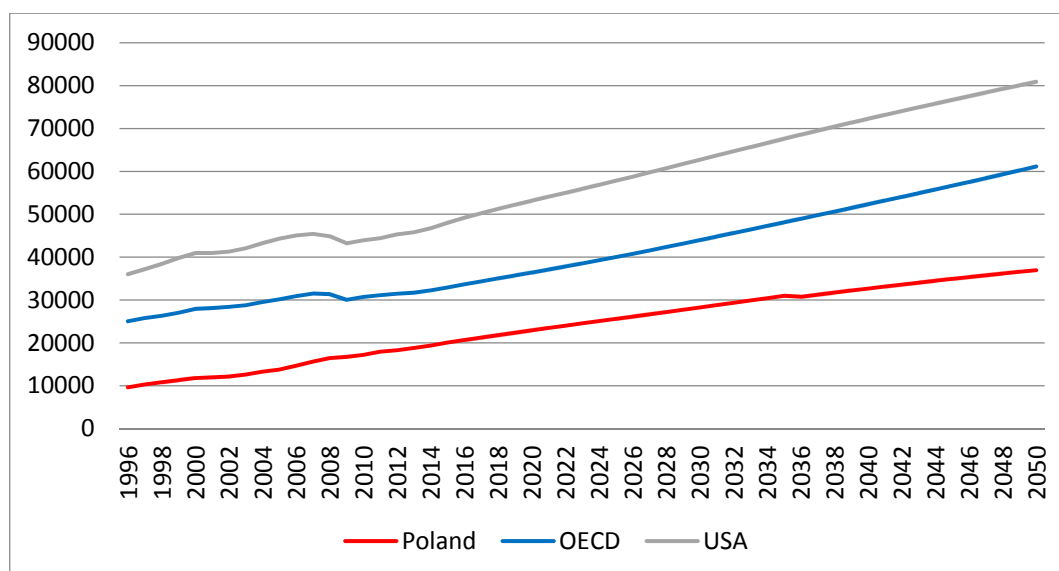


Figure 4: GDP per capita in Poland forecast (1996-2050)  
Source: author's own study based on OECD database [15]

Unfortunately, forecasts for Polish economy are not so optimistic. GDP growth will slow down and from 2022 it will be less than 2% yearly. The same trend will take place for the whole World economy and also OECD countries, but Polish decline in dynamics will be the highest. In terms of GDP per capita forecast for Poland is not so good. Polish GDP per capita in PPP will be growing, but the gap between OECD averages or USA will be decreasing very slowly. In 1996, Polish GDP per capita was 27% of US, currently in 2017 it is 42% and it is expected to be 45% in 2050.

Indicator	Year	Poland	EU 28	USA
R&D expenditures % GDP	2004	0,6%	1,7%	2,5%
	2015	1,0%	2,0%	2,8%
Labor productivity -GDP per hour	2004	21,4 USD	42,8 USD	55,9 USD
	2015	28,4 USD	47,4 USD	62,9 USD
Investment % GDP	2004	20,4%	21,5%	22,5%
	2015	20,4%	19,3%	20,2%
Agriculture % GDP	2015	2,9%	1,6%	1,1%
Services % GDP	2015	64,6%	73,9%	75,5%
Industry % GDP	2015	32,5%	24,9%	19,4%
Employment in Agriculture	2015	11,5%	5,0%	0,7%
Employment in Services	2015	58,3%	73,0%	87,3%
Employment in Industry	2015	30,2%	22,0%	12,0%

Table 1: Main economic indicators for Poland, EU28 and USA  
Source: author's own study based on OECD database [15]

In terms of macroeconomic indicators, Poland is still behind both EU28 average and USA. Nowadays, innovation is key factor determining economic growth. Poland's expenditures on R&D have increased after accession to the European Union, but are still only 1% of GDP, while in EU28 2% and in USA 2.8%. In Poland, such expenditures are mainly from public sector, while in EU28 and USA it is mostly coming from private and academic sectors. Increase in labor productivity in Poland can be observed after accession to the EU, but it is more than two

times lower than in EU28 and USA. The level of investments expenditures is quite stable in Poland on the level of 20.4%. Analyzing decomposition of GDP and employment between sectors main conclusion for the polish economy is inefficiency in agriculture sector, where 11,5 % of labour force is producing only 2.9% of GDP.

## 8. THE RESPONSIBLE DEVELOPMENT PLAN FOR POLAND

The polish economy has made huge progress over the last decades, but catching up with the other EU countries is nowadays more difficult [12]. The polish government has already indentified main challenges for the polish economy and in 2016 agreed on the Responsible Development Plan to make development of Poland more dynamic. The main challenges for the polish economy are demographic trap, week institutions trap, average product trap, lack of balance trap and middle income trap. It is worth noting that all the traps are connected with each other and policy changes must be applied to all of them in aim to improve polish development (Figure 5).

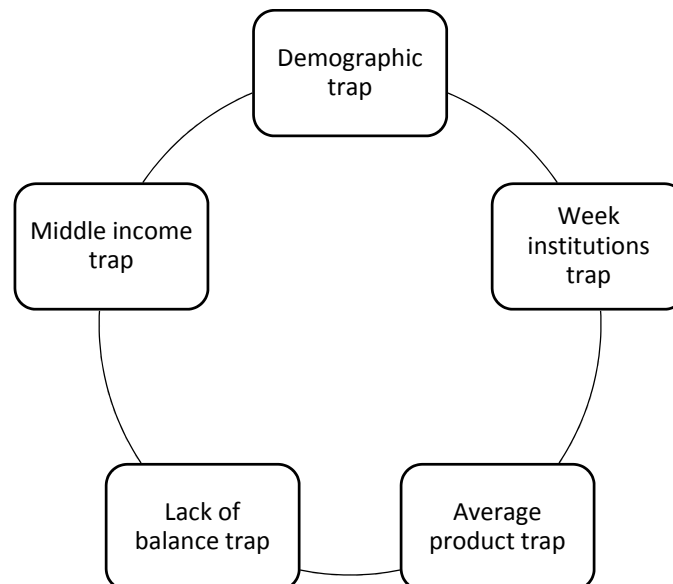


Figure 5: Five development issues for Poland

Source: Ministry of Development, Responsible Development Plan [13]

Middle income trap has been identified as one of the main issue for Poland. Although, the GDP *per capita* in Poland is growing quite dynamic, still some weaknesses can be observed. The alarming fact is that about 50% of the working people earn less than net 650 USD. This fact is evidenced by the large social inequalities. Salaries in Poland amount to 1/3 of those earned in developed countries. While the short-term economic growth forecasts for Poland are beneficial, long-term projections support the thesis that Poland might lose its dynamic drive. According to the OECD the economic growth in the next few years will reach around 3.0-3.5% of GDP. The long-term forecasts, however, predict that in the next 30 years, the Polish economy growth rate will be among the lowest ones in OECD countries (OECD, 2014). If Poland do not get stuck in the group of countries with middle income, Poland needs to find new drivers of growth, because low labor costs have run out. This goal can be achieved by building global specializations of the Polish economy. The economic growth must go with growth of salaries [13].

The mentioned challenges and depletion of existing growth factors require from Poland action boosting socio-economic development. Such actions should result in positive and high-quality

expansion of the Polish economy. The Responsible Development Plan is based on five pillars: reindustrialization; development of innovative companies; capital for development; foreign expansion; sustainable social and regional development. Sustainable social and regional development should include in the development process, not only large urban areas, but also the smaller towns and rural areas [14].

## CONCLUSION

The Middle Income Trap is the process of slowing down or stopping catch up with the richest countries. There is no one generally accepted measurement of this phenomenon. However scientist are unanimous that government activity, such as improving access to advanced infrastructure, enhancing the protection of property rights, reforming labor markets to reduce rigidities, can help economy to avoid it. The literature also clearly suggests the roles of capabilities, structural change and technological progress as the key factors needed to avoid MIT.

After 1990 Poland has made a significant improvement in terms of economic growth. The transition from centrally planned to the market economy through shock therapy has started new period in the Polish history. Integration with European Union intensified the economic development. Nevertheless, the progress in catching up with developed countries is nowadays slowing and there is a risk of falling into the middle-income trap. Poland's performance in terms of GDP per capita has significantly improved over last decades, but Poland's GDP per capita is still only 42% of GDP per capita in US. According to OECD forecasts in next 23 years of development Poland will be able to reach only 45% of the US GDP. Poland needs reforms to improve its innovativeness, labor productivity and create more efficient decomposition of the economy.

To avoid the MIT in 2016 the Council of Ministers adopted the Responsible Development Plan. The responsible development should be based on strong economic foundations. The plan is a set of tools to make the development of Poland more dynamic. Poland needs to find new drivers of growth, because low labor costs have run out. If Poland does not want to get stuck in the group of countries with middle income, must find new drivers of growth. This goal can be achieved by building global specializations of the Polish economy.

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## УСТОЙЧИВОЕ РАЗВИТИЕ ТЕРРИТОРИЙ В УСЛОВИЯХ ГЛОБАЛИЗАЦИИ

### SUSTAINABLE DEVELOPMENT OF TERRITORIES IN THE CONTEXT OF GLOBALIZATION

Zhanna Mingaleva<sup>98</sup>

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*Успешное развитие в современных условиях требует повышения темпов экономического роста национальных экономик до 5-6% в год, в первую очередь, за счет увеличения объемов производства в реальном секторе экономики. Однако экологическая ситуация во многих странах мира, в том числе в России, характеризуется высоким уровнем антропогенного воздействия на природную среду. При этом существенное влияние на современные условия развития оказывают как значительные негативные экологические последствия прошлой экономической деятельности, так и вызовы глобализации. Таким образом, актуальным является решение задачи снижения экологической нагрузки на природу и общество и улучшения среды обитания людей при одновременном обеспечении роста объемов производства на основе процесса реиндустриализации, развернувшегося в рамках современного этапа глобализации.*

*Решение этой задачи предполагает исследование процессов реиндустриализации в различных странах и регионах с точки зрения их воздействия на все составляющие триады «экология-социум-экономика» в их целостном единстве.*

*Для решения поставленной задачи в процессе исследования в качестве основных использованы три теоретико-методологических подхода: ценностно-ориентированный, институционально-эволюционный и иерархический. Ценностно-ориентированный подход применен для современного общества в неразрывном единстве экологии, социума, экономики, состояния окружающей среды и качества жизни людей. Институционально-эволюционный подход использован для анализа развития территорий в единстве принципов наследственности, изменчивости, селекции, кооперации, адаптации. Иерархический подход использован при анализе территорий как сложной многоуровневой системы при исследовании и оценке взаимосвязей между отдельными подсистемами и компонентами территориальных эколого-социально-экономических систем.*

*В результате исследования определено, что в настоящее время российские и международные исследования в большей степени посвящены рассмотрению общих вопросов реиндустриализации, включая императивы, возможности, проблемы, а также влияние глобальных факторов и рисков на эти процессы. Уровень отдельных территорий (муниципальный, региональный и межрегиональный) практически не затрагиваются. Это затрудняет решение таких ключевых задач территориального развития в терминах устойчивости как обеспечение экологически ориентированного роста территории и повышения качества жизни людей; формирование эффективной, конкурентоспособной и экологически ориентированной модели развития экономики; предотвращение и снижение текущего негативного воздействия на окружающую среду на основе экологического нормирования и более полного учета ее состояния*

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*окружающей среды при принятии решений на всех уровнях территориального управления, в том числе глобальном (межнациональном).*

*В результате исследования выявлен комплекс факторов, влияющих на устойчивое развитие территорий и состояние качества жизни людей в условиях реиндустриализации и проведена их типологизация. Сформулированы основные положения по разработке сценариев устойчивого развития территорий как детерминированных эколого-социо-экономических систем на основе оценки воздействия на окружающую среду комплекса факторов и условий. Обоснована необходимость усиления работы по предотвращению и снижению текущего негативного воздействия от процессов реиндустриализации на окружающую среду на основе экологического нормирования и обязательного проведения государственной экологической экспертизы экологически опасных объектов с целью обеспечения высокого качества жизни населения на конкретной территории. Обоснована важность широкого применения экологически эффективных инновационных технологий путем внедрения инновационных ресурсосберегающих, экологически безопасных и эффективных технологий.*

*Исследование проведено в рамках задания на выполнение государственных работ в сфере научной деятельности в рамках базовой части государственного задания Минобрнауки России ФГБОУ ВО ПНИПУ (тема № 26.6884.2017/БЧ «Устойчивое развитие урбанизированных территорий и улучшение среды обитания человека»)*

**Ключевые слова:** *устойчивое развитие территорий, улучшение среды обитания человека, экологически ориентированный рост, реиндустриализация.*

**Abstract.** *Successful development in modern conditions requires an increase in the pace of national economies' growth to 5-6% per year, firstly due to the increase in production in the real sector of economy. However, the environmental situation in many countries of the world, including Russia, is characterized with a high level of anthropogenic impact on the natural environment. At the same time, a significant impact on the modern development conditions is made by both significant negative environmental consequences of past economic activity, and challenges of globalization. Thus, the solution of problem concerning reducing the environmental burden on nature and society, as well as improving living conditions of people with simultaneous growth of production volumes on the basis of the process of reindustrialization, unfolded at the modern stage of globalization.*

*Three theoretical-methodological approaches were used to solve the task in the process of research: value-oriented, institutional-evolutionary and hierarchical ones. A value-oriented approach is applied to modern society as a unity of ecology, society, economy, the state of the environment and the quality of life. Institutional-evolutionary approach is used for the analysis of territories development in the unity of the principles of heredity, variability, selection, cooperation and adaptation. Hierarchical approach is used in the process of analysis of territories as a complex multi-level system in the study and evaluation of the relationships between individual subsystems and components of the territorial ecological-socio-economic systems.*

*As a result it was determined that current Russian and international studies in this field are more focused on general issues of re-industrialization, including imperatives, opportunities, problems, as well as the impact of global factors and risks on these processes. The level of individual territories are practically not affected. This makes it difficult to solve such key problems of territorial development in terms of sustainability as ensuring environmentally oriented growth of the territory and improvement the quality of people's lives; formation of an effective, competitive and environmentally oriented model of economic development;*

*prevention and reduction of the current negative impact on the environment based on environmental regulation and more full consideration of its environmental status in making decisions on all levels of territorial administration, including global. The importance of wide application of ecologically effective innovative technologies through the introduction of innovative resource-saving, environmentally friendly and efficient technologies is proved.*

*The work is carried out based on the task on fulfillment of government contractual work in the field of scientific activities as a part of base portion of the state task of the Ministry of Education and Science of the Russian Federation to Perm National Research Polytechnic University (the topic 26.6884.2017 / BC “Sustainable development of urban areas and the improvement of the human environment”).*

**Key words:** *sustainable development of territories, improvement of human environment, environmentally oriented growth, reindustrialization.*

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## 1. ВВЕДЕНИЕ

Успешное устойчивое развитие территорий является сегодня одной из ключевых задач органов власти и управления на всех уровнях иерархии. При этом задачи устойчивого развития дополняются во многих регионах потребностями в реиндустриализации экономики и развития региональной промышленности на новых принципах формирования производства инновационного типа путем применения ресурсосберегающих и энергосберегающих технологий, экологически безопасных видов деятельности, создания комфортной среды обитания и работы людей на принципах «зеленой» экономики.

Нужно отметить, что многие страны мира уже активно внедряют эколого-экономические подходы в практику управления, опирающуюся на понимание перспективных направлений развития социальных систем в виде единой эколого-социо-экономической системы [1], [2].

В России задачи усиления внимания к экологической составляющей в производстве и жизнедеятельности дополняются требованиями ускорения процесса технологической модернизации экономики и реиндустриализации общества в условиях возрастания неопределенности развития, ужесточения глобальной конкуренции по всем направлениям, усиления глобализационных аспектов во всех процессах и явлениях, обострения глобальных проблем человечества при расширении инновационных процессов [3].

Острая постановка вопроса об ускорении поиска адекватных современным требованиям устойчивого развития инструментов и методов управления в условиях реиндустриализации России, о широком внедрении в общественную жизнь и производство экологических принципов обусловлена наличием и обострением ряда глобальных проблем, жизненно важных для развития человечества и требующих незамедлительного решения. Одной из таких проблем является высокая энергоемкость современного производства и жизни общества, его чрезвычайная экологическая нагрузка, а также все более остро подступающая проблема истощения ряда основных невозобновляемых источников энергии и тепла: нефти, газа, угля.

## **2. ОСНОВНЫЕ ПРОБЛЕМЫ ПРИМЕНЕНИЯ НЕВОЗОБНОВЛЯЕМЫХ ИСТОЧНИКОВ ЭНЕРГИИ И ТЕПЛА**

Основные проблемы, связанные с невозобновляемыми источниками энергии и тепла как правило сводятся к следующему.

Во-первых, все более серьезную проблему представляет собой постоянный рост удельного веса природоэксплуатирующих и загрязняющих отраслей в общем объеме производства большинства стран. Это увеличивает экологическую нагрузку на экономику как отдельных стран, так и на мировую экосистему в целом. Существующие технологии переработки традиционных топливно-энергетических ресурсов отрицательно влияют на природную среду и среду обитания людей. Отходы энергетических объектов в виде газовой, жидкой и твердой фаз вызывают негативные изменения в экосистемах всех уровней: от локального (местного) до глобального. Теплоэнергетика является «производителем» огромных масс твердых отходов (хвосты углеобогащения, золы, шлаки и т.д.), которые также нарушают балансы существующих экосистем. В результате производство и общество становятся все более серьезной угрозой существованию жизни в целом.

Во-вторых, происходит нарастание экологических рисков и рисков техногенных катастроф, связанных с физическим износом оборудования в системах транспортировки нефти и газа, продуктов их переработки, а также рост угроз со стороны ядерной энергетики.

В-третьих, в результате хозяйственной деятельностью людей усиливаются негативные изменения климата и нарастает глобальное потепление, а также рост негативного воздействия загрязнения окружающей среды на здоровье человека. Как отмечают в своем исследовании 2016 года эксперты International Energy Agency «производство и использование энергии являются, безусловно, крупнейшими антропогенными источниками загрязнителей воздуха» [4].

В-четвертых, и это уже отмечалось, невозобновляемые источники энергии и тепла являются исчерпаемыми и сроки их полного исчерпания определяются всего лишь в 100-150 лет, что по меркам человеческой цивилизации уже очень близко. Согласно прогнозу потребления энергии из невозобновляемых источников энергии, составленному International Energy Agency [5], темпы такого потребления все ускоряются (см.рисунок 1).



Рисунок 1. Прогнозу потребления энергии из основных невозобновляемых источников энергии (нефть и газ)

В-пятых, все больше территорий и крупных регионов испытывают проблемы с электроэнергией и теплоэнергией. В России, несмотря на избыточность традиционных источников энергии в целом ряде регионов наблюдается ее дефицит. В частности:

- в Южном федеральном округе – в Краснодарском крае (более 10 млрд. кВтч), Чеченской Республике, Республике Северная Осетия-Алания и Республике Крым;
- в Северо-Западном федеральном округе – в Республике Карелия, Вологодской области;
- в Центральном федеральном округе – в Московской и Белгородской областях, в меньшей степени - Липецкой, Калужской, Владимирской и Брянской областях;
- в Приволжском округе – в Нижегородской, Ульяновской и Пензенской областях, республиках Удмуртия и Мордовия;
- в Уральском федеральном округе – в Челябинской области;
- в Сибирском федеральном округе – в Кемеровской, Омской и Томской областях, в Алтайском крае;
- в Дальневосточном федеральном округе – в Приморском крае и Еврейской автономной области.

Перечисленные выше проблемы, а также целый комплекс других, остро ставят вопрос о поиске и активном вовлечении в производство и сферу жизнедеятельности людей альтернативных источников энергии и тепла, в первую очередь – возобновляемых [6].

### **3.РАЗВИТИЕ АЛЬТЕРНАТИВНЫХ ИСТОЧНИКОВ ЭНЕРГИИ КАК ФАКТОР И УСЛОВИЕ УСТОЙЧИВОГО РАЗВИТИЯ**

Важным направлением формирования устойчивого развития территорий России должен стать переход современной российской экономики и социально-бытовой сферы на альтернативные источники энергии.

Что касается возможностей различных секторов и сфер экономики в сбережении энергетических ресурсов, то они в нашей стране весьма значительны и составляют по прогнозу к 2020 году около 360-430 млн. тонн условного топлива в год, что эквивалентно примерно половине потребляемых сегодня ресурсов [7].

Возможности отдельных секторов и сфер экономики в сбережении энергетических ресурсов оцениваются следующим образом: топливно-энергетический комплекс России может обеспечить до 33% экономии всех топливно-энергетических ресурсов. Энергоемкие отрасли промышленности и строительный комплекс России могут также дать до 33% экономии всех потребляемых в настоящее время ресурсов. В жилищном секторе страны можно сэкономить до 25% ресурсов. Остальные 9% приходятся на другие сектора и отрасли экономики России, в том числе около 6% на транспорт и еще около 3% на сельское хозяйство [7].

Оценивая потенциал альтернативных источников энергии в России, можно выделить следующие их виды в соответствии с подходом, принятым в Энергетической стратегии России [8] (см. рисунок 2).

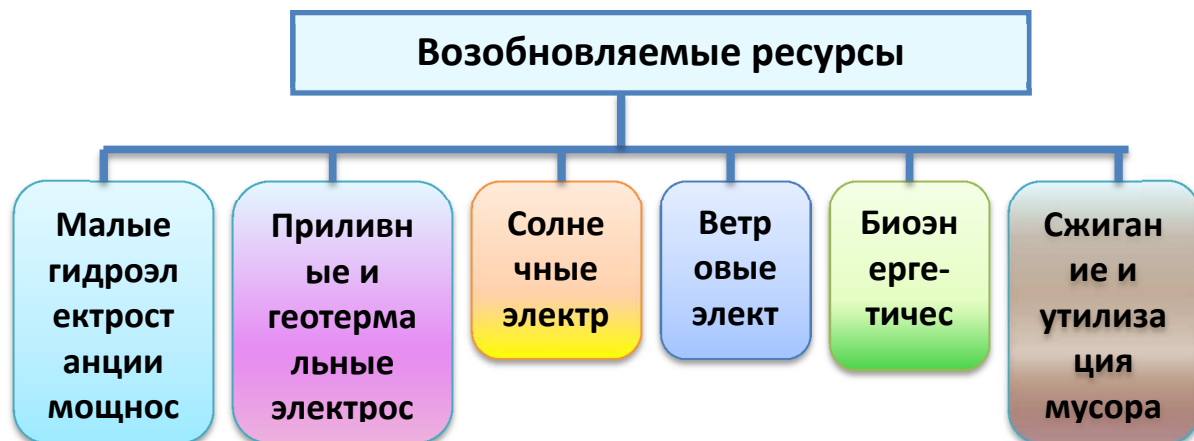


Рисунок 2. Структура альтернативных источников энергии в России

Необходимость усиления внимания к альтернативным источникам энергии как фактору и условию устойчивого развития территорий обусловлено следующими их специфическими чертами.

Во-первых, альтернативные источники энергии обладают высокой экономической и социальной значимостью, наличием существенного экономического эффекта от их применения.

Во-вторых, применение альтернативных источников энергии позволяет снизить техногенную нагрузку на экосистемы территорий и регионов, обеспечивает постепенное восстановление экосреды, среды обитания людей.

В-третьих, применение альтернативных источников энергии позволяет обеспечить необходимый уровень автономности энергоснабжения производственной, социальной и бытовой сфер жизнедеятельности общества, что закономерно повышает качество жизни населения даже в труднодоступных и удаленных районах.

В-четвертых, и это часто называют главным преимуществом нетрадиционных возобновляемых источников энергии над другими источниками энергии, является их возобновляемость и экологичность.

В-пятых, и это также весьма важно для России, является то, что в нашей стране имеются все типы возобновляемых энергетических ресурсов, которые могут быть с успехом вовлечены в жизнедеятельность людей.

Оценка потенциального рынка возобновляемых источников энергии в России со стороны населения показала, что общее число потенциальных пользователей возобновляемых источников энергии оценивается сейчас примерно в 20-25 миллионов человек [9] – [11]. Это следующие большие потребительские группы:

- население северных территориях страны, где проживает более 10 миллионов человек (в том числе на Севере - 2,5 миллионов человек), что составляет примерно 40% потенциальных потребителей возобновляемых источников энергии. Кроме того, 395 тысяч человек живут в вахтовых и экспедиционных поселениях, и около 50 тысяч человек живут в условиях кочевого и полукочевого образа жизни. Все эти люди заинтересованы в получении недорогих, маломощных источников энергии, способных обеспечить индивидуальные и небольшие поселения;

- более 5 миллионов человек сельского населения (это примерно 20% потенциальных потребителей тепловой и электрической энергии) проживают в условиях нестабильного энергоснабжения, то есть в условиях частых отключений электричества, что формирует выраженный спрос с их стороны;

- еще более 5 миллионов человек (еще около 20% потенциальных потребителей) являются владельцами садовых участков, потребности которых можно покрыть из возобновляемых источников энергии;

- наконец, внедрение малой и альтернативной энергетики в курортных городах, применение солнечных систем отопления и горячего водоснабжения вместо существующих мелких котельных может обеспечить устойчивой, дешевой и экологически безопасной энергией и теплом еще более 6 миллионов человек.

Таким образом, потенциальный рынок спроса на альтернативные источники энергии в России весьма разнообразный и емкий, а их применение позволит обеспечить устойчивое развитие территорий с самыми разными социально-экономическими и природно-географическими условиями.

#### **4. ХАРАКТЕРИСТИКА ПОТЕНЦИАЛА ВОЗОБНОВЛЯЕМЫХ РЕСУРСОВ В РОССИИ**

Анализ структуры общего потенциала возобновляемых энергетических ресурсов в России, а также его объема показал, что, согласно оценкам, большая его часть приходится на гидроресурсы и геотермальные ресурсы – до 80%. Потенциал солнечных ресурсов оценивается в 14%, а ветровых – в 6% (см.рисунок 3). При этом оценка реально используемого потенциала демонстрирует совсем другую картину (см.рисунок 6). Так, в основном, большая часть используемых в настоящее время на практике альтернативных источников энергии приходится на биомассу (до 98%) и незначительное количество – на гидроресурсы и геотермальные ресурсы. Ветровые ресурсы и солнечная энергия применяются пока в единичных случаях и в общем объеме потребляемых ресурсов занимают очень малое место (на рисунке 6 их удельный вес обозначен через «0»). Между тем, и мы это уже отмечали в своих предыдущих работах [12] солнечная энергетика имеет большой потенциал для использования в больших и малых российских городах.



Рисунок 3. Структура общего потенциала возобновляемых ресурсов



Рисунок 4. Структура экономического потенциала возобновляемых ресурсов

Что касается оценки экономического и технического потенциалов возобновляемых энергетических ресурсов в России (рисунки 4 и 5), то с точки зрения экономики (экономии на затратах и рентабельности) наиболее выгодными являются гидроресурсы и геотермальные ресурсы, а наиболее высокими техническими возможностями с точки зрения их практического развития почти в равной степени обладают гидроресурсы и геотермальные ресурсы (50%) и солнечная энергетика (40%).



Рисунок 5. Структура технического потенциала возобновляемых ресурсов



Рисунок 6. Структура используемого потенциала возобновляемых ресурсов

Как видно из рисунков 3 и 6, структура общего потенциала возобновляемых ресурсов в России существенно отличается от реально используемых.

При этом, как видно из рисунка 6, в настоящее время в России в наибольшей степени используется энергетический потенциал биомассы (ресурсы биоэнергетики), что не

случайно. Дело в том, что сегодня ведущие страны мира определили биоэнергетические ресурсы в качестве стратегического приоритета своего развития [13]. Что касается нашей страны, то в России внедрение биоэнергетических установок в производство и эксплуатацию на начальных этапах сопровождалось созданием дополнительных высокотехнологичных рабочих мест, что способствовало сохранению трудовых ресурсов, как в области энергетики, так и в смежных отраслях машиностроения и строительного сектора, обеспечивающих предприятия биоэнергетики оборудованием и зданиями. Это имело и имеет особое значение для экономически неразвитых территорий и монопрофильных промышленных регионов страны [14] - [15]. Кроме того, как мы уже отмечали, развитие биоэнергетики в России позволит создать новые высокотехнологичные производства в отдаленных и северных регионах, обеспечивая их автономными источниками энергии, повысит качество жизни в них [12].

## 5. ВЫВОДЫ

В процессе исследования установлено, что важным направлением формирования устойчивого развития территорий в России должен стать переход современной российской экономики и социально-бытовой сферы на альтернативные источники энергии. Это тем более важно, что во многих регионах в России наблюдается дефицит электроэнергии.

В основе современного понимания перспективных направлений развития социальных систем и реиндустриализации экономики в России находятся задачи формирования общества инновационного типа на основе применения ресурсосберегающих и энергосберегающих технологий, экологически безопасных видов

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деятельности, создания комфортной среды обитания и работы на принципах «зеленой» экономики.

При разработке различных моделей и сценариев устойчивого развития территорий России как эколого-социальноэкономических систем необходимо учитывать как требования реиндустриализации и модернизации экономики страны, так и задачи выравнивания уровней их экологического и социально-экономического развития, повсеместного решения эколого-экономических проблем, внедрения принципов повышения качества жизни за счет создания благоприятной и экологически безопасной среды обитания людей. Мировой опыт показывает, что в настоящее время изменился характер международной конкуренции за ресурсы и рынки. Сегодня ключевыми становятся благоприятные условия жизни людей, комфортная среда обитания, а среди товаров все большей поддержкой пользуются «зеленые» продукты, созданные с помощью экологически безопасных технологий и не наносящих вреда окружающей среде в процессе их потребления. Именно на этом и необходимо сделать акцент при формировании программ устойчивого развития территорий.

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**COST-BENEFIT ANALIZA JAVNIH PROJEKATA U PROMETU****COST-BENEFIT ANALYSIS OF PROJECTS IN TRAFFIC**

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**Sažetak:** Cilj ove znanstvene rasprave jeste pokazati kako menadžeri prometnih poduzeća mogu koristiti cost-benefit analizu za donošenje racionalnih investicijskih odluka. U radu se daje prikaz metodologije utvrđivanja neto sadašnje vrijednosti za procjenu investicijskih projekata. Rezultati istraživanja temelje se na praktičnim primjerima čime je osigurana aplikativnost dobivenih spoznaja. Postavljena hipoteza o metodi neto sadašnje vrijednosti (NVP) kao kritičnom alatu za procjenu investicijskih alternativa dokazuje se primjenom matematičke metode i metode informatičkog modeliranja. Glavni nalaz ovoga rada ogleda se u dokazu da je metoda utvrđivanja neto sadašnje vrijednosti pomoću proračunske tablice Excel jedan od najboljih, najbržih i najjednostavnijih načina procjene investicijskih alternativa.

**Ključne riječi:** cost-benefit analiza, neto sadašnja vrijednost, investicijske alternative, Excel

**Abstract:** The goal of this scientific debate is to show how managers of transport companies can use cost-benefit analysis for making rational investment decisions. This paper presents the methodology for determining the net present value for the assessment of investment projects. Survey results are based on practical examples which ensures applicability of the obtained results. Hypothesis about the net present value (NPV) as a critical tool for the evaluation of investment alternatives proves with the application of mathematical methods and methods of information modeling. The main finding of this work is reflected in the evidence that the method of determining the net present value using a spreadsheet Excel one of the best, fastest and easiest way to measure investment alternative.

**Key words:** cost-benefit analysis, net present value, investment alternative, Excel

## 1. Uvod

Cost benefit analiza je posebna financijska tehnika, odnosno računski postupak posljedica ulaganja u neki investicijski projekt. S jedne strane zbrajaju se svi prihodi i koristi projekta, a s druge strane svi troškovi i gubitci projekta. Svi prihodi i koristi, troškovi i gubitci moraju biti kvantificirani i svedeni na jednako mjerljivu jedinicu. Da bi se izjednačila novčana vrijednost budućih priljeva i odljeva, potrebno ih je svesti na sadašnju vrijednost, tj. diskontirati. Diskontiranje je iskazivanje sadašnje vrijednosti neke buduće poznate vrijednosti. U postupku diskontiranja primjenjuje se diskontna stopa. Diskontna stopa može se promatrati kao stopa prinosa koju zahtijeva ulagatelj. Za niskorizična ulaganja kao što su državne obveznice ulagatelji zahtijevaju godišnju stopu prinosa između 6 % i 9 %. Ukoliko je omjer prihoda i koristi i troškova i gubitaka, odnosno koeficijent veći od jedan, dakle ukoliko prihodi i koristi nadmašuju troškove i gubitke, riječ je o financijski isplativom investicijskom projektu.

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Naravno, vrijedi i obratno. Pri odabiru, između više međusobno isključivih projekata, najprihvatljiviji za realizaciju je onaj koji ima najveću pozitivnu vrijednost neto sadašnje vrijednosti.

Osnovno načelo cost-benefit analize jeste da je projekat za realizaciju opravdan jedino ako je ukupna korist koju on donosi, veća od očekivanih troškova (Ivaniš, M., Slović, S., 2013). U skladu s tim, u ovome radu nakon teorijskih i metodoloških napomena dat je prikaz metodologije utvđivanja isplativosti jednog većeg investicijskog projekta u području prometa, a zatim za dva manja međusobno isključiva projekta.

## 2. Teorijski i metodološki okvir rada

*Cost-benefit* analiza nalazi široku primjenu u ocjeni svrsishodnosti ulaganja u oblasti prometa. Težište te metode je u procjeni troškova i koristi u bližoj i daljoj budućnosti. Kod procjene investicijskih projekata, primjenom cost-benefit analize moguće je koristiti veći broj metoda, i to: metodu neto sadašnje vrijednosti, metodu interne stope rentabilnosti, metodu odnosa koristi i troškova, metodi roka povrata investicije. U ovome radu naglasak je na metodi utvđivanja neto sadašnje vrijednosti. Budući tokovi se pomoću diskontne stope diskontiraju, odnosno svode na sadašnju vrijednost (npr. pri diskontnoj stopi od 5%, 1000 eura za 10 godina vrijedi sadašnjih 614 eura). Troškove jednog infrastrukturnog projekta u prometu čine **izravni troškovi** (troškovi otkupa zemljišta, troškovi pripreme i izrade projekta, troškovi izgradnje) i **neizravni troškovi** (troškovi buke, onečišćenja zraka, narušavanja prirodnog okoliša).

Koristi također mogu biti izravne i neizravne. **Izravne koristi** u teretnom prometu ogledaju se u snižavanju prijevoznih troškova, a u putničkom prometu u skraćivanju vremena putovanja. Primjer za izravne koristi u teretnom prometu može biti projekt povećanja gaza luke. Ako realizacija toga projekta ima za cilj primanje većih brodova tada će transportni troškovi po toni biti niži i to se računa kao korist. **Neizravne koristi** ogledaju se u povećanju sigurnosti prometa, povezivanju gospodarskih nerazvijenih područja s gospodarski razvijenijim područjima i sl.

U pravilu se primjenjuju dva načina izračunavanja, i to (Pašalić, 1999., 30-31):

1. izračunavanje neto sadašnje vrijednosti koja se od projekta očekuje, tj. razlike između sadašnje vrijednosti koristi i sadašnje vrijednosti troškova i
2. izračunavanje koeficijenata, tj. odnosa koristi i troškova.

Prvi način proizlazi iz sljedećeg odnosa:

$$NSV = \frac{B_0 - C_0}{(1+i)^0} + \frac{B_1 - C_1}{(1+i)^1} + \frac{B_2 - C_2}{(1+i)^2} + \frac{B_3 - C_3}{(1+i)^3} + \dots + \frac{B_n - C_n}{(1+i)^n} \quad (1)$$

odnosno:

$$NSV = \sum_{n=0}^t \frac{B_n - C_n}{(1+i)^n} \text{ uz uvjet da je } NSV \geq 0 \quad (2)$$

gdje su:

NSV – neto sadašnja vrijednost koristi,

B – koristi,  
 C – troškovi,  
 i – diskontna stopa,  
 n – broj godina trajanja projekta (korištenja objekta); godine teku od 0 do t.

Prihvatljiv je onaj alternativni projekt ili program koji osigurava mogući maksimum relacije  $NSV \geq 0$ , tj. koji osigurava najveću neto sadašnju vrijednost.

U nastavku se prezentira jedan jednostavni primjer. Pretpostavka je da privatni austrijski investitor zahtijeva 8 % godišnju stopu prinosa na ulaganje u garažni objekt u gradu Rijeci. Za ulaganje od 800 000 eura očekuje da će stvoriti godišnje neto novčane tokove od 80 000 eura za 20 godina. Po isteku ovoga roka ima obvezu objekt vratiti gradu s tim da je dogovoreno da mu grad na kraju 20 godine isplati 100 000 eura za uloženu opremu.

Temeljem podataka iz anuitetske tablice (cf. tablicu 1) koja pokazuje sadašnju vrijednost 1 € koji će se periodički primati tijekom danog broja razdoblja očitava se vrijednost 1 € koji se prima godišnje tijekom 20 godina, diskontirana po godišnjoj stopi od 8 % 9,818. Stoga je sadašnja vrijednost 80 000 eura koji se primaju tijekom 20 godina  $80\,000 \times 9,818$  ili 785 440.

Tablica 1: Sadašnja vrijednost 1 € kojiće primati periodično za n razdoblja

Br.razdoblja (n)	1%	1,50%	5%	6%	8%	10%	12%	15%	20%
1	0,990	0,985	0,952	0,943	0,926	0,909	0,893	0,870	0,833
2	1,970	1,956	1,859	1,833	1,783	1,736	1,690	1,626	1,528
3	2,941	2,912	2,723	2,673	2,577	2,487	2,402	2,283	2,106
4	3,902	3,854	3,546	3,465	3,312	3,170	3,037	2,855	2,589
5	4,853	4,783	4,329	4,212	3,993	3,791	3,605	3,352	2,991
6	5,795	5,697	5,076	4,917	4,623	4,355	4,111	3,784	3,326
7	6,728	6,598	5,786	5,582	5,206	4,868	4,564	4,160	3,605
8	7,652	7,486	6,463	6,210	5,747	5,335	4,968	4,487	3,837
9	8,566	8,361	7,108	6,802	6,247	5,759	5,328	4,772	4,031
10	9,471	9,222	7,722	7,360	6,710	6,145	5,650	5,019	4,192
20	18,046	17,169	12,462	11,470	9,818	8,514	7,469	6,259	4,870
24	21,243	20,030	13,799	12,550	10,529	8,985	7,784	6,434	4,937
36	30,108	27,661	16,547	14,621	11,717	9,677	8,192	6,623	4,993

Kako osim godišnjih novčanih tokova, privatni investitor očekuje u skladu s dogovorom s gradskim vlastima dodatnih 100 000 eura to je nužno izračunati sadašnju vrijednost 1 eura koji dopijeva nakon 20 godina diskontiranog po 8 % godišnje. Sadašnja vrijednost 1€ računa se

formulom  $p = \frac{1}{(1+i)^n}$ , gdje je p sadašnja vrijednost 1€, i diskontna stopa i n broj razdoblja

prije dospijea novčanog toka. Tako izračunata sadašnja vrijednost 1€ iznosi 0,2145. Tako sadašnja vrijednost 100 000 eura koji će biti primljeni nakon 20 godina iznosi  $100\,000 \times 0,2145$  ili 21 454,82.

Sada se može izvršiti analiza opravdanosti ulaganja s motrišta privatnog investitora na sljedeći način:

Sadašnja vrijednost očekivanih novčanih tokova ( $180\,000 \times 9,818$ )

785 440

Sadašnja vrijednost prihoda od grada	(100 000×0,2145)	<u>21 455</u>
Ukupna sadašnja vrijednost budućih novčanih tokova		806 895
Iznos koji se ulaže (plaćanje unaprijed)		<u>800 000</u>
<b>Neto sadašnja vrijednost predloženog ulaganja</b>		<b>6 895</b>

Analiza pokazuje da sadašnja vrijednost očekivanih neto novčanih tokova ulaganja, diskontiranih po godišnjoj stopi od 8 % iznosi 806 895 eura. To je maksimalan iznos koji si privatni investitor može dopustiti za ulaganje u garažni objekt uz očekivanje da će ostvariti zahtijevanu godišnju stopu prinosa od 8 %. Pozitivna neto sadašnja vrijednost u ovome primjeru znači da će ulaganje osigurati stopu prinosa koja je veća od diskontne stope. Prijedlozi s pozitivnom neto sadašnjom vrijednošću smatraju se prihvatljivim.

U tablici 2 daje se pregled stvarnih diskontnih stopa koje se primjenjuju u pojedinim europskim državama.

Tablica 2 : Primjena realnih diskontnih stopa u odabranim državama EU

Belgija	4%	Španjolska	6%
Nizozemska	5%	Danska	7%
Njemačka	3%	Francuska	8%
Velika Britanija	8%		

Izvor: p.48

2. Drugi način proizlazi iz odnosa:

$$\frac{B}{C} = \sum_{n=0}^t \frac{B_n}{(1+i)^n} : \sum_{n=0}^t \frac{C_n}{(1+i)^n} \text{ uz uvjet da je } \frac{B}{C} > 1. \quad (3)$$

Alternativa drugog načina je odnos sadašnje vrijednosti razlike između koristi i troškova prema sadašnjoj vrijednosti troškova, odnosno:

$$\frac{B-C}{C} = \sum_{n=0}^t \frac{B_n - C_n}{(1+i)^n} : \sum_{n=0}^t \frac{C_n}{(1+i)^n} \text{ uz uvjet da je } \frac{B-C}{C} \geq 0. \quad (4)$$

U nastavku ove znanstvene rasprave najprije će se metodom neto sadašnje vrijednosti utvrditi ekonomska opravdanost uvođenja naplate cestarine putem sustava vinjeta, a potom će se izvršiti vrednovanje dvije investicijske alternative i odabir one koja pokazuje veću ekonomsku opravdanost. Sam postupak utvrđivanja neto sadašnje vrijednosti obaviti će se na dva načina. Prvo, primjenom odgovarajuće matematičke formule za izračun neto sadašnje vrijednosti i drugo, primjenom odgovarajuće formule za izračun neto sadašnje vrijednosti u proračunskoj tablici Excel. Rezultati istraživanja temelje se na hipotetičkim primjerima.

### 3. Rezultati istraživanja i diskusija

Ministarstvo prometa jedne države razmatra mogućnost uvođenja vinjeta. Razmatra se perfektni sustav vinjeta jer vozila nemaju naljepnicu. Vinjeta je samo preneseni pojam. Vozač plati cestarinu na registarsku oznaku vozila te postoji služba koja kontrolira preko kamera koje automatski očitavaju registarski broj vozila te se na taj način provjerava je li vozač platio cestarinu. Ako nije platio cestarinu, služba ga skida na slijedećem čvoru te vozač plaća kaznu.

Prijelaz na novi sustav zahtijeva značajna početna ulaganja koja su procijenjena na 100 milijuna kuna. Nakon prve godine ugradnje ovoga sustava, operativni troškovi upravljanja bit će veći za 20 milijuna kuna godišnje nego u sustavu bez vinjeta. No, kako će doći do uklanjanja naplatnih kućica i značajnog ubrzanja prometnih tokova sustav će omogućiti godišnje uštede u iznosu od 65 milijuna kuna. Svi iznosi dani su u sadašnjim vrijednostima. Za dovršetak prijelaza na novi sustav naplate procjenjuje se da će biti potrebno tri godine.

U tablici 3 dat je pregled očekivanog novčanog toka potrebnog za provođenje *cost-benefit* analize.

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Tablica 3: Pregled očekivanog novčanog toka predložene investicije (u mln.kn)

Godina	0	1	2	3
Predviđeni priljev novca	0	65	65	65
Predviđeni odljev novca	100	20	20	20
Predviđeni neto novčani tok	-100	45	45	45

Koristeći podatke iz tablice 3 neto sadašnja vrijednost predloženog ulaganja uz diskontnu stopu od 10% računa se na način prezentiran u tablici 4.

Tablica 4: Izračun NSV predložene investicije (u mln.kn)

Godina	0	1	2	3
Predviđeni priljev novca	0	65	65	65
Predviđeni odljev novca	100	20	20	20
Predviđeni neto novčani tok	-100	45	45	45
Sadašnja vrijednost jedne novčane jedinice $p = 1/(1+10\%)^n$	1,000	0,9091	0,8264	0,7513
Sadašnja vrijednosti = buduća vrijednost $\times p$	-100	40,9	37,2	33,8
Neto sadašnja vrijednost predloženog ulaganja	-100	-59,1	-21,9	<b>11,9</b>

Neto sadašnja vrijednost je veća od nule (11,9 mln.kn), što implicira opravdanost uvođenja novog sustava naplate cestarine.

Isti rezultat može se puno brže i jednostavnije dobiti uporabom proračunske tablice Excel, odnosno primjenom formule NPV u proračunskoj tablici (cf. tablicu 5).

Tablica 5: Primjena formule NPV u proračunskoj tablici (u mil.kn)

	A	B	C	D	E	F	G	H	I	J
1	11,91 kn		-100							
2			45							
3			45							
4			45							
5										
6										

Temeljem podataka iz tablice 5 razvidno je da su najprije u adresni niz C1:C4 unose podatci o predviđenom novčanom toku, a potom u adresno polje A1 odgovarajuća formula za izračun neto sadašnje vrijednosti predloženog ulaganja ( $=C1+NPV(10\%;C2:C4)$ ). Nakon što se unese formula i pritisne tipka enter u adresnom polju A1 pojavit će se neto sadašnja vrijednost predloženog ulaganja (11,91 mil.kn).

Da bi se dokazala efektivnost primjene proračunske tablice u izračunu neto sadašnje vrijednosti razmotrit će se još jedan praktični primjer. U ovom primjeru menadžer prometnog poduzeća nalazi se pred dvije investicijske alternative. Investicija A ima početne troškove od 25 milijuna kuna, a investicija B od 26 milijuna kuna. Obadvije investicije odnose se na četvorogodišnje razdoblje uz diskontnu stopu od 8%. Predviđeni novčani tok za obadvije investicijske alternative prikazan je u tablici 6.

Tablica 6: Pregled očekivanog novčanog toka predložene investicije (u 000 kn)

<i>Investicija A</i> <i>Novčani tok</i>	<i>Investicija B</i> <i>Novčani tok</i>	<i>Godina</i>	<i>Sadašnja vrijednost</i> <i>diskontna stopa 8%</i>
<b>\$10,000</b>	<b>\$9,000</b>	<b>1</b>	<b>0.926</b>
<b>9,000</b>	<b>9,000</b>	<b>2</b>	<b>0.857</b>
<b>8,000</b>	<b>9,000</b>	<b>3</b>	<b>0.794</b>
<b>7,000</b>	<b>9,000</b>	<b>4</b>	<b>0.735</b>

Koristeći podatke iz tablice 6 neto sadašnja vrijednost predloženog ulaganja uz diskontnu stopu od 8% računa se na način prezentiran u tablici 7.

Tablica 7: Utvrđivanje neto sadašnje vrijednosti predloženih investicijskih projekata (u 000 kn)



<i>Godina</i>	<i>Investicija A Sadašnja vrijednost</i>	<i>Investicija B Sadašnja vrijednost</i>
<i>1</i>	$\$9,260 = (0.926)(\$10,000)$	$\$8,334 = (0.926)(\$9,000)$
<i>2</i>	$7,713 = (0.857)(\$9,000)$	$7,713 = (0.857)(\$9,000)$
<i>3</i>	$6,352 = (0.794)(\$8,000)$	$7,146 = (0.794)(\$9,000)$
<i>4</i>	$5,145 = (0.735)(\$7,000)$	$6,615 = (0.735)(\$9,000)$
<i>Ukupno</i>	<b>\$28,470</b>	<b>\$29,808</b>
<i>Minus početna investicija</i>	<b>-25,000</b>	<b>-26,000</b>
<i>Neto sadašnja vrijednost</i>	<b>\$3,470</b>	<b>\$3,808</b>

Temeljem podataka iz tablice 7 razvidno je da se sadašnja vrijednost novčanih tokova za svaku od investicijskih alternativa računa množenjem faktora sadašnje vrijednosti sa novčanim tokom za svaku od investicijskih alternativa. Neto sadašnja vrijednosti investicijske alternative B veća je za 338 tisuća kuna što je čini atraktivijom za potencijalnog investitora. Temeljem podataka iz tablice 7 razvidno je također da za investicijsku alternativu B nije bilo potrebno toliko računanja. Naime, kako su novčani tokovi jednaki i iznose 9 milijuna svake godine, dovoljno je bilo iz tablice 1 očitati faktor sadašnje vrijednosti za diskontnu stopu od 8% i vremensko razdoblje od četiri godine (3,312) te isti pomnožiti s 9 milijuna ( $3,312 \times 9,000 = 29,808$ ) i dobiti istu vrijednost kao u tablici 7.

**Robert Maršanić** rođen je 1969. godine u Rijeci gdje je završio osnovno i srednje obrazovanje. Na fakultetu za turistički i hotelski menadžment u Opatiji završio je sveučilišni diplomski studij i stekao akademski stupanj doktora znanosti iz područja društvenih znanosti znanstvenog polja ekonomije. Autor je dvije znanstvene knjige i brojnih znanstvenih članaka. Posebno područje interesa je parkiranje u turističkim destinacijama. Zaposlenik je TD Rijeka promet. Ima izbor za znanstvenog suradnika i predavača.



Isti rezultati mogu se dobiti puno brže i jednostavnije uporabom proračunske tablice Excel, odnosno primjenom formule NPV u proračunskoj tablici (cf. tablicu 8).

Tablica 8: Izračun neto sadašnje vrijednosti pomoću proračunske tablice (u mil. kn)

	A	B	C	D	E	F	G	H	I
1	3,47 kn		-25		3,81 kn		-26		
2			10				9		
3			9				9		
4			8				9		
5			7				9		
6									

Temeljem podataka iz tablice 8 razvidno je da se s lijeve strane nalaze podaci koje se odnose na investicijsku alternativu A, a s desne strane podaci koji se odnose na investicijsku alternativu B. U adresni niz C1:C5 i G1:G5 unešeni su podaci o novčanim tokovima dok je adresnim poljima A1 i E1 zalijepljena formula za izračun neto sadašnje vrijednosti svake od investicijskih alternativa.

#### 4. Zaključak

*Cost-benefit* analiza najviše se koristi kod procjene investicijskih projekata koji zahtijevaju velika ulaganja financijskih sredstava i donose efekte od značaja za mnoga područja društvene i gospodarske djelatnosti kao što su primjerice investicijski projekti u prometu (cestovnom, željezničkom, zračnom, vodnom). Ocjena isplativosti projekata nezaobilazni je alat današnjih prometnih menadžera te je u skladu s tim u ovome radu dat kraći prikaz *cost-benefit* analize pomoću metode utvrđivanja neto sadašnje vrijednosti. Metoda neto sadašnje vrijednosti predstavlja jedan od najboljih pristupa vrednovanju pojedinačnih projekata, ali i za odabir jedne između više investicijskih alternativa. Između većeg broja međusobno isključivih projekata, najprihvatljiviji za realizaciju je onaj koji ima najveću pozitivnu neto sadašnju vrijednost. U radu je dokazana i efektivnost primjene proračunske tablice u izračunu neto sadašnje vrijednosti i odabiru ekonomski opravdanih projekata.

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## ПРИНОС НА РИЗИЧНО ПОДЕРИРАНА АКТИВА (RORWA) КАКО ОСНОВА ЗА НОВ ПРИСТАП ВО УПРАВУВАЊЕТО СО БАНКИТЕ – СЛУЧАЈОТ НА ЗЕМЈИТЕ ОД ЗАПАДЕН БАЛКАН

### RETURN ON RISK WEIGHTED ASSETS (RoRWA) AS A BASIS FOR A NEW APPROACH IN THE MANAGEMENT OF BANKS – CASE OF THE WESTERN BALKANS COUNTRIES

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**АПСТРАКТ:** Заострената регулација на банките, која произлезе од последната финансиска криза, воспостави нови предизвици во работењето на банкарските институции. За да се справат со новите предизвици банките бараат нови пристапи, мерки и индикатори кои би го зголемиле квалитетот во управувањето со ризиците. Еден од тие пристапи се заснова на приносот на ризично пондерирана актива – RoRWA (Return on risk-weighted assets). Овој нов пристап е теоретски и емпириски обработен во овој труд. Неговата примена треба да овозможи превземање на соодветни мерки кои ќе ги подобруват перформансите на банките и следствено макроекономските движења во земјата.

Покрај теоретското елаборирање на значењето на RoRWA од микро и макроекономски аспект, како нов пристап за поквалитетно управување со ризиците, ликвидноста и капиталот на банките во услови на построги регулаторни барања, трудот посебен фокус става на квантитативна анализа и истражување на вредностите и трендот на овој индикатор во земјите од Западен Балкан. Притоа, квантитативната анализа е насочена кон три аспекти: (1) истражување на врската помеѓу RoRWA и економската активност, со цел да се утврди успешноста и ефикасноста на банките во вршење на својата функција; (2) истражување на трендот на RoRWA на ниво на вкупен банкарски сектор, со цел да се утврди отпорноста на банкарскиот систем на поделните земји на последната финансиска криза и (3) истражување на трендот на RoRWA на најголемите индивидуални банки во анализираниите земји, со цел да се утврди колку квалитетот на управување со ризиците кај поделните банки влијае на успешноста во работењето на банките. Преку компаративна анализа трудот настојува да го согледа односот помеѓу ризикот и профитот кој го имаат постигнато банките во земјите од Западен Балкан наспроти поразвиените земји од Европа. Во анализата е опфатен периодот непосредно пред финансиската криза и годините после кризата со интенција да се согледат ефектите од кризата врз перформансите на банките и да се идентификуваат факторите кои допринеле одредени банки и банкарски системи да покажат подобра отпорност на кризата. Користени се податоци од финансиските извештаи на најголемите банки од Македонија, Хрватска, Србија, Бугарија, Словенија, како и податоци и индикатори за вкупниот банкарски систем на овие земји. Предмет на анализа се и стратешките перспективи на банките вклучени во анализата со цел да се идентификуваат заканите и потенцијалите на банкарските сектори во овие земји.

**Клучни термини:** RoRWA, ризик, профит, компаративна анализа, финансиска криза

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**ABSTRACT:** *Stricter regulation of banks, which emerged from the recent financial crisis draw attention to new challenges in the operation of banking institutions. To cope with these challenges, banks are searching new approaches, metrics and indicators which will enhance the quality of their risk management. One of those approaches is based on Return on Risk-Weighted Assets (RoRWA). This approach is theoretically and empirically elaborated in this paper. His application enables banks to take appropriate measures to enhance their performance and subsequently the performance of the economy as a whole. Besides the theoretical elaboration of the importance of RoRWA from micro and macroeconomic aspect, as well as a new approach for better management with risks, liquidity and capital in terms of stricter regulatory requirements, the paper is with special emphasis on quantitative analysis and research of the values and the trend of this indicator in the countries of the Western Balkans. The quantitative analysis is focused on three aspects: (1) Exploring the link between RoRWA and the economic activity in order to determine the performance and the efficiency of the banks in their operations. (2) Exploring the trend of RoRWA on a banking sector level in order to determine the resilience on the financial crises of the banking systems in different countries (3) Exploring the trend of RoRWA on the biggest banks in the analyzed countries in order to determine how much the quality of risk management by bank affects their overall performance. The comparative analysis in this paper is focused on the relationship achieved between risk and profit by the banks in the countries from the Western Balkans and in the developed European countries. The analysis covers the period during and after the financial crisis in order to identify the effects from the crisis on the performance of the banks and the factors that contributed some banks and banking sectors to be more resilient on the adverse effects from the crisis. The data used in the analysis is extracted from the financial statements of the banks in Macedonia, Croatia, Slovenia, Bulgaria, Serbia as well as data and indicators for the banking sectors as a whole in these countries. Subject to analysis in this paper are the strategic perspectives of the banks included in the analysis as well in order to identify threats and potential of the banking sectors in these countries.*

**Key terms:** *RoRWA, risk, profit, comparative analysis, financial crisis*

## ВОВЕД

Моменталната анемиичност на економиите ширум светот е најдобар показател за неефикасното и неефективното функционирање на банките, посебно ако се земе предвид дека тие го претставуваат срцето на секоја економија, а особено кај земјите од Западен Балкан каде што доминира банкарскиот сектор. Ова само по себе наметнува потреба за размислување надвор од рамките, како од страна на носителите на макроекономските политики така и од страна на самите инвеститори. Потребно е за момент да се тргнат погледите од традиционалните мерки за успешност и да се насочат кон нови, кои ќе ги земаат во предвид новите состојби во економиите и ќе овозможат да се утврди вистинската дијагноза за да може да се изврши и адекватен третман.

За банките да го променат начинот на управување, построгите регулаторни барања наметнати со Базел III нема да бидат доволни туку ќе биде потребна и поголема контрола врз управувањето со банките од нивните стејкхолдери. За да можат тие адекватно да го следат работењето на банките и соодветно да реагираат треба да се потпрат на адекватни мерки, тука се јавува големото значење на RoRWA која дава интегрирана перспектива на управувањето со билансот на состојба и со билансот на успех од страна на банките, со што се овозможува на едноставен начин да се следи работењето на банките, што е од

голема помош како за стејкхолдерите така и за менаџерите. Адекватното следење на работењето на банките овозможува преземење на соодветни мерки кои ќе доведат до подобрување на функционирањето на банките, а со тоа и до зголемување на економската активност.

## **ROA КАКО ОСНОВА ЗА КВАЛИТЕТНО УПРАВУВАЊЕ СО РИЗИЦИТЕ ВО УСЛОВИ НА ПОСТРОГИ РЕГУЛАТОРНИ БАРАЊА**

Големата финансиска криза од 2007/2008 година ја покажа слабоста на банките и потребата од нов начин на управување и нов начин на нивна контрола. Тој нов начин на контрола вклучува комбинација на контрола од регулаторните тела преку построги регулаторни стандарди и контрола од страна на стејкхолдерите на банките. За да можат да вршат соодветна контрола, стејкхолдерите мора да користат соодветни мерила за да го оценат работењето на банките, за таа цел не е доволно тие да се потпираат единствено на традиционалните мерила, како што се ROA и ROE, кои претставуваат стандардни показатели за профитабилноста на банките, а оттаму и за нивната успешност, туку е потребно да користат и нови алтернативни и помалку познати показатели кои се соодветни за тековната ситуација. Се јавува потреба од нова мерка која ќе служи како бенчмарк за квалитетот во управувањето со ризиците. Како таков репер се јавува стапката на принос на ризично пондерираните средства (RoRWA). Се добива кога ќе се стават во однос нето – добивката и ризично пондерираната актива и на тој начин ги интегрира перспективата на управување со билансот на состојба и страната на приходите и трошоците на бизнисот. RoRWA се јавува како најпрактична мерка која им помага на банкарските менаџери да управуваат со перформансите на нивните банки и да носат одлуки кои ќе доведат до соодветна награда за превземениот ризик. (Ауер, вон Фостел, Туерк, Бергнер, 2015).

Со се поистакнатата улога што ја играат адекватноста на капиталот, квалитетот на средствата и сеопфатните макроекономски трендови во обликувањето на финансиските перформанси на банките, билансот на состојба е тој што подобро го опфаќа целокупното здравје и упатува на областите кои треба најмногу да се унапредат, а не билансот на успех. Денешното опкружување исполнето со постојани и силни промени, бара холистички, а сепак едноставен поглед на приносите кои банките ги генерираат на секоја единица капитал која тие ја вложуваат во нивниот бизнис прилагодени за ризикот. Тоа го обезбедува RoRWA, чија што сила произлегува од нејзината корисност во управувањето со банките, како и од користењето на добро разбирлива мерка како што е ризично пондерираната актива како деноминатор што ја прави RoRWA добар

### **М-р Стефан Стојчевски**

*Стефан Стојчевски е роден на 25.07.1991 година во Пробиштип, Р.Македонија. Со високо образование се стекнал во 2014 година на Универзитетот “Св.Кирил и Методиј”, Економски*



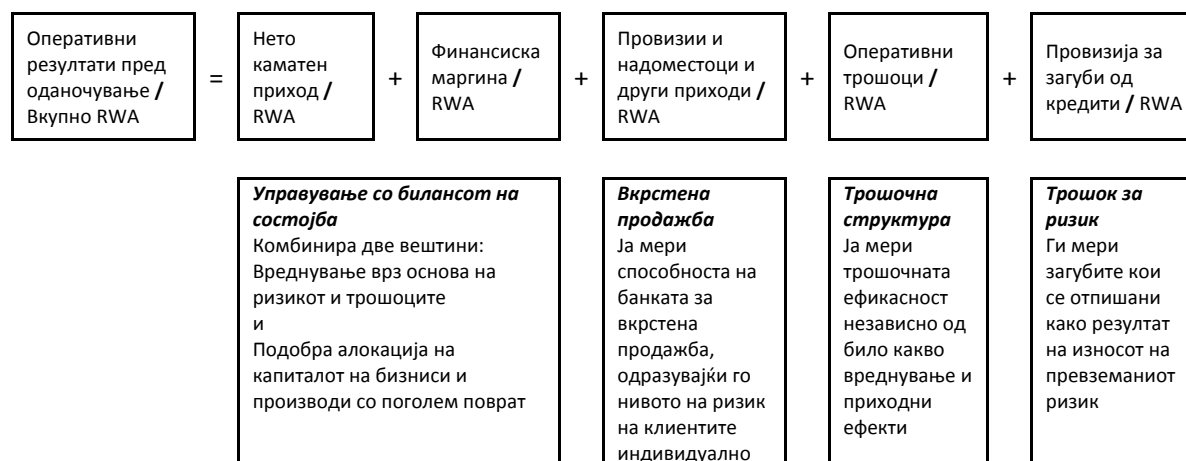
*факултет – Скопје на насоката финансиски менаџмент. На истиот факултет, во 2016 година се стекнува со научно звање - магистер по економски науки од областа на монетарната економија, финансии и банкарство.*

*На почетокот на 2015 година се вработува во ЕУ Македонија во Одделението за Ревизија, каде што работи на проекти од областа на ревизијата и финансиските услуги во земјата и во странство. Тековно работи во КПМГ Македонија во Одделението за Консултантски Услуги со фокус на банкарскиот сектор и финансиските институции.*

*Учествувал на повеќе семинари, обуки, работилници и курсеви во земјата и во странство од областа на макроекономијата и финансиите.*

претставник за ризикот. RoRWA обезбедува практични насоки за да се оптимизираат перформансите на банките низ четири димензии (слика 1): (Син, Д'Акунто, Олдрин, 2013)

- Прво, RoRWA следи колку добро банките управуваат со своите биланси на состојба и апетитот за ризик. Менаџерите можат да видат дали правилно ги вреднуваат понудите на начин на кој тие го рефлектираат нивниот ризик и трошок и колку добро тие го алоцираат капиталот во бизнис подрачја и производи кои генерираат повисоки приноси.
- Второ, бенчмаркот ги води одлуките за тоа како банките го вквалкулираат ризикот во своите можности за вкрстена продажба кои носат такси, провизии и други приходи.
- Трето, на страната на трошоците пристапот преку RoRWA ја открива трошочната ефикасност по единица ризик за волуменот на бизнис што го генерираат банките.
- Четврто, RoRWA ги осветлува трошоците за ризик, преку откривање колку добро банките се способни да ги минимизираат своите провизии за загуби од кредити прилагодени за ризикот. (Син, Д'Акунто, Олдрин, 2013)



Извор: Волтер Син, Роко Д'Акунто и Андреа Олдрини: Европско банкарство: Постигнување на вистинскиот сооднос помеѓу ризикот и повратот, Анализа на Бејн & компани, 2013

**Слика 1:** Четирите клучни димензии чии што перформанси се одразуваат со RoRWA

Надвор од неговата вредност како водич за истакнување на ризикот и капиталот при управувањето со внатрешните перформанси на банката, RoRWA може да послужи како моќна алатка за екстерна комуникација. Менаџерите, инвеститорите и регулаторите може да видат во една број (подржан со неколку клучни компоненти) каде банката се наоѓа во однос на своите директни конкуренти.

## ВРСКАТА ПОМЕЃУ RORWA И ЕКОНОМСКАТА АКТИВНОСТ ВО ЗЕМЈИТЕ ОД ЗАПАДЕН БАЛКАН – КОРЕЛАЦИОНА АНАЛИЗА

Направена е корелациона анализа на RoRWA, која ја остваруваат банките во земји од Западен Балкан и стапката на раст на БДП на овие земји со цел да се согледа дали перформансот на банките зависи од економската активност на земјата и до кој степен и обратно да се согледа влијанието на перформансите на банките врз економијата. Преку оваа врска може да се согледа значењето на банките за секоја економија и како преку подобар менаџмент со банки може да се придонесе за зголемување на економската активност во земјите.

Анализата за сите земји е направена за период од 2008 до 2015 година, период за кој се достапни сите потребни податоци за сите земји за да биде споредбата поадекватна. Во анализата RoRWA е пресметана како пондериран просек од сите банки во земјите, при што како пондери се користени релативните учества на активите на секоја од банките во вкупната актива на банкарскиот сектор на таа земја. Додека пак стапката на раст на БДП е земена како информација од статистиката на централните банки на соодветните земји.



**Слика 2:** Корелација помеѓу RoRWA и стапката на раст на БДП кај земјите од Западен Балкан  
Извор: Сопствени пресметки врз основа на финансиските извештаи на банките и податоци од централните банки

Како што може да се забележи од сликата, постои силна корелација помеѓу стапката на раст на БДП и коефициентот RoRWA, што упатува на фактот дека високите стапки на растеж предизвикуваат поефикасно функционирање и подобри перформанси на банките, а тоа последователно се трансформира и во позитивен инпут и за самата економија со што дополнително се поттикнува економскиот раст. Во разгледаниот период од 2008 до 2015 година може да се забележи дека иако постои корелација таа не е толку силно изразена

како што би се очекувало посебно не во периодот од 2013 до 2015 година, но тоа се препишува на големата финансиска криза, која доведе до нарушување на трансмисионите механизми, што значи дека ефектите од политиките на банките не успеваат ефективно да се отсликаат во однесувањето на економските субјекти, а со тоа и врз економската активност. Македонија е земја која има коефициент на корелација од 0,83 во однос на овие параметри, што претставува речиси совршена корелација на овие две варијабли што е резултат на големата конзервативност на македонскиот банкарски систем, но и на добрата монетарна политика на НБРМ која со своите политики успеа да ги одржи трансмисионите механизми и во услови на криза. За разлика од Македонија кај Србија и Хрватска коефициентот на корелација помеѓу овие две варијабли за анализираниот период е негативен, односно -0,07 и -0,23 соодветно. Оваа негативна корелација произлегува од периодот од 2013 до 2015 година кога менаџментот на банките во овие земји изврши реструктурирање во работењето на банките за да можат полесно да се соочат со последиците од кризата и тоа значително ја наруши врската помеѓу овие две варијабли. Токму поради ефектот од општата економска активност врз перформансите на банките се јавува еден вид на сегментација, па така во земјите коишто имаат ниски стапки на растеж или негативен растеж се јавува голема варијација кај RoRWA, што е јасен показател дека во овие земји менаџментот на ниво на индивидуални банки игра огромна улога во детерминирањето на перформансите на банките. Овој факт, кој е јасно видлив од сликата, не може да се потврди и за земјите кои остваруваат високи стапки на раст на БДП каде што е забележливо дека постои значително помала варијација кај RoRWA, што упатува на фактот дека клучна улога на менаџментот во банките во овие земји е да ја оптимизираат стратешката алокација на

**Проф. д-р Ѓорѓи Гоцков**

Ѓорѓи Гоцков е роден на 07.06.1973 година во Валандово, Р.Македонија. Со високо образование се стекнал во 1997 година на Универзитетот “Св.Кирил и Методиј”, Економски факултет – Скопје на насоката финансиско-сметководствен менаџмент. На истиот факултет, во 2009 година се стекнува со научно звање - магистер по економски науки од областа на монетарната економија, а на крајот на 2011 година со титулата (научен степен) - доктор на економски науки.



На почетокот на 1999 година се вработува во НБРМ во Дирекцијата за истражување. Во 2003 година работи во Министерството за финансии како раководител на Секторот за макроекономска и развојна политика. Во 2004 година е именуван за директор на новоформираната Дирекција за статистика. На крајот на 2009 година е избран за помлад асистент по група предмети од областа на финансиите на Економскиот факултет при Универзитетот “Св.Кирил и Методиј” во Скопје. На почетокот на 2012 година е избран за доцент, а на крајот на 2016 година за вонреден професор на истиот факултет. Тековно е вонреден професор на Економскиот факултет во Скопје каде извршува настава по предметите Банкарство и Фискален и монетарен систем на ЕУ на првиот циклус на студии на катедрата по Финансиски менаџмент, и предметите Монетарна и фискална политика на ЕУ и Монетарна анализа на вториот циклус на студии на студиумот по Монетарна економија, финансии и банкарство.

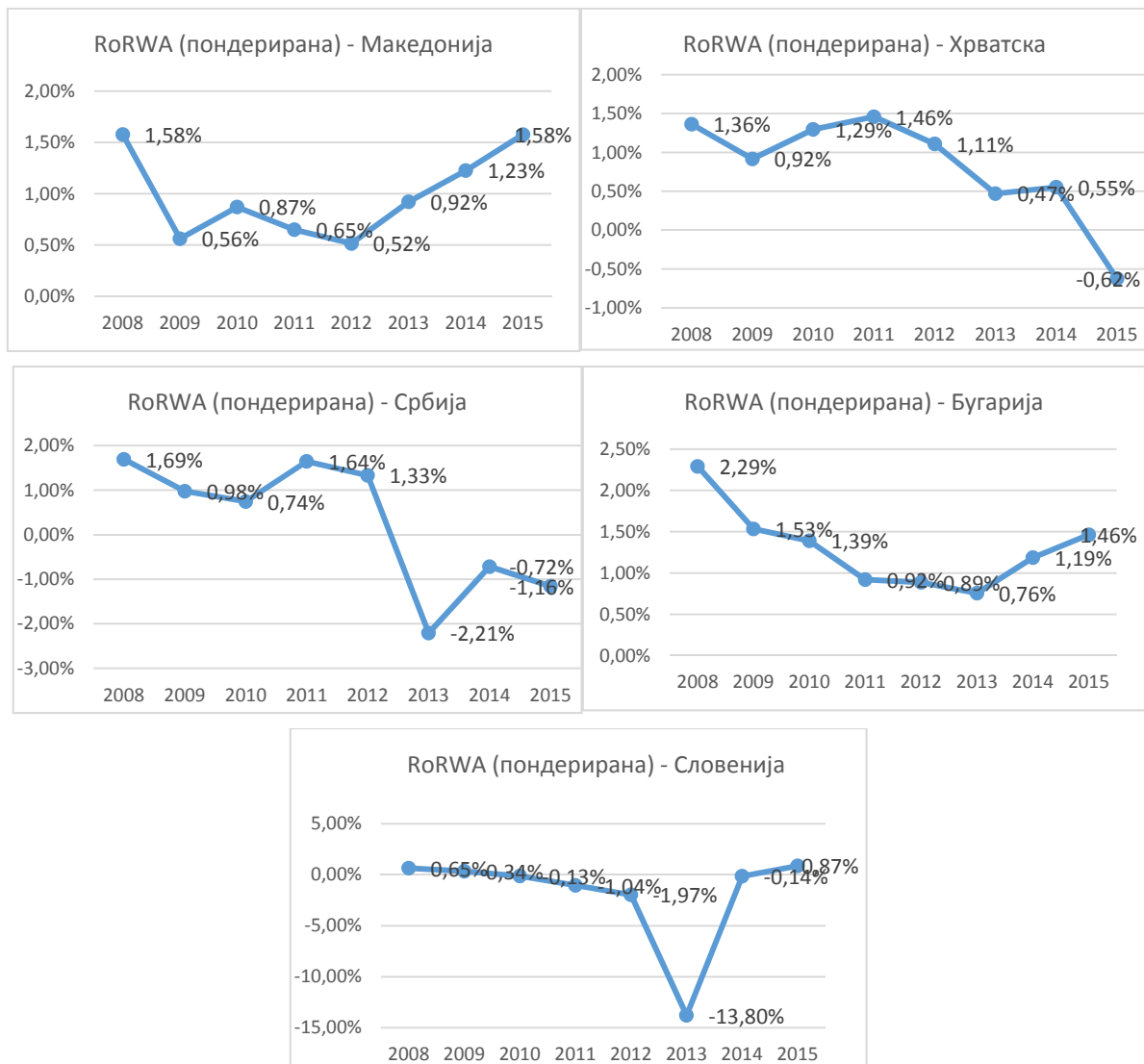
Во својата досегашна кариера има членувано во неколку значајни меѓународни и домашни тела. Учествовал на повеќе семинари, обуки, курсеви, работилници и конференции од областа на макроекономијата, финансиите и статистиката во организација на Меѓународниот монетарен фонд, Европската централна банка, ЕУРОСТАТ и централни банки на повеќе развиени земји. Автор е на повеќе трудови од научноистражувачката дејност од областа на макроекономијата, банкарството и финансиите.



средствата со цел да се генерира повисок приход. Што значи дека, како што поголемата економска активност го подигнува перформансот на банките, улогата на менаџментот во обликувањето на приносите станува помалку значајна.

### ДВИЖЕЊЕ НА RoRWA ВО ЗЕМЈИТЕ ОД ЗАПАДЕН БАЛКАН – ЕФЕКТ ОД КРИЗАТА (Анализа на ниво на вкупен банкарски сектор и на ниво на најголеми индивидуални банки)

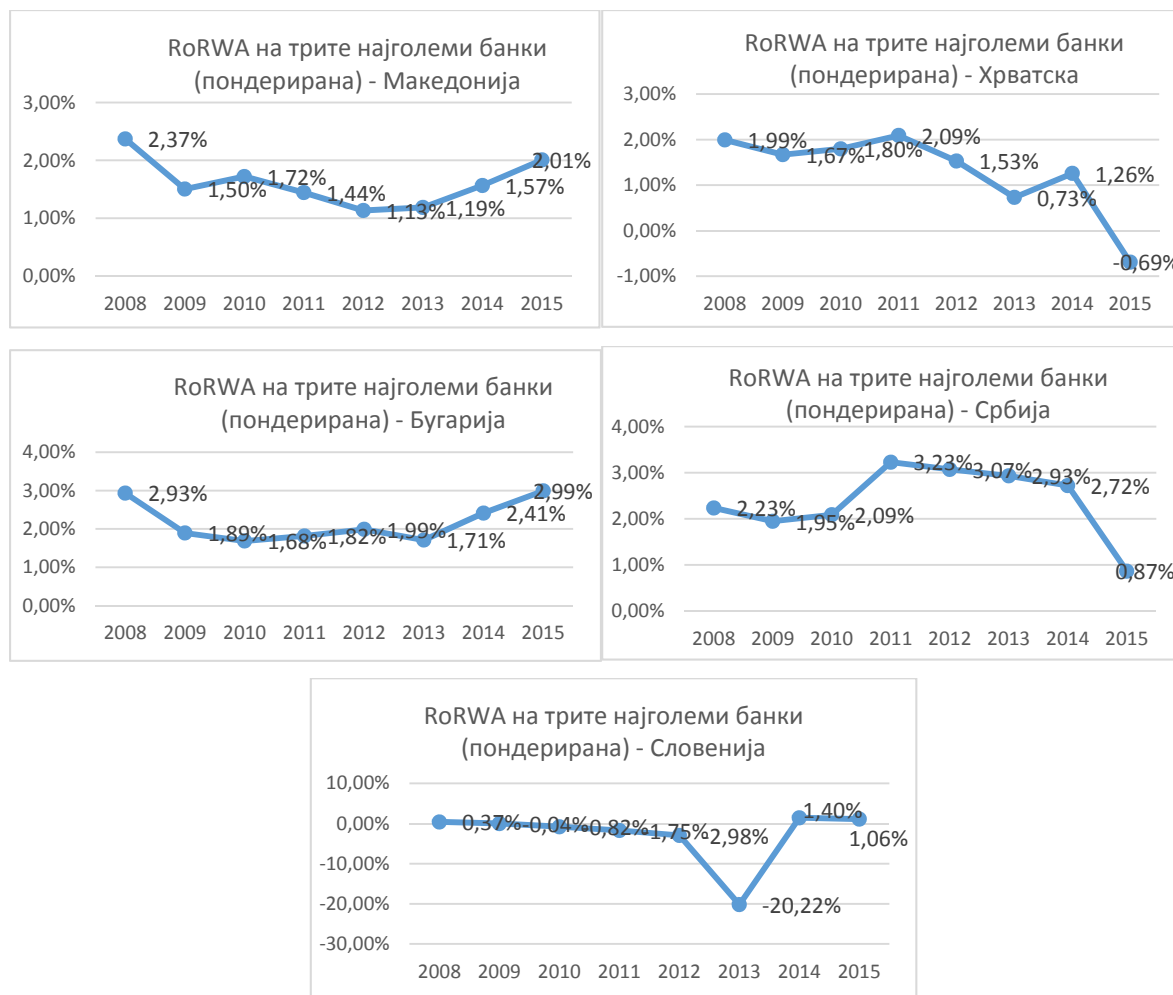
Анализата започнува во 2008 година, а временскиот хоризонт кој е опфатен со анализата изнесува осум години и завршува заклучно со 2015 година. Во анализата RoRWA на банкарските сектори е пресметана како пондериран просек од сите банки во земјите, при што како пондери се користени релативните учества на активите на секоја од банките во вкупната актива на банкарскиот сектор на таа земја. Додека пак RoRWA на најголемите банки е пресметана како пондериран просек на трите банки во земјата, при што како пондер се користени релативните учества на активите на секоја од трите банки во вкупната актива на тие банки.



Слика 3: Тренд на движење на RoRWA (пондерирана) на банкарските сектори во земјите од Западен Балкан

Извор: Собствени пресметки врз основа на на ревидираните финансиски извештаи на банките

Од анализата на трендот на движење на RoRWA на банкарските сектори во земјите од Западен Балкан може да се забележи дека како резултат на кризата доаѓа до влошување на перформансот на банките при што терба да се има во предвид дека калкулацијата на RoRWA е врз база на користење на пондери, а како пондер во калкулацијата е користен вкупните средства на оделните банки што значи дека помалите банки во овој период остваруваат дури и многу полоши резултати од тоа што може да се забележи од претходните графикони посебно ако се има во предвид дека поголемите банки остваруваат значително подобри перформанси.



**Слика 4:** Тренд на движење на RoRWA (пондерирана) на трите најголеми банки во земјите од Западен Балкан

Извор: Сопствени пресметки врз основа на на ревидираните финансиски извештаи на банките

Претходните графикони јасно покажуваат дека однесувањето на банкарските сектори во сите земји од Западен Балкан е многу слично, при што најголемите банки во сите земји се оние кои ја движат RoRWA на ниво на банкарски сектор. Така во Македонија и во Бугарија каде што централните банки успеаа во одредена мера да ги одржат функционални трансмисионите механизми и покрај негативните ефекти од кризата најголемите банки, а со тоа и целиот банкарски сектор по малиот пад во перформансот веднаш по кризата од 2012 година започнаа процес на закрепнување што не е случај со банкарските сектори на другите земји од Западен Балкан каде што банките извршија големи реструктурирања и како резултат на тоа сеуште не успеваат да закрепнат од негативните ефекти од кризата што се гледа од лошиот перформанс во периодот по кризата па се до 2015 година. Фактот што големите банки го водат перформансот на целиот банкарски сектор ја потврдува констатацијата дека големината во банкарскиот

сектор е важна, односно дека најголемите банки остваруваат подобри резултати на секое поле, нешто што може да се препише на позитивните ефекти од економиите од обем. Ова најдобро се потврдува со RoRWA кај најголемите три банки во Македонија, која е исклучително поголема од просекот на индустријата и дури успева во некои години да го покрие и трошокот на капиталот, како на пример во 2008, 2010, 2014 и 2015 година, што значи дека во тој период овие банки креирале вредност. Од овој факт може да се извлече уште еден важен заклучок, а тоа е дека управувањето со банките игра круцијална улога во остварувањето на нивните перформанси, ова се потврдува од значителното неусогласување на RoRWA помеѓу различни банки, што значи дека перформансите на банките не зависат исклучиво од макроекономската ситуација во земјата туку во многу поголема мера зависат од работата на менаџментот на ниво на индивидуални банки. Иако генералното движење е во насока на движењето на економската активност во земјата, што беше претходно потврдено со високиот коефициент на корелација помеѓу овие две варијабли. Слична е ситуацијата како во Македонија и со другите земји од Западен Балкан со исклучок на Словенија каде што токму најголемите банки остваруваат најлоши резултати, што е резултат пред се на неефикасниот менаџмент на тие банки кои претежно се во државна сопственост. Врз основа на спроведената анализа кај банките во земјите од Западен Балкан, вклучувајќи ја и Македонија се забележува исто така и тренд на зголемување на вкупните средства и на ризично пондерираните средства, при што и најголем дел од големите банки во овие земји успеваат да креираат вредност за своите стејкхолдери.

## **ЗАКЛУЧОК И ПРЕПОРАКИ:**

Како резултат на сето претходно наведено потребно е банките во поголема мера да се фокусираат на RoRWA и да ја користат во управувањето, бидејќи овозможува една интегрирана перспектива на управување со билансот на состојба и билансот на успех, притоа овозможувајќи му на менаџментот да управува со перформансите на банките преку носење на одлуки кои ќе доведат до соодветна награда за преземаниот ризик. Исто така обезбедува и насоки за да се оптимизираат перформансите на банките земајќи го предвид нивото на ризик. Од квантитативната анализа на перформансот на банките може да се забележи дека голем дел од банките во земјите од Западен Балкан имаат потешкотии во закрепнување од финансиската криза и се соочуваат со нарушен трансмисионен механизам што значи дека треба во поголема мера да се фокусираат на макроекономската теорија во управувањето, нешто што го овозможува RoRWA како мерка за перформансот на банките. Банките исто така треба да стават поголем фокус на RoRWA и при нивното известување, бидејќи таа може да послужи како моќна алатка за екстерна комуникација, овозможувајќи им на стејкхолдерите да се фокусираат на клучните компоненти во работењето на банките и да видат во еден број каде банката се наоѓа во однос на своите директни конкуренти. На тој начин ќе се овозможи поголема контрола од страна на стејкхолдерите што ќе предизвика поголем фокус од страна на банките на исполнување на новите регулаторни барања, па дури и можност да одат чекор подалеку од едноставна усогласеност и на тој начин да ја унапредат профитабилноста и да ја заштитат вредноста на акционерите. Подобрениот перформанс од страна на банките ќе предизвика позитивен ефект и врз економската активност, поради високата корелација помеѓу овие две варијабли што ќе доведе и до зголемена благосостојба во економијата. Како други важни препораки се потребата за подобро управување со билансите на состојба како и создавање на систематски шанси за вкрстени продажби преку модели на услуги фокусирани на клиенти и управување со односите со клиентите. Исто така неопходно е унапредување на трошочната структура преку насочување кон нови

дигитални технологии, оптимизација на процесите преку аутсорсинг и офшоринг, модернизација на ИТ платформите и глобални иницијативи за јавни набавки. Исто така неопходен е и активен менаџмент на трошоците за ризик преку употреба на интегриран портфолио пристап и преку ставање на фокус на управувањето со ризичните клиенти. Покрај подобрување на резултатите во однос на трошокот за ризик, друг важен сегмент во управувањето со ризиците е создавање на култура фокусирана на ризици и оптимизација на ризично пондерираните средства. Оваа оптимизација може да се постигне преку унапредување на процесите, подобрување на квалитетот на податоците и на ИТ инфраструктурата како и подобра колатерализација и подобро управување со колатералот. Друг важен сегмент на кој треба да посветат огромно внимание банките е управувањето со капиталот, посебно ако се земе предвид новата регулаторна средина во која ќе треба да функционираат во иднина како резултат на Базел III стандардите. Управувањето со капиталот може да се подобри преку развивање и употреба на интегриран модел на континуитет во капиталот и носење на одлуки приспособени за ризикот и состојбата на капиталот, при што мора да се земат предвид новите очекувања на акционерите, кредиторите и регулаторите од една страна и од друга страна да се осигураат дека бизнис единиците на кои е алоциран капиталот ќе останат конкурентни.

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## MJERENJE PERFORMANSI U NEPROFITNOM SEKTORU

### PERFORMANCE MEASUREMENT IN THE NONPROFIT SECTOR

Ivana Perica<sup>103</sup>  
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**Sadržaj:** Širenjem i razvojem neprofitnog sektora dolazi do promjena u računovodstvu i financijskom izvještavanju neprofitnog sektora. Unatoč naglasku na transparentnošću i financijskoj odgovornosti javljaju se potrebe i za ostalim računovodstvenim informacijama vezanim za praćenje postignuća i uspješnosti neprofitnih organizacija. Ukoliko žele biti uspješne, odnosno kako bi uspješno i učinkovito zadovoljile potrebe svojih korisnika te osigurale sredstva za služenje svojim korisnicima mnoge neprofitne organizacije shvaćaju da i one moraju koristiti sustave za mjerenje svoje učinkovitosti kao i profitno usmjerene organizacije. Cilj ovog rada je pregledom dosadašnjih teorijskih i empirijskih istraživanja predstaviti i analizirati trenutno razvijene mjere za praćenje učinkovitosti i uspješnosti poslovanja u neprofitnom sektoru. U dosadašnjim istraživanjima mnogo je pažnje posvećeno razvoju financijskih i nefinancijskih mjera za mjerenje performansi u profitnom sektoru. Doprinos ovog rada je obuhvatiti i neprofitni sektor u problematiku mjerenja učinkovitosti poslovanja, te istaknuti prednosti ali i probleme, odnosno ograničenja prilikom mjerenja performansi u neprofitnom sektoru.

**Ključne riječi:** mjerenje, performanse, neprofitni sektor

**Abstract:** A large increase in the number of nonprofit organizations has led to changes in the accounting and financial reporting in the non-profit sector. Despite the emphasis on transparency and financial accountability, the need arises for other accounting information related to the monitoring of achievements and success of non-profit organizations. Many nonprofit organizations have realized that they have to use systems for measuring its performance and profit-oriented organizations if they want to be successful. The aim of this paper is to review the current theoretical and empirical research to present and analyze currently developed measures to monitor the effectiveness and efficiency of operations in the nonprofit sector. Until now, much attention has been devoted to the development of financial and non-financial measures to measure performance in profit sector. The contribution of this paper is to cover the non-profit sector in the issue of performance measurement business, and highlight the benefits or problems or limitations when measuring performance in the nonprofit sector.

**Key words:** measurement, performance, nonprofit sector

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#### 1. UVOD

**N**eprofitni sektor (treći sektor) je sektor koji ne pripada ni sferi države, a ni sferi ekonomije i profita, jer je s jedne strane nezavisan od države (prvog sektora), iako se bavi temama i problemima kojima se bavi i država, a s druge strane to je sektor čiji cilj

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nije stvaranje i uvećanje profita (kao što je to cilj profitnom - drugom sektoru), iako od njega preuzima metode rada, ali ne i ciljeve i svrhu zbog kojih postoji [1]. Nefitni sektor predstavlja skup dobrovoljnih i nefitnih organizacija i aktivnosti vezanih za socijalnu skrb, obrazovanje, razvoj zajednice, međunarodne odnose, okoliš, ili umjetnost i kulturu [2]. Nefitne organizacije su usredotočene na balansiranje ostvarivanja misije i učinkovitosti programa uz najbolji mogući društveni doprinos. S obzirom na povećani broj nefitnih organizacija u današnjem okruženju u nefitnom sektoru sve više dolazi do natjecanja za donatorima i izvorima financiranja. Kada je konkurencija u pitanju nefitne organizacije nisu u ništa boljoj poziciji u odnosu na tvrtke [3]. Iako nefitne organizacije nisu pod pritiskom dioničara da ostvare što veći profit kao rezultat svog postojanja, ipak postoji pritisak da pokažu koliko dobro zadovoljavaju potrebe svojih korisnika [4]. Bez obzira što svrha djelovanja nefitnih organizacija nije u ostvarivanju profita i kod nefitnih organizacija kao i kod profitno usmjerenih organizacija postoje oskudni resursi koje treba „pametno trošiti“. Svaka nefitna organizacija treba mjeriti svoj uspjeh pri mobilizaciji tih resursa, odnosno učinkovitost svog djelovanja.

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Mjerenje performansi se može definirati kao proces kvantificiranja učinkovitosti djelovanja[5]. Iako taj proces u niti jednoj organizaciji nije jednostavna stvar kod nefitnih organizacija mjerenje performansi predstavlja izrazito složenu problematiku. Kod profitno usmjerenih organizacija gdje je svrha postojanja ostvarivanje profita, profit je lako izmjeriti i financijske mjere su baza za mjerenje performansi. No, ostvarivanje misije za nefitne organizacije stavlja ograničenja na mjerenje njihove performanse, jer bez zadovoljavanja misije razlog njihova postojanja je upitan [6]. Postupci mjerenja performansi u posljednje vrijeme se zagovaraju kao sredstvo za izazivanje bolje odgovornosti i učinkovitijeg vrednovanja programa nefitnih organizacija[7], iz razloga što mjerenje učinkovitosti pojedine nefitne organizacije donatorima daje informacije da ulažu sredstva u organizacije koje su održive i koje dobro rade s pravim programima i dobro raspoložu resursima [8].

Cilj ovog rada je pregledom dosadašnjih teorijskih i empirijskih istraživanja predstaviti i analizirati trenutno razvijene mjere za praćenje ostvarenih rezultata u nefitnom sektoru, te ukazati na njihove prednosti i ograničenja u primjeni. U posljednje vrijeme mnogo je pažnje posvećeno razvoju financijskih i nefinancijskih mjera za praćenje uspješnosti poslovanja u profitnom sektoru. Doprinos ovog rada je istraživanjem dosadašnjim relevantnih spoznaja obuhvatiti i nefitni sektor u problematiku mjerenja rezultata poslovanja, te istaknuti prednosti ali i probleme, odnosno ograničenja u primjeni mjera za praćenje rezultata u nefitnom sektoru.

## **2. OSNOVNE KARAKTERISTIKE NEPROFITNOG SEKTORA KOJE UTJEČU NA MJERENJE PERFORMANSE**

Neprofitne organizacije, ovisno o svojoj vrsti i ciljevima, obavljaju različite djelatnosti koje su prevladavajuće neimovinskog karaktera, poput obrazovanja, kulture, sporta, zdravstva, socijalne zaštite, filantropije, besplatne pravne pomoći, ekologije, sindikalnog i cehovskog udruživanja, djelovanja političkih stranaka [9]. Kako bi mjerenje performansi u neprofitnom sektoru kvalitetno kvantificiralo učinkovitost i djelotvornost pojedine neprofitne organizacije potrebno je sagledati specifičnosti neprofitnog sektora koje proizlaze iz svrhe njihova djelovanja. Ključna karakteristika neprofitnih organizacija je što osnovni cilj njihovog djelovanja nije stvaranje profita kao što je to slučaj u profitnom sektoru, već je njihov cilj zadovoljiti potrebe društva. To ne znači da se proces maksimiziranja profitabilnosti u kontekstu neprofitnih organizacija ne odvija, samo znači da to nije njihov primarni cilj [10]. Ukoliko neprofitna organizacija ostvari profit ne može ga dijeliti svojim članovima, nego ga koristiti za svoje aktivnosti i programe [11]. U neprofitnoj organizaciji niti jedna osoba ne posjeduje dionice ili svoje interese tako da se bilo kakav ostvareni profit mora reciklirati natrag u aktivnosti u svrhu zadovoljavanja javne dobrobiti.

Najčešći izvor financiranja kod neprofitnih organizacija predstavljaju donacije i subvencije pojedinaca, državnih tijela i organizacija za razliku od profitnih gdje je to prodaja u obliku gotovine i potraživanja ili uzimanje kredita. Izvor financiranja u velikoj mjeri određuje kako organizacija može trošiti novac. S obzirom da većina novca neprofitnoj organizaciji dolazi od donatora, od neprofitne organizacije se očekuje da će iskoristiti svoje financiranje na način da maksimizira korist za svoje ciljane korisnike. U profitno usmjerenoj organizaciji odluke se temelje na ostvarivanju profitabilnosti dok se kod neprofitnih organizacija nastoji koliko je god moguće biti društveno koristan. Neprofitne organizacije posjeduju specifične ljudske resurse. Naime, za razliku od profitnih organizacija gdje zaposlenici dobivaju plaću za svoj rad neprofitne organizacije obično zapošljavaju veliki broj volontera koji nisu plaćeni za svoj rad. Što se tiče utjecaja na uspjeh organizacije, kod neprofitnog sektora je to u rukama donatora i korisnika, dok su kod profitnih organizacija ključan faktor kupci. Područje djelovanja neprofitnih organizacija je cijelo društvo, dok je kod profitnih tržište. Konačno, kod profitnih organizacija rezultati su ekonomski, mjerljivi i kvantitativni, dok su kod neprofitnih organizacija ciljevi i rezultati kvalitativni, društveni i nemjerljivi [12].

Prethodno navedene specifičnosti neprofitnog sektora u odnosu na profitni rezultiraju različitim mjerama performansi.

## **3. MJERENJE PERFORMANSI U NEPROFITNOM SEKTORU: PREGLED DOSADAŠNJIH ISTRAŽIVANJA**

Mjerenje performansi u neprofitnom sektoru bili su predmetom dosadašnjih istraživanja, međutim još ne postoji konsenzus oko samih postupaka za mjerenje. Istražujući mjerenje performansi u neprofitnom sektoru Tuckman i Chang [13] u svom istraživanju naglašavaju nepouzdanost financijskih pokazatelja iz profitnog sektora i potrebu za razvijanjem pokazatelja koji se odnose na neprofitne organizacije, njihove vlastite izvore, prihode i rashode. Forbes [14] naglašava da neprofitne organizacije ne mogu jednostavno razviti surogat mjerenja organizacijske uspješnosti profitnog sektora, jer često imaju ciljeve koji nisu jasno definirani i nude usluge koje su neopipljive za izračun nekakvog elegantnog pokazatelja učinkovitosti kao što je to pokazatelj profitabilnosti. Herman i Renz [15] u svom istraživanju dolaze do zaključaka da je neprofitna organizacijska učinkovitost višedimenzionalna i da je nikada neće biti moguće



svesti na jednu mjeru. Sawhill i Williamson [16] naglašavaju da sustav mjerenja treba uključivati jednostavne mjere koje su tržišno usmjerene za mjerenje misije. Kaplan [17] predlaže Balanced Scorecard i tvrdi da Balanced Scorecard omogućuje neprofitnim organizacijama obuhvatiti sve organizacijske resurse: vodstvo, tehnološke resurse, programe, financijske resurse i ljudske resurse. Da se ne treba isključivo fokusirati na ekonomske kriterije i pokazatelje, naglašavajući nužnost neekonomskih pokazatelja, kao što je povjerenje javnosti u svom istraživanju naglašavaju Dunn i Mathews [18]. Abraham [19] analizira financijske performanse s obzirom na analizu pokazatelja fokusirajući se na financijska sredstva i njihov odnos prema misiji. Ritchie i Kolodinsky [20] stavljaju naglasak na tri mjere performanse: učinkovitost prikupljanja sredstava, podršku javnosti te financijsko upravljanje. Medina-Borja i Triantis [21] razvijaju konceptualni okvir koji se može koristiti za dizajn i implementaciju mjernog sustava performansi neprofitnih organizacija koji sadrži četiri glavne mjere: generaciju prihoda, kapacitete, zadovoljstvo korisnika i ostvarivanje rezultata. Moxham i Boaden [22] su ispitivali kriterije za mjerenje uspješnosti neprofitnih organizacija i došli do zaključaka da organizacije osim broja korisnika, izdataka, broja zaposlenih i volontera žele koristiti mjere performansi kao što su angažman organizacije, kvaliteta usluge i zadovoljstvo korisnika. Moxham [23] ispituje učinkovitost mjernih postupaka koji se koriste u neprofitnim organizacijama. Istraživanje je pokazalo nerazvijeni sustav mjerenja performansi, te ukazalo da se za razvoj mjerenja performansi neprofitnog sektora treba koristiti pristupima koji su razvijeni za privatni i javni sektor. Mano [24] ukazuje da neovisno o učinkovitosti financijskih mjera performansi, institucionalna priroda neprofitne organizacije zahtjeva i nefinancijske mjere za procjenu njihove učinkovitosti. Na toj osnovi zagovaraju poticanje kvalitativnog mjerenja performansi unutar trećeg sektora Mahmoud i Yusif [25], Cordery i Sinclair [26] naglašavajući da samo kvantitativne mjere ne mogu razumjeti performanse neprofitnog sektora. Abidi et al. [27] definiraju skup mjera podijeljen u pet kategorija na temelju ključnih čimbenika uspjeha: vrijeme odaziva, pouzdanost, suradnja, zadovoljstvo krajnjeg korisnika i donatora i troškovi performanse. Yang et al. [28] ispituju povjerenje javnosti kao važan čimbenik performanse u neprofitnom sektoru i objašnjavaju nužnost uključivanja mjerenja povjerenja javnosti u mjerenje. Ukazuju na „meke“ faktore koje bi trebalo uključiti u pokazatelje performanse kao što su: odnos s javnošću, društveni utjecaj, ugled, otvorenost prema korisnicima i poštenje. Abidi i Scholten [30] ispituju primjenjivost Balanced Scorecard za mjerenje performanse i zaključuju da pokazuje potencijal za primjenu u neprofitnom sektoru.

U Hrvatskoj u svom istraživanju Marić [29] ukazuje na složenost mjerenja uspjeha neprofitnih organizacija. U okviru promatranih mjera uspješnosti, istraživanje je pokazalo da je od neprofitnih organizacija najbolje ocijenjen čimbenik „upravljanje zadovoljstvom interesno-utjecajnim skupinama kao i društvenim utjecajem“, što pokazuje da su organizacije sve više svjesne svoje primarne misije i učinkovito rade na tome da su usmjerene svojim korisnicima. Hladika i Žigman [30] prikazuju određene financijske pokazatelje ukazujući na problem

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ograničenja kod korištenje kriterija tržišne valorizacije i na nerazvijenost standardnog sustava pokazatelja i postupaka analize.

#### 4.USPOREDNI PRIKAZ PREDNOSTI I NEDOSTATAKA MJERENJA PERFORMANSI U NEPROFITNOM SEKTORU

Kontinuirani pritisci prema suradnji s korporativnim svijetom i osiguranje financijske samoodrživosti, od mnogih neprofitnih organizacija zahtjeva uvođenje profesionalnog pristupa upravljanju [31]. Profesionalni pristup upravljanju podrazumijeva uvođenje sustava mjernih performansi koji neprofitnom sektoru osigurava temelj za ostvarivanje ciljeva i uspješnost djelovanja. Unatoč prednostima koje osigurava uvođenje sustava mjernih performansi njegova primjena nailazi na niz osjetljivih područja koja ga ograničavaju prilikom primjene. Tablica 1 navodi prednosti i ograničenja primjene mjerenja performansi u neprofitnom sektoru.

<i>prednosti</i>	<i>Ograničenja</i>
Postavljanje jasnijih ciljeva djelovanja	Dodatni troškovi provedbe kao što je dodatno vrijeme za prikupljanje podataka
Usmjeravanje ponašanja ostvarivanju željenih ciljeva i postizanje boljih rezultata u poslovanju	Pretjeran naglasak na željene pokazatelje može smanjiti kvalitetu programa neprofitne organizacije
Unapređenje poslovanja, poticanje efikasnijeg upravljanja i konzistentnijih poslovnih odluka te profesionalnog upravljanja organizacijom	Neuspjeh prikazan mjerenjem ne mora nužno ukazivati na loš program, nego jednostavno odražava čimbenike izvan kontrole same organizacije, s obzirom da vanjski faktori utječu na većinu socijalnih problema
Vizualizacija i analiza performansi	Nerazvijenost postupaka analize, usporedivost podataka nedostupna u okruženju
Osiguravanje veće odgovornosti	Misije organizacija definirane previše kvalitativno, mnoga mjera subjektivna
Upozorenje za projekte koji se ne izvode pravilno	Nepostojanje graničnih vrijednosti za financijske pokazatelje
Razvijanje sposobnosti suočavanja s konkurentskim pritiskom za dobivanje donacija	Korištenje kriterija tržišne valorizacije je ograničeno
Motivirati osoblje i volonere	Pritisak na zaposlenike zbog samih rezultata može dovesti i do smanjenja zadovoljstva zaposlenih
Pružanje povratne informacije o djelovanju	Prikupljeni podaci mogu biti nerelevantni, nedostupni i nemjerljivi

Tablica 1: Prednosti i ograničenja mjerenja performansi u neprofitnom sektoru

#### 5. ZAKLJUČAK

Bez obzira što svrha djelovanja neprofitnih organizacija nije u ostvarivanju profita, kod neprofitnih organizacija baš kao i kod profitno usmjerenih organizacija postoje oskudni resursi koje treba „pametno trošiti“. Svaka neprofitna organizacija treba mjeriti svoj uspjeh pri

mobilizaciji tih resursa, odnosno učinkovitost svog djelovanja. Unutar neprofitnog sektora uvijek će postojati specifična mjerenja performansi kojima će svaka organizacija procjenjivati svoju učinkovitost i koje će se razlikovati od jedne do druge neprofitne organizacije zbog širokog spektra različitih usluga koje pružaju. Međutim, radi što boljeg upravljanja neprofitnim organizacijama i unapređenja djelovanja neprofitnog sektora nužno je razviti sveobuhvatan sustav mjerenja performansi. Unatoč prednostima koje osigurava uvođenje sustava mjernih performansi njegova primjena nailazi na niz osjetljivih područja koja ga ograničavaju prilikom primjene i koje je potrebno uzeti u obzir prilikom njegova kreiranja kako bi se u konačnici što bolje kvantificirala učinkovitost djelovanja pojedine neprofitne organizacije.

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## NOTRANJA REVIZIJA PORABE PRIHODKOV JAVNEGA IZOBRAŽEVALNEGA ZAVODA

### INTERNAL AUDITING OF USING REVENUE IN PUBLIC EDUCATION INSTITUTION

Tatjana Horvat<sup>105</sup>

**Povzetek:** Namen prispevka je na podlagi teoretičnega prikaza notranjega revidiranja in študije primera javnega izobraževalnega zavoda v Sloveniji pripraviti priporočila za izboljšanje notranjih kontrolnih postopkov porabe prihodkov za delovanje predšolske vzgoje. Osredotočili se bomo na javni vrtec v Sloveniji, ta je financiran večinoma z javnimi sredstvi, to je s sredstvi iz državnega proračuna in proračuna lokalne skupnosti. Pri porabi prihodkov za financiranje dejavnosti javnega vzgojno-izobraževalnega zavoda obstajajo ključna tveganja, ki jih je treba obvladovati z notranjimi kontrolami. Cilj prispevka je s pomočjo revizijske metodologije preveriti, kako delujejo obstoječe notranje kontrole porabe prihodkov javnega vrtca in kje je potrebno izboljšanje teh kontrol. Glavna prednost prispevka je prikazati postopke notranje revizije porabe prihodkov javnega zavoda, saj po naših informacijah ti v Sloveniji niso predstavljeni znanstveni in strokovni javnosti.

V prispevku bomo najprej predstavili teoretične in pravne podlage za notranjo revizijo porabe prihodkov za izvajanje dejavnosti predšolske vzgoje v vzgojno-izobraževalnem zavodu, in sicer v izbranem javnem vrtcu. Namen delovanja vrtca ni doseganje dobička, ampak opravljanje javne službe. Ustanovitelj vrtca je občina, vrtec pa v njenem imenu opravlja dejavnost, za katero je ustanovljen z odlokom ali ustanovitvenim aktom. Občina kot ustanovitelj je dolžna zagotoviti finančne in materialne pogoje za opravljanje dejavnosti vrtca. Poleg sredstev ustanovitelja ima vrtec za financiranje programov predšolske vzgoje še druge prihodke, ko so javna sredstva ministrstva za šolstvo, plačila staršev in druge vire, zato so potrebne notranje kontrole porabe teh prihodkov.

Na podlagi študije primera bomo preizkusili ugotovitve in rešitve iz teoretičnega dela na izbranem primeru notranje revizije porabe prihodkov vrtca. Uporabili bomo metodo zbiranja podatkov in informacij, spraševanja in zapisovanja, metodo deskripcije in deduktivno metodo. Spraševali bomo ravnatelja vrtca, poslovno sekretarko, računovodjo in knjigovodjo, saj so ti neposredno povezani z prihodki javnega vrtca. V javnem vrtcu so zaposleni večinoma pedagoški delavci, ki niso neposredno povezani s poslovanjem vrtca. Kot glavno metodo za uresničevanje oziroma izvajanje notranje revizije na primeru javnega vrtca bomo uporabili revizijsko metodologijo COSO 2. Ta metoda vsebuje tudi sestavne dele notranjega nadzora javnih financ in zahteve zakonodaje pri proračunskih uporabnikih.

Na podlagi izsledkov študije primera priporočamo vrtcu notranje kontrole v obliki rednega poročanja o stanju na področju upravljanja s tveganji in upravljanje s terjatvami.

**Ključne besede:** notranja revizija, COSO metodologija, prihodki, javni izobraževalni zavod.

**Abstract:** The purpose of this paper is based on a theoretical view and case study of internal auditing in public institution in Slovenia to make recommendations for improving internal control procedures of using revenue for the activities of the institution. We have focused on

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*public pre-school kindergarten in Slovenia, which is financed mainly by public funds, that means, with funds from the state budget and the budget of the local community.*

*In the use of these revenues to finance the activities of public educational institution, there are key risks that need to be managed with internal controls. The aim of this paper is through the audit methodology to check how existing internal control of spending public revenues works in kindergarten and where it is necessary to improve these controls. Main benefit of the paper is to present internal audit procedures of using the revenue of the public institution, because according to our information, those in Slovenia are not presented yet to scientific and professional public.*

*In this paper, we will first present the theoretical and legal basis for the internal audit of revenue for performing activities of pre-school education in educational institutions, in selected public kindergarten. The purpose of kindergarten is not making profits, but performing the public service. Founder of kindergarten is a municipality, that on its behalf performs an activity for which is established by a decree or founding act. The municipality as the founder is obliged to ensure financial and material conditions for carrying out the activities of the kindergarten. Besides the assets of the founder has a kindergarten for the financing of early childhood education programs, other revenues such as the public funds of the Ministry of Education, parents' payments and other sources, which require internal control of spending these revenues. Based on the case study we will test findings and solutions from theoretical part on a selected case internal audit of spending kindergarten revenues. We will use the method of collecting data and information, questioning and recording, descriptive method and deductive method. We asked the principal of kindergarten, business secretary, accountant and accounting officer, as they are directly related to the revenue of public kindergarten. In kindergarten mostly of employees are educators who are not directly associated with the business of the kindergarten. As the main method for the exercise and implementation of internal audit in the case of a public kindergarten will be used audit methodology COSO 2. This method also includes components of internal control of public finances and the requirements of the law as regards the budget spending.*

*Based on the results of case study we recommend higher internal control in form of regular reporting on the status in risk management and receivables management.*

**Key words:** *internal audit, COSO methodology, revenues, public educational institution.*

## 1. UVOD

Javni izobraževalni zavod kot javni zavod in posredni proračunski uporabnik potrebuje primeren in strokoven nadzor na področju financiranja dejavnosti vzgoje in izobraževanja, ki jo opravlja. V središču našega preučevanja je javni zavod s področja vzgoje in izobraževanja, in sicer vrtec za vzgojo in izobraževanje predšolskih otrok. Učinkovit in temeljit nadzor, kot je notranja revizija, lahko prepreči številne nepravilnosti, ščiti uporabnike storitev javnega zavoda (otroke) in financirje te dejavnosti [1].

Javni zavod lahko ustanovi država, občina ali druga oseba javnega prava, včasih tudi v soustanoviteljstvu. V 3. členu [2] je določeno, da se javni zavodi ustanovijo za opravljanje javnih služb, ki so dejavnosti posebnega družbenega pomena, njihovo trajno in nemoteno delovanje je v javnem interesu, zato jih na podlagi zakona ali odloka zagotavlja država, občina ali mesto.

Cilj opravljanja dejavnosti javnega zavoda ni pridobivanje dobička. Kot izhaja iz 29. člena zakona o zavodih, zavod upravlja svet, ki ga sestavljajo predstavniki ustanovitelja, predstavniki delavcev zavoda ter predstavniki uporabnikov oziroma zainteresirane javnosti [2]. Poslovodni organ zavoda je direktor ali drug individualni organ (v primeru vrtca ravnatelj), ki organizira in vodi delo ter poslovanje zavoda, predstavlja in zastopa zavod in je odgovoren za zakonitost dela zavoda.

Pravni okvir, ki opredeljuje delovanje proračunskih uporabnikov, je precej zahteven in se v nekaterih delih razlikuje glede na tip proračunskega uporabnika (neposredni ali posredni), pri zagotavljanju notranjega nadzora pa je v glavnem enoten za vse proračunske uporabnike [3].

Zakon o vrtcih in Kurikulum za vrtce sta osnovna dokumenta zakonodaje, ki se nanašata na dejavnost vrtcev. Na teh dveh dokumentih temelji načrtovanje strokovnega dela v vrtcu. V začetku šolskega leta ravnateljica kot najvišji management s strokovnimi delavkami pripravi letni delovni načrt vrtca, ki je pripravljen za šolsko leto in je osnova za pripravo finančnega načrta (v katerem so opredeljeni tudi viri in poraba prihodkov), ki je pripravljen za koledarsko leto. Finančni načrt mora biti v skladu z 21. členom [4], usklajen s pričakovanimi prihodki iz naslova proračunskih sredstev in s tem povezano ceno programov dejavnosti vrtca. Finančni načrt je akt proračunskega uporabnika, ki vse bolj pridobiva na pomenu. Podlaga za načrtovanje pričakovanih proračunskih sredstev za financiranje dejavnosti je proračun občine za prihodnje leto in potrjena cena programov, prav tako s strani občine [1].

Za lažje razumevanje dejavnosti vrtca, jo bomo pojasnili. Glavna dejavnost vrtca je predšolska vzgoja, ki je ne glede na to, da sistemsko in vsebinsko predstavlja del celotnega izobraževalnega sistema, posebna, in sicer tako z vidika delovanja vrtca kot institucije, organizacije življenja v vrtcu, vpetosti vrtca v lokalno skupnost, podpore višji kakovosti življenja v družinah predšolskih otrok in kot tudi z vidika ciljev, vsebin in metod dela [1].

Na podlagi finančnega načrta, ki mora biti potrjen in sprejet, vrtec prejme prihodke. Poslovodstvo pa z dobrim gospodarjenjem s prihodki in z načrtovanjem prihodkov prispeva k racionalni porabi proračunskih sredstev. Finančni načrt je osnova, na kateri imajo možnost pristojni organi preverjati, ali je bil davkoplačevalski denar uporabljen za namen, za katerega je bil namenjen in ali se je zavod obnašal gospodarno, učinkovito in uspešno. Za javni sektor so pojmi gospodarnost, učinkovitost in uspešnost opredelili standardi državnega revidiranja INTOSAI, po katerih se gospodarnost razume kot največje možno zmanjšanje stroškov za dejavnost ob upoštevanju ustrezne kakovosti, učinkovitost kot razmerje med dosežki v obliki

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izdelkov, storitev ali drugega in sredstvi, porabljenimi za njihovo pridobitev, uspešnost pa kot stopnjo doseganja ciljev [5].

Financiranje dejavnosti vzgoje in izobraževanja je opredeljeno v [6]. Kot izhaja iz 25. člena [4], so prihodki predšolske vzgoje financirajo iz:

- javnih sredstev,
- sredstev ustanovitelja,
- plačil staršev ter
- donacij in drugih virov.

V kolikšnih zneskih se financirajo programi predšolske vzgoje, določata vsakoletni letni delovni načrt in finančni načrt vrtca. Vrtec z letnim delovnim načrtom določi organizacijo in podrobno vsebino življenja in dela vrtca, ki ga sprejme svet vrtca [1].

Iz različnih predpisov izhaja, da notranji nadzor javnih financ, te so prihodki v primeru vrtca, obsega sistem finančnega poslovanja, notranjih kontrol in notranjega revidiranja. Proračunski uporabniki, katerih letni proračun presega 2.086.463,03 evrov, so notranje revidiranje dolžni zagotoviti najmanj enkrat letno, ostali proračunski uporabniki pa najmanj enkrat v obdobju treh let.

Kot zagotavlja 100. člen [7], notranje revidiranje zagotavlja neodvisno preverjanje sistemov finančnega poslovanja (menedžmenta) in kontrol ter svetovanje poslovodstvu za izboljšanje njihove učinkovitosti. Usmeritve za državno notranje revidiranje opredeljujejo notranje revidiranje kot pripomoček, s katerim predstojnik oziroma poslovodni organ proračunskega uporabnika ter višje vodstvo iz neodvisnega vira dobi zagotovilo, da notranje kontrole izpolnjujejo cilje notranjega kontroliranja in da se tveganja obvladujejo na še sprejemljivi ravni. Predmet notranjega revidiranja so lahko vsi sistemi, postopki, dogodki in dejavnosti proračunskega uporabnika [8]. Zaradi asimetrije informacij med poslovodstvom in ostalim deležniki (v našem primeru otroci, starši, lokalna skupnost, ministrstvo, ipd.) je treba opraviti revizijo, katere namen je zagotoviti, da so računovodski izkazi (in s tem prihodki) pripravljeni pravilno [9].

Pri notranjem revidiranju si pomagamo z revizijsko metodo COSO 2, ki opredeljuje osem temeljnih sestavin notranjega kontroliranja, in sicer kontrolno okolje, postavljanje poslovnih ciljev skladno s strategijo in sprejemljivim tveganje, prepoznavanje dogodkov, ocenjevanje tveganj, odzivanje na tveganja, kontrolne aktivnosti, informiranje in komuniciranje, nadziranje [1]. Na revidiranem področju, v našem primeru poraba prihodkov vrtca, notranji revizor preizkusi in oceni teh osem temeljnih sestavin COSO.

## **2. RAZISKOVALNO VPRAŠANJE IN METODA RAZISKOVANJA**

V središču raziskave je notranja revizija porabe prihodkov za izvajanje dejavnosti predšolske vzgoje v vzgojno-izobraževalnem zavodu, in sicer v izbranem javnem vrtcu.

Zastavili smo si naslednje raziskovalno vprašanje:

Katere notranje kontrole pri porabi prihodkov so slabo vzpostavljene v izbranem vrtcu?

Raziskava bo kvalitativne narave z uporabo študije primera. Naš proučevani pojav je izbrani vrtec, za katerega bomo z revizijskimi metodami ugotavljali opozorila za slabo vzpostavljene notranje kontrole porabe prihodkov vrtca.



V raziskavi študije primera nam bo v pomoč tehnika analize sekundarnih pisnih dokumentov (internih dokumentov vrtca), in nestrukturiranih intervjujev zaposlenih v poslovodstvu in finančno-računovodski službi ter revizijska metoda COSO.

### **3. REZULTATI RAZISKAVE NA PRIMERU NOTRANJE REVIZIJE PORABE PRIHODKOV IZBRANEGA VRTCA**

Raziskava temelji na študiji primera poteka notranje revizije izbranega vrtca z namenom ugotoviti pomanjkljive notranje kontrole pri porabi prihodkov vrtca. Pri notranji reviziji sledimo revizijski metodi COSO, zato najprej preverimo kontrolno okolje in kontrolne aktivnosti. Zberemo izjave odgovornih oseb in dokumentov za porabo prihodkov in preverimo, kako dobro poznajo proces porabe prihodkov izbranega vrtca, obstoj notranjih kontrol, njihovo vlogo v procesu in njihov odnos do revidiranega področja. Pri tem uporabimo metodo nestrukturiranega intervjuja.

Intervju smo začeli z ravnateljico vrtca, ki je najvišji poslovodni organ, tako se že na začetku seznanimo s širšim okoljem, ki spremlja proces financiranja dejavnosti vrtca. Od nje pričakujemo, da pozna tudi osnove pridobivanja vseh vrst prihodkov, s katerimi se financira dejavnost predšolske vzgoje izbranega vrtca.

Ravnateljica zastopa in predstavlja izbrani vrtec, v povezavi s pridobivanjem in porabo prihodkov vrtca smo prepoznali naslednje informacije, in sicer da [1]:

- je odgovorna za zakonitost dela in s tem za porabo prihodkov vrtca;
- je odredbodajalec za plačila računov;
- je odgovorna za namensko porabo prihodkov;
- pripravlja razvojni, finančni, investicijski načrt, letni delovni načrt ter druge programe zavoda vrtca X, pri čemer v razvojnem načrtu opredeli med drugim strategijo in strateške cilje vrtca, v finančnem načrtu med drugim kratkoročne cilje in načrt priskrbe denarnih sredstev oziroma virov financiranja, v investicijskem načrtu opredeli priskrbo in uporabo denarnih sredstev oziroma virov financiranja za investicije v vrtcu. Izhodišča za finančni in investicijski načrt pridobi od ustanovitelja oziroma ministrstva, pristojnega za šolstvo, soglasje za izvajanje omenjenega načrta pa pridobi od ustanovitelja oziroma ministrstva, pristojnega za šolstvo. Omenjene načrte obravnava svet zavoda;
- zagotavlja pogoje za uresničitev načrtov porabe prihodkov in je odgovorna za njihovo izvedbo;
- pripravi in sprejme notranje pravilnike vrtca v skladu z aktom o ustanovitvi, ki so v povezavi s financiranjem vrtca (pravilnik o računovodstvu, pravilnik o gibanju knjigovodskih listin, akt o sistematizaciji delovnih mest, kodeks o etičnem ravnanju v vrtcih);
- izvaja kadrovske politike zavoda, med drugim v skladu z normativi in standardi imenuje pomočnike ravnatelja, organizacijske vodje enot in služb v vrtcu, ter odloča o delovnih razmerjih in disciplinski odgovornosti javnih uslužbencev ter sklepa pogodbe o zaposlitvi, te tudi pomenijo porabo prihodkov vrtca;
- določa sistemizacijo delovnih mest vrtca v soglasju z ustanoviteljem in letno usklajuje število delovnih mest glede na obseg dela in veljavne normative na podlagi kadrovskega načrta za posamezno šolsko leto, ki pomeni porabo prihodkov vrtca;
- predlaga in izvršuje sklepe sveta zavoda, kot je na primer sklep o uporabi presežka prihodkov nad odhodki;
- zagotavlja pogoje za uresničevanje razvojnega načrta in drugih načrtov;

- izdeluje poslovno poročilo zavoda, kjer med drugim poroča o priskrbi, gospodarjenju in uporabi denarnih sredstev oziroma virov financiranja za tekoče leto, o uresničevanju doseženih ciljev in o notranjem nadzoru;
- opravlja drugo delo po veljavnih predpisih, splošnih aktih zavoda, po nalogu sveta zavoda, ustanovitelja in ministrstva, pristojnega za šolstvo.

Nadaljujemo z intervjujem računovodje in ugotovimo, da računovodja pozna osnovne informacije, ki spadajo v širše okolje pridobivanja in porabe prihodkov vrtca, in zelo dobro pozna operativno delo v vseh fazah porabe prihodkov vrtca, prav tako računalniški program, ki se v vrtcu pri tem uporablja. To je pomembna oseba, odgovorna za to, da proces porabe prihodkov pravočasno in pravilno teče, na primer da se mesečni zahtevki oziroma položnice (prihodki) pravočasno pošljejo občini, ministrstvu oziroma staršem. Prav tako skrbi za pravočasna plačila stroškov in materiala, obračun plač in drugih stroškov zaposlencem ter druga plačila. Pomaga ravnateljici pri pripravi finančnega in investicijskega načrta, za obračun oskrbnin in izterjavo terjatev, planiranje in spremljanje likvidnosti ter plačilne sposobnosti. Poleg tega [1]:

- redno spremlja zakonodajo na finančno računovodskem področju in jo uporablja pri financiranju dejavnosti in porabi prihodkov vrtca;
- pripravlja predlog cen programov vrtca;
- načrtuje poslovne stroške;
- načrtuje vire prihodkov investicij;
- načrtuje vire prihodkov financiranja dejavnosti;
- pripravlja podatke in kalkulacije za odločitve vodstva v zvezi s financiranjem vrtca;
- z vodstvom vrtca pripravlja predlog finančnega načrta prihodkov in stroškov vrtca;
- analizira finančne rezultate poslovanja vrtca,
- z vodstvom izdeluje predlog letnega poročila, ter v tem okviru pripravi bilanco stanja, izkaz prihodkov in odhodkov in pojasnila k izkazu;
- izvaja finančno poslovanje in evidentira porabo finančnih sredstev;
- izdeluje obračun davka na dodano vrednost;
- sodeluje in ureja zadeve v zvezi s financiranjem dejavnosti s pristojnimi institucijami in organizacijami na lokalni in državni ravni (Oddelkom za družbene dejavnosti, Upravo RS za javna plačila, Davčno upravo RS, pristojnim ministrstvom, itd);
- izdeluje statistična poročila s področja financiranja, ki jih zahtevajo pristojne institucije;
- skrbi za pravočasno vlogo za izvršbo iz naslova neporavnanih obveznosti;
- izdeluje notranje knjigovodske listine;
- knjiži poslovne dogodke v poslovne knjige;
- kontrolira analitične evidence z glavno knjigo;
- vodi glavno knjigo in pomožno knjigo;
- skrbi za pravočasno in pravilno plačilo prejetih računov;
- usklajuje stanje odprtih postavk;
- izdaja račune,
- vodi knjigo izdanih računov;
- preverja točnost in pravilnost izdanih računov in položnic;
- preverja pravočasnost poravnave izdanih računov in položnic;
- ureja zadeve v zvezi z organizacijo, ki izvaja plačilni promet (Uprava za javna plačila – UJP);
- arhivira dokumente s področja dela in nalog financiranja dejavnosti glede na predpisane roke;

- opravlja druga dela po navodilu ravnateljice in vodstva vrtca;
- za svoje delo odgovarja ravnateljici.

Nadaljujemo z notranjo revizijo po metodi COSO, zato preverimo, ali ima izbrani vrtec pri porabi prihodkov postavljene cilje. Ugotovimo, da izbrani vrtec ima dolgoročne in kratkoročne cilje delovanja zapisane v strateškem smislu zapisane za pet let v tako imenovanem razvojnem načrtu ravnateljice, ta ga pripravi ob pomoči ostalih zaposlencev. V zvezi s tem obstajajo zapisniki, opravimo tudi razgovore s petimi, naključno izbranimi zaposlenci (vzgojiteljica, kuharica, poslovna sekretarka, svetovalka) iz katerih je razvidno, da so seznanjeni z opisnimi cilji vrtca, vendar ne podrobno, znajo pa poiskati dokumente s področja načrtovanja vrtca v intranetu vrtca, ki je namenjen notranjemu komuniciranju zaposlencev. Ugotovimo, da vrtec ne poroča o doseganju ciljnih prihodkov in vzrokih za odstopanje v porabi v letnem poročilu v skladu z zakonom o javnih financah. Ugotovimo, da vrtec spremlja uresničevanje porabe prihodkov le enkrat letno, in sicer v devetmesečnem poročilu o poslovanju, ko se zaključi šolsko leto. Kot izhaja iz ene od raziskav [10], na primer občine že 20 let uporabljajo strateško načrtovanje prihodkov, vendar se malo ve o tem, kako so porabljeni in kakšni so rezultati porabe. Kljub temu v primeru izbranega vrtca ocenjujemo, da so notranje kontrole na področju ciljev, delno ustrezne.

Nadaljujemo z notranjo revizijo po metodi COSO, in sicer se osredotočimo na tveganja pri porabi prihodkov. Izbrani vrtec ima register tveganj, iz katerega ugotovimo, da so bolj opredeljena tveganja pridobivanja kot pa porabe prihodkov v vrtcu. Na primer, opredeljena so tveganja na področju zmanjševanja prihodkov iz javnih sredstev in sredstev ustanovitelja, niso pa opredeljena tveganja porabe in nadzora prihodkov, kot so na primer izvajanje javnih naročil, neplačila staršev in podobno.

#### 4. UGOTOVITVE IN PRIPOROČILA

Z revizijsko metodo COSO, intervjuji in proučitvijo finančnih dokumentov vrtca smo z notranjo revizijo ugotovili naslednje pomanjkljivosti v notranjih kontrolah porabe prihodkov izbranega vrtca:

- Vrtec ne poroča o doseganju ciljnih prihodkov in vzrokih za odstopanje v porabi v letnem poročilu, ki je tudi edini javni formalni dokument o poslovanju vrtca.
- Ugotovimo, da vrtec spremlja uresničevanje porabe prihodkov le enkrat letno, in sicer v devetmesečnem poročilu o poslovanju.
- Vrtec ima dokument spremljanja tveganj, kot je register tveganj, vendar niso opredeljena tveganja porabe in nadzora večjih prihodkov, kot so na primer izvajanje javnih naročil, neplačila staršev, tveganja izvajanja investicij.

Za spremljanje odstopanj in tveganj porabe prihodkov vrtca je odgovorna ravnateljica, za pripravo teh dokumentov pa računovodja. Zato izhajajo priporočila za izboljšanje porabe prihodkov iz odprave ugotovljenih pomanjkljivosti, ki jih zapišemo v revizijskem poročilu. V revizijskem poročilu tudi zapišemo, da smo ugotovili kršitev zakonskih in strokovnih pravil porabe prihodkov, ki je povzročena nenaklepno ali z zadostno skrbnostjo. Rok za odpravo teh pomanjkljivosti določimo 90 dni od revizijskega poročila.

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**BITKOIN – KONTROVERZE I DILEME****BITCOIN - CONTROVERSIES AND DILEMMAS**

**Anda Skakavac<sup>106</sup>**

**Apstrakt:** *Bitcoin (skraćeno BTC) je virtuelni novac koji nema svoj fizički oblik i novi je način međunarodnog elektronskog plaćanja. Koristi se za plaćanja na internetu, ali se može i menjati za druge, klasične valute. Kriptovana valuta bitcoin početkom marta 2017. godine, prvi put u istoriji je po vrednosti premašila zlato. Osnovna specifičnost ove valute je da njen emitent ne postoji i da je njena ponuda softverski programirana i ograničena. Pored toga, njene osnovne karakteristike su: anonimnost korisnika, praktično nemoguće falsifikovanje, niski transakcioni troškovi, brza i sigurna plaćanja, kao i izuzetno nestabilan devizni kurs. No i pored navedenih karakteristika pojava ove virtulane monete je od strane šire društvene zajednice tretirana kao jedna od tehničkih inovacija, sa predznakom rizično, nepouzđano, verovatno kratkotrajno. Međutim, moramo naglasiti da je isti put prošao i plastični - kartični novac, kasnije prihvaćen i uvučen u regulatorni okvir. Jedan od glavnih argumenta koji je u prvo vreme privukao zaluđenike za tehnologiju, internet i investitore avanturiste je taj, što ovu monetu ne kontroliše Centralna banka. Ovom valutom ozbiljno se bave vlasti najmoćnijih svetskih zemalja. FBI upozorava na moguće zloupotrebe bitcoina za pranje novca, a kineska vlada saopštava da se bitcoin ne može tretirati kao zvanična valuta. U ovom radu ukazaće se na značajnije konsekvence primene i tretmana ove valute.*

**Ključne reči:** *bitcoin, decentralizovana valuta, elektronski novac, digitalni novac, kripto valuta*

**Abstract:** *Bitcoin is virtual money that does not have a physical form and it is a new way of international electronic payments. It is used for payments on the Internet, but it can also be exchanged for other currencies. The main characteristic of this currency is that its issuer does not exist and that its offer is software-programmed and limited. In addition, its basic characteristics are: anonymity, impossible to counterfeiting, low transaction costs, fast and secure payments, as well as extremely unstable exchange rate. But despite the above mentioned characteristics, this phenomenon of virtual currency is treated by the wider community as one of technical innovation, with the sign risky, unreliable and probably short-lived. However, we must point out that the same path has passed plastic - card money, later accepted and drawn into the regulatory framework. One of the main arguments that initially attracted technology geeks, internet adventurers and investors is that this currency is not controlled by the Central Bank. The authorities of the most powerful countries in the world deal with this currency seriously. FBI warns of possible abuse of bitcoin for money laundering, and Chinese government announces that bitcoin is not to be treated as official currency. However, bitcoin is gaining in popularity, so this encrypted currencies in early March 2017 for the first time in history in terms of value exceeded gold. This paper will point out the major controversies and dilemmas in application and treatment of this currency.*

**Key words:** *bitcoin, decentralized currency, electronic money, digital money, crypto currency*

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## UVOD

**B**itcoin (eng. Bitcoin - BTC)<sup>107</sup> je globalna digitalna valuta koja se koristi za peer-to-peer plaćanja. Uvedena je 2009. godine od strane pojedinca ili grupe ljudi sa pseudonimom Satoshi Nakamoto. Prethodnici bitcoina su b-money i bit gold bitcoin (skr. BTC, XBT). On je nezavisan od centralnih banaka, vlada i finansijskog establišmenta. Ne štampa se već se proizvodi od mnoštva lica na kompjuterima širom sveta pomoću softvera koji rešava matematičke probleme. Može se razdeliti u hiljaditi deo (milibitcoin), milioniti (mikrobitcoin) i milijarditi (satoš). To je prvi primer kategorije novca koji je u velikoj ekspanziji, poznat kao kripto valuta.

U radu se sagledava bitcoin, decentralizovana valuta nastala pre osam godina. Kao takva ona danas zauzima najznačajnije mesto među alternativnim valutama i privlači najviše pažnje. Na osnovu dostupne akademske literature i drugih relevantnih izvora u radu se sagledavaju osnovne karakteristike bitcoin valute, prednosti, nedostaci i efekti njenog korišćenja. Priča o ovoj valuti aktuelna je i kod nas, zbog čega ćemo se u ovom radu baviti pitanjima kako on traga za svojim mestom na našem tržištu.

I u Srbiji bitcoin je prisutniji nego što se čini na prvi pogled. Osim što je E-Gimnazija iz Novog Sada postala prva institucija koja je prihvata novu valutu, postoji i onlajn tržište na kojem se trguje bitcoinima.<sup>108</sup> Procena je da se trenutno u Srbiji bitcoinima ozbiljno bavi stotinak ljudi, dok je nekoliko hiljada njih u nekom trenutku posedovalo ovaj virtuelni novac.

Slika 1. Izgled bitcoina



## ISTORIJA BITKOINA

Bitcoin se prvi put pojavljuje 2008. godine, u članku "*Bitcoin: A Peer-to Peer Electronic Cash System*"<sup>109</sup>, izdatom od strane autora (ili organizacije) pod pseudonimom "Satoshi Nakamoto". Navedena organizacija 2009. godine pokreće projekat pod nazivom *Bitcoin-Qt* i pušta prve bitcoine u promet. Satoši Nakamoto, tada 37 - godišnjak kako se predstavio sa pojavom valute, poreklom je Japanac. On je prvi utemeljio ideju o bitcoinu opisujući ga kao *peer-to-peer* (pir-tu-pir), elektronski novčani sistem i decentralizovano sredstvo plaćanja. Tu svoju ideju putem mejla poslao je na sajt metzdowd.com, 2008. godine. Već u januaru 2009. pojavljuje se prva verzija softera bitcoina "*open source*" koja se pušta u rad. No i posle sedam godina ostala je nepoznanica ko je anonimni Satoši Nakamoto. Naime, do danas mnogi entiteti su se

<sup>107</sup> <http://crobtc.com/bitcoin/sto-je-bitcoin> (pristupljeno 08.01.2017)

<sup>108</sup> <http://arhiva.24sata.rs/novi-sad/vesti/vest/novosadanin-u-bitcoinima-skupio-1-5-miliona-evra/120837.phtml> (pristupljeno 10.01.2017.)

<sup>109</sup> Satoshi Nakamoto: *Bitcoin: A peer-to-peer electronic cash system*. 2008. <https://bitcoin.org/bitcoin.pdf> (pristupljeno 21.12.2016)

predstavljali kao Satoši, pa vlada mišljenje da je najverovatnije reč o grupi ljudi a ne pojedincu. Zbog toga, danas preovlađuje mišljenje daje je bitcoin tvorevina većeg “internet kolektiva”.

Kako bi došli o saznanja o ideji koja stoji iza bitkoina vratićemo se malo unazad i to u 1998. godinu, kad je čovek po imenu Wei Dai objavio svoj rad pod nazivom “*Predlog za formiranje b-novca*” koji je distribuiran prvi put na ‘*Cypherpunks*’ mejling listi, otvorenom forumu koji okuplja zaljubljenike u kriptografiju, eksperte iz ove oblasti, matematičare, statističare i programere. Ovaj osvrt je bitan, jer osnovna ideja o decentralizovanim valutama leži u kriptopankarstvu, odnosno u ideji Kripto-panka<sup>110</sup>. Wei je bio vođen idejom CypherPanka, koja glasi: “Želim garanciju da je naša komunikacija privatna, garanciju zasnovanu ne u zakonima, već u matematici i fizici”, pisao je Hjuž”. Program za tu ideju osmislili su: Tim Mej (*Tim May*) - Intelov glavni inženjer i pronalazač do 2003. godine, Erik Hjuž (*Eric Hughes*) - profesor matematike na univerzitetu Berkli i Džon Gilmore (*John Gilmore*) - osnivač EFF-a, Electronic Frontier Fodacije.

Kripto-pank manifest nasto je 1993. godine i ima svoje osnovne postulate koji se mogu sagledati kroz sledećih par rečenica: “Privatnost je neophodna za razvoj otvorenog društva u elektronskom dobu. Ne možemo očekivati od vlade, korporacija ili drugih ogranzicija da garantuju našu privatnost. Mi sami moramo odbraniti našu privatnost ukoliko želimo da je imamo”.<sup>111</sup> “Kriptopankeri pišu kada znamo da neko treba da napiše programe kojima ćemo se zaštititi... i mi ćemo to uraditi.”<sup>112</sup> Među osnivačima kripto-pank pokreta su direktori kompanija sa naprednim tehnologijama, univerzitetski profesori, istraživači iz oblasti matematike i kriptografije.

“Sintagma “pank” u imenu pokreta jasno sugerise da je ovo svojevrsna “matematika sa stavom”. “Nama nije važno ako se ljudi ne slažu sa programima koje pišemo. Mi znamo da program (software) ne može da bude uništen i znamo da široko rasprostranjeni sistemi ne mogu biti ugašeni, pisali su u svom manifestu.”<sup>113</sup> “Oduševljen idejom Tima Meja o kriptopankarstvu, Wei u svom radu opisuje osnove kripto-valuta. Protokol u kojem osnovni delovi koji prave zajednicu, mogu da anonimno komuniciraju gotovo u istom trenutku a da ih pritom ne nadgleda ili ne kontroliše neka “treća strana” u procesu, najčešće država ili centralna ekonomska institucija.”

“Kreiranje novca: Svako može kreirati novac ukoliko javno emituje rešenje za predhodno nerešeni matematičko-kompjuterski problem. “(Dai Wei ‘proposal for b-money’).<sup>114</sup>” I najznačajnije, predstavljen je dokaz o kompjuterskom radu (*proof - of - work*) kao legitimno sredstvo za stvaranje novca. Znači, osnovna zamisao tvorca ove valute je ideja:

- 1) da se stvori valuta nezavisna od bilo koje centralne vlasti, skoro trenutno elektronski prenosiva sa veoma malom provizijom prenosa;
- 2) da ova valuta jednog dana postane osnovno sredstvo plaćanja između ljudi, što bi dovelo do potpunog ukidanja bankarskog sistema i posrednika u finansijskim transakcijama.

<sup>110</sup> W. Dai, "b-money," <http://www.weidai.com/bmoney.txt> (pristupljeno 15.01.2017),

<sup>111</sup> <http://www.activism.net/cypherpunk/crypto-anarchy.html> (pristupljeno 12.01.2017)

<sup>112</sup> <http://www.activism.net/cypherpunk/crypto-anarchy.html> (pristupljeno 27.01.2017)

<sup>113</sup> [http://www.b92.net/zivot/nauka.php?yyyy=2014&mm=10&dd=11&nav\\_id=910402](http://www.b92.net/zivot/nauka.php?yyyy=2014&mm=10&dd=11&nav_id=910402) (pristupljeno 25.12.2016)

<sup>114</sup> [http://www.b92.net/zivot/nauka.php?nav\\_id=906717](http://www.b92.net/zivot/nauka.php?nav_id=906717) (pristupljeno 25.12.2016)

Algoritmom je određen maksimum od 21 milion bitcoina. Sada ih ima oko 16 miliona i ceo proces će se završiti 2140 godine, a najveći deo narednih od 10 do 15 godina. Bitkoini se čuvaju u digitalnom novčaniku na hard-disku kompjutera ili u onlajn servisu. Umesto bankovnog računa vlasnik registruje bitkoin adresu – niz od 27 do 34 slova i broja. To je virtuelno poštansko sanduče s kog se bitkoini šalju ili primaju. Nepostoji registar adresa što korisnicima garantuje anonimnost. Za obavljanje transakcije potreban je, pored adrese, i privatni ključ koji samo vlasnik zna. Ako podaci nestanu, nestaju i bitkoini iz digitalnog novčanika.<sup>115</sup>

Sve do polovine 2011. godine, bitkoin nije imao skoro nikakvu vrednost. Aktivnosti sa njim bile su zanemarljive i svodile su se na razmenu bitcoina između kriptografskih entuzijasta. Međutim, polovinom 2011. godine bitkoin dobija na popularnosti kada njegova vrednost počinje naglo da raste (1BTC=32\$). I u narednim godinama vrednost bitcoina je stabilno rasla da bi tokom kiperske finansijske krize (2012-2013) dostigla vrednost od 266\$. Takođe, i broj korisnika i transakcija sa bitkoinom počinje naglo rasti, otvaraju se prve onlajn menjačnice kriptovaluta a pojedine trgovinske radnje počinju ga prihvatati kao validno sredstvo plaćanja. Globalno prihvatanje bitcoina otpočinje u oktobru 2013. godine, kada kineski internet gigant “Baidu” prihvata bitkoine za svoje usluge bezbednosnih servisa. U Kini se otvara BTC menačnica “BTC China”, a u Kanadi se postavljaju prvi bitkoin bankomati. Polovinom novembra 2013. godine, USS (United States Senate) priznao je kriptovane valute kao legitimno finansijsko sredstvo da bi vrednost bitcoina tog dana dostigla 1.100\$. No ova vrednost bitcoina nije se dugo održala jer je početkom decembra 2013. godine, Narodna banka Kine zabranila svim finansijskim institucijama upotrebu bitcoina tako da se njegova vrednost skoro prepolovila. U jednom trenutku u 2015. godini bitkoin je pao na samo 230 dolara, da bi već u 2016. godini najbolje prošao od svih valuta centralnih banaka, uvećavši vrednost 125 odsto. U prvoj sedmici marta 2017. godine ova kriptovana valuta je prvi put u istoriji svog postojanja po vrednosti premašila zlato. Prodavala se za 1.268 dolara (unca zlata za 1.233), što je najviša vrednost od 2009. godine, kada je počela da se generiše. Kao što se vidi, veliko kolebanje vrednosti jedna je od značajnijih karakteristika najpopularnije digitalne valute.<sup>116</sup>

Danas, posle više od sedam godina uspona i padova, možemo konstatovati da bitkoin polako postaje realnost. Naime, sve više kompanija prihvata bitkoin kao sredstvo plaćanja i njegov obim u opticaju iz meseca u mesec se povećava. Ipak, bankari su i dalje vrlo skeptični prema njemu i dalje upozoravaju na oprez prema bitkoinu kao i ostalim virtuelnim valutama.

## **TRANSAKCIJE SA BITKAINIMA**

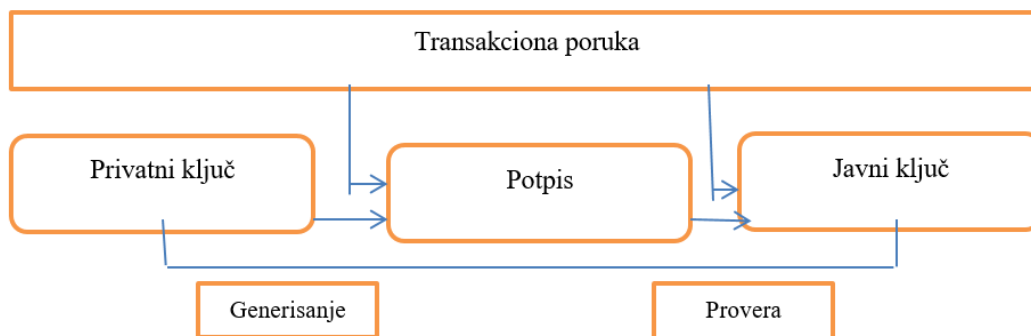
Bitkoin je transparentan, decentralizovan (peer to peer), elektronski sistem transakcija koji se zasniva na složenim kriptografskim algoritmima, za razliku od tradicionalnih sistema plaćanja koji se temelje na poverenjima. Kod ove vrste valute ne postoji centralna banka koja ga izdaje ili obrađuje njegovu vrednost i čuva transakcije, niti postoji jedinstveni vlasnik bitkoin mreže kao celine. Stoga se nameće logično pitanje: Kako je onda moguća bilo kakava sigurna razmena u ovakvom sistemu? Primera radi, ako jedan korisnik želi da pošalje drugom korisniku određenu količinu bitcoina, ta informacija je automatski dostupna svim korisnicima na mreži i svaki korisnik ima uvid u svoju i transakcije svih ostalih učesnika bitcoina, što nije slučaj kod centralizovanog sistema. Logično pitanje koje se sada postavlja je: Kako drugi korisnici znaju da je informacija o pokretonoj transakciji validna?

<sup>115</sup> Politika, 04. mart 2017. godine.

<sup>116</sup> Politika, 04. mart 2017. godine.



Svaka transakcija sadrži potpis korisnika koji ju je započeo. Ti digitalni potpisi se generišu iz same transakcione poruke i privatnog ključa korisnika, te je lako zaključiti da je taj potpis drugačiji u svakoj poruci, što onemogućava falsifikovanje. Pored toga, svaki korisnik poseduje i javni ključ koji je u nekoj matematičkoj relaciji sa privatnim ključem. Poruka, potpis, javni ključ koriste se kao ulaz u određenu matematičku funkciju koja određuje da li je data kombinacija moguća ili ne. Na ovaj način ostali čvorovi imaju mogućnost provere validnosti transakcije bez informacije o privatnom ključu. Sledeća slika ilustruje proces generisanja i provere validnosti potpisa.

Šema br.1.<sup>117</sup>

Korisnik bitcoina koristi ECDSA (“Eliptic Curve Digital Signature Algorithm) za generisanje digitalnih potpisa. Za ulaz se koristi heš poruka.<sup>118</sup> Bitcoin podrazumeva P2P interakciju, a elektronski novčići se definišu kao lanac digitalnih potpisa. Svaki vlasnik sledećem vlasniku prenosi novčić potpisivanjem heša prethodne transakcije i javnog ključa sledećeg vlasnika i dodavanjem svega toga na kraj novčića. Primalac ima mogućnost provere potpisa kako bi proverio lanac vlasništva. Cela mreža se obaveštava o izvršenoj transakciji, čime se sprečava dvostruko plaćanje (odnosno korisnik ne može sa istim bitcoinom da plati dva različita računa) i izbegava se generisanje nepostojećeg novca. Prosečno vreme za proveru transakcije traje nekoliko minuta. Kod ovih transakcija ne koriste se lični podaci učesnika, dok zapis o transakciji ostaje zabeležen i dostupan javnosti. Učesnici u transakcijama ne moraju da poslušaju pod svojim ličnim podacima već se mogu prijavljivati preko psudonima.

Da bi nešto imalo vrednost neophodno je da njegovo kreiranje bude skupo, odnosno skuplje od tržišne vrednosti od toga što je kreirano. Tako npr, znamo da zlata ima u zemlji i da je ono svima dostupno. Isto tako znamo da je njegovo dobijanje iz zemlje skupo i neisplativo mnogima. Stoga ogromna većina korisnika zlata nema mogućnosti ni interesa da kopa zlato. Proizvođaču zlata svaki kilogram izrudarenog zlata donosi značajnu dobit. Na sličnom principu kreiraju se i bitcoini. Naime, neophodno je izvršiti mnogo računskih operacija u komplikovanom algoritmu da bi se izrudario jedan bitcoin.

Generisanje ove kriptovalute odvija se u okviru bitcoin mreže koja se sastoji od velikog broja računara. Svaki računar je čvor u ovoj ogromnoj mreži. Bitcoin se generiše od strane bilo kog korisnika koji “iskopava” (eng. mining) ovu digitalnu valutu. ”Iskopavanje” ili ”rudarenje”

<sup>117</sup> Jovanović, U.: *Kriptovalute*, Razvoj Softvera 2 0(0):1-8, Beograd, 2013, str. 3.

<sup>118</sup> Hešing (hashing) predstavlja proizvodnju heš vrednosti za pristup podacima ili za obezbeđivanje sigurnosti. Heš je jednostavno rečeno broj generisan iz niza karaktera nekog teksta i znatno je kraći od samog teksta i generiše se formulom koja je takva da je ekstremno mala verovatnoća da će neki drugi tekst dati istu heš vrednost (Anon, hasing, 2014) (Devato 2014).

bitkoina zapravo predstavlja rešavanje složenih matematičkih problema putem računara ili grupe povezanih računara u takozvane pulove (pools). Razlog za postojanje pulova je jednostavan – korisnici udružuju snagu svojih računara kako bi stvorili veću operativnu snagu kojom se vrši “rudarenje”. Veći broj računara daje veću snagu, rudarenje postaje efikasnije, sa većim mogućnostima za dobijanje novih bitkoina. Naravno, praksa je da se rezultat deli srazmerno uloženoj snazi.

Broj trenutno postojećih bitkoina ograničen je na 21 milion. Dakle, svi računari u mreži (ili grupe računara udružene u pulove) međusobno se takmiče za nove bitkoine. Kolika je snaga ove mreže govori sledeći statistički podatak – ukupna snaga svih računara koji rudare nove bitkoine gotovo je 250 puta veća nego kombinovana snaga pet najvećih superkompjutera na svetu<sup>119</sup>. Novogenerisni bitkoini se dobijaju tako, što računari rešavaju složene matematičke probleme. Proizvodna stopa, to jest rezultat rudarenja, se revidira svake četvrte godine kako bi se održala vrednost bitkoina. Sa povećanjem broja rudara i većom produkcijom bitkoina, kompleksnost matematičkih problema se povećava, smanjuje se verovatnoća rešavanja istih i samim tim otežava rudarenje. Manja produkcija novih bitkoina utiče na vrednost ove valute. Procenjuje se da će trenutne rezerve (21 milion bitkoina) nestati oko 2140. godine.<sup>120</sup>

Postoji još jedan način za dobijanje bitkoina. U pitanju je tradicionalna zamena nacionalnih valuta za bitkoin, uz posredstvo servisa za finansijske transakcije. Svaki korisnik bitkoina poseduje digitalne novčanike u kojima skladišti svoje bitkoine. Digitalni novčanik jeste određen softver instaliran u računaru, mobilnom uređaju korisnika, koji se nalazi u nekom drugom softveru (računarstvo u oblaku), USB uređaju. Pored digitalnog novčanika, svaki korisnik poseduje jedinstvenu bitkoin adresu ili bar kod. Bitkoin adresa predstavlja jedinstveni, javni identifikator, sastavljen od 32 broja i slova (veoma slično bankovnom računu).

Svako ko želi da pošalje bitkoin nekom drugom korisniku, u vidu pozajmice, poklona ili isplate kupoprodajne cene, transfer se pokreće davanjem naloga za transakciju. To je proces koji je tehnički veoma sličan slanju elektronske pošte, osim što, umesto mejl adrese pošiljalac koristi bitkoin adresu primaoca i sopstveni privatni ključ za prenos. Privatni ključ je tajni kod, za razliku od bitkoin adrese i mora da bude tajna za sva lica osim za korisnika. Ako privatni ključ sazna drugi korisnik, biće u mogućnosti da raspolaže bitkoinima koji se prenose uz pomoć otkrivenog privatnog ključa.<sup>121</sup>

Transfer bitkoina odvija se uz pomoć sistema digitalnih potpisa. U osnovi digitalnog potpisa jeste asimetrična enkripcija i postojanje privatnog i javnog ključa, jer svaki korisnik ima svoju jedinstvenu bitkoin adresu (javni ključ) i privatni ključ (tajni kod). Kada neko želi da pošalje bitkoine, u tehničkom smislu šalje se poruka koja se pretvara zajedno sa privatnim ključem u jedinstveni digitalni potpis (neka vrsta kriptovanog fajla). Taj fajl luta mrežom dok se ne inkorporira u blok, a posle toga blok se inkorporira u lanac blokova. Rudari svojim radom verifikuju validnost transakcije čime dokazuju da pošiljalac ima bitkoine koje šalje i time ih inkorporiraju u blok. Kada se blok svrsta u lanac blokova, pošiljalac bitkoina dobija potvrdu da je njegova transakcija uspela. Faktički, od tada primalac može da koristi novorpispele bitkoine<sup>122</sup>. Svaki naredni blok koji se nadoveže na lanac šalje još jednu potvrdu da je transakcija uspela. Što ima više blokova u lancu, više je i potvrda o uspehoj transakciji i time se

<sup>119</sup> <http://pravoikt.org/kako-funkcionise-bitkoin/> (pristupljeno 01.02.2017)

<sup>120</sup> [http://www.b92.net/mobilni/biz/komentari.php?nav\\_id=1113621&order=tu20-m](http://www.b92.net/mobilni/biz/komentari.php?nav_id=1113621&order=tu20-m) (pristupljeno 01.02.2017)

<sup>121</sup> <http://stojebitcoin.com/osnovni-pojmovi/adresa/> (pristupljeno 08.02.2017)

<sup>122</sup> <http://www.naslovi.net/2015-09-26/gde-investirati/divovi-finansijske-industrije-ulazu-u-blockchain-startupove/16496582> (pristupljeno 17.01.2017)

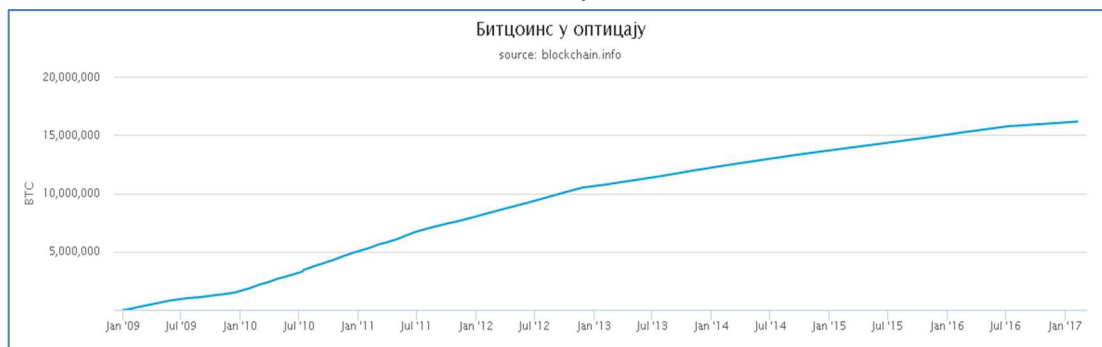
povećava i sigurnost transakcije. Važno je napomenuti, da je daleko teže da se manipuliše blokom koji iznad sebe ima još nekoliko nadograđenih blokova u lancu. Ovo je ujedno i poseban vid zaštite celokupne infrastrukture i svakog korisnika u njoj.

Postavlja se pitanje – Šta su to blokovi i lanac blokova? Svaka transakcija koja se odvija putem bitkoina mora biti inkorporirana u takozvane blokove, a svaki blok je deo tzv. lanca blokova (blockchain). Lanac blokova je „javna knjiga“ (public ledger) svih transakcija koje se odvijaju putem bitkoina. Sve transakcije u bitkoinu su zapravo potpuno transparentne. Svaki korisnik bitkoina može da vidi ko šalje bitkoine, kome ih šalje i koliko se bitkoina šalje. Šta više, celokupna infrastruktura lanca blokova je transparentna, tako da svaki korisnik može da proveri sve transakcije u lancu kao i trenutna stanja bitkoina bilo kog drugog korisnika. Međutim, treba imati na umu da u lancu blokova nema podataka za identifikaciju korisnika.<sup>123</sup>

Jedno od važnijih pitanja je: Šta daje vrednost bitkoinima?<sup>124</sup> U odgovoru na to pitanje, poći ćemo i od vrednosti novca. Naime, u početnoj fazi njegovog nastanka klasičnom novcu vrednost su davala parčad papira, da bi se kasnije uvele zlatne rezerve kao garancija da taj papir vredi. Upravo ta garancija kod ljudi je stvorila veru u novac, tako da ta vera čini njegovu vrednost. No, znamo da su kasnije te zlatne rezerve prevaziđene i nisu imale veze sa količinom novca u optičaju, ali je ostala vera u novac. Znači, zahvaljujući toj veri, novac ima vrednost. Identičan je slučaj i sa bitkoinima. Naime, njihovu vrednost čini vera ljudi širom sveta. Neki ljudi su sa oduševljenjem prihvatili ideju tvorca bitkoina o ukidanju bankarskog sistema koji im svoje usluge naplaćuje i bitkoine koriste kao sredstvo plaćanja gde god je to moguće.

Rekli smo bitkoin je prava “decentralizovana” valuta, gde nema centralne banke koja kontroliše koliko će bitkoina biti proizvedeno i koja im je vrednost. Njihovu vrednost određuju kupci i ona zavisi od toga kolika je potražnja za njima. Opticaj bitkoina u periodu od 2009. do januara 2017. godine ilustruje naredni grafikon:<sup>125</sup>

Grafikon 1.



Iz navedenog grafikona je jasno uočljivo da je opticaj bitkoina beležio konstantni rast u navedenom period, što ukazuje i na porast njegove popularnosti i verovanja u njega.

<sup>123</sup>[http://poincare.matf.bg.ac.rs/~vladaf/Courses/Matf%20MNSR/Prezentacije%20Individualne/Jovanovic\\_Kriptovalute.pdf](http://poincare.matf.bg.ac.rs/~vladaf/Courses/Matf%20MNSR/Prezentacije%20Individualne/Jovanovic_Kriptovalute.pdf) (pristupljeno 08.02.2017)

<sup>124</sup> <http://blog.b92.net/text/25991/Bitcoin-vituelni-novac-ili-tehnologija-buducnosti/>

<sup>125</sup> <https://fee.org/resources/the-truth-about-bitcoin-and-alternative-currencies/> (pristupljeno 22.02.2017)

## PREDNOSTI KORIŠĆENJA BITKOINA

Bitcoin ima mnoštvo prednosti u odnosu na klasična sredstva plaćanja a kao najvažnije izdvajamo sledeće:<sup>126</sup>

- 1) *Brzina transakcije.* Transakcije sa bitcoinom su brze, odnosno trenutne, nasuprot bankarskih za koje je potrebno izvesno vreme. Primera radi, plaćanje čekom preko banke može potrajati dan i više. Takođe, međunarodni transferi preko banaka zahtevaju izvesno vreme.
- 2) *Minimalna provizija.* Transakcija sa bitcoinom obavlja se uz minimalnu proviziju ili čak i bez provizije, što ga čini jeftinim za razliku od bankarskih proizvoda kod kojih se za proviziju plaća znatan iznos.
- 3) *Decentralizovana valuta i nemogućnost oduzimanja.* Centralne vlasti sa svojim instrumentima ne mogu oduzeti bitcoine, što nije slučaj sa novcem. Setimo se slučaja kada je u martu 2013. godine, Centralna banka Kipra htela da uzme sve neosigurane depozite veće od 100.000 USD da bi se dokapitalizovala, što je poljuljalo poverenje u bankarski sistem Grčke. Takva mogućnost ne postoji za bitcoin jer je on decentralizovana valuta i nijedna centralna vlast ga ne kontroliše.
- 4) *Nemogućnost prevare.* Jednom kad se bitcoini pošalju, nema ih više. Pošiljalac bitcoina ne može da ih vrati bez saglasnosti primaoca. Ova osobina ih čini teškim za razne prevare koje su česte sa kreditnim karticama, na primer.
- 5) *Ne zahtevaju tajne podatke korisnika.* Bitcoin transakcije ne zahtevaju tajne podatke od njihovog korisnika pa samim tim su i sigurnije, za razliku od kreditnih kartica kod kojih su obavezni. Kod onlajn trgovine sa kreditnim karticama dolazi do krađe njihovih brojeva u cilju njihove zloupotrebe.
- 6) *Otpornost na inflaciju.* Bitcoin je otporan na inflaciju za razliku od klasičnih valuta. Broj bitcoina je ograničen i kreira se na 21 milion. Klasične valute vlade mogu štampati koliko god žele i to rade često u svrhu pokrića nacionalnog duga, što dovodi do inflacije.
- 7) *Korisnik bitcoina podešava kontrolu privatnosti po sopstvenoj želji.* Naime, bitcoin ima privatnost onoliko koliko želi njegov korisnik. Njegov korisnik može da ispoštuje svoju želju da drugi ne znaju šta je on kupio. Takođe, ne zna se ko drži određenu bitcoin adresu. Znači, svako može da pogleda u njega ali se ne zna čiji je.
- 8) *Ne zahteva poverenje ni u koga.* Kako je bitcoin decentralizovan, nije neophodno nikome verovati dok ga koristi. Trgovac ne mora da zna ko je korisnik bitcoina, osim ako korisnik ne želi da mu kaže. Nasuprot tome, klasičnom bankarskom sistemu moramo verovati da će celishodno upravljati našim novcem.
- 9) *Neotuđivost vlasništva.* Sopstveno vlasništvo nad bitcoinima putem privatne šifre i javnog ključa koji čini bitcoin adresa, je neotuđivo i niko ga ne može oduzeti izuzev ako ga sam korisnik izgubi. Svi drugi oblici elektronskog keš sistema imaju račun u tuđem vlasništvu.
- 10) *Mogućnost "štampanja sopstvenog novca".* Sa bitcoinima je moguće štampati sopstveni novac. Naime, bitcoine je moguće kupiti preko slobodnog tržišta, ali je moguće "izrudariti" i sopstvene sa dosta kompjuterske snage. Nakon nadoknade početne investicije (troškova opreme i struje), rudarenje bitcoina je jednostavno ostavljanje upaljenog računara i softvera koji radi.
- 11) *Upotrebljivost za trgovinu na specijalizovanim berzama.* Dakle, bitcoin je upotrebljiv i za trgovinu na specijalizovanim berzama, što omogućava dodatnu zaradu na kupoprodajnoj razlici.

<sup>126</sup> <https://ecd.rs/blog/view/11> (pristupljeno 12.02.2017)

## SLABOSTI I RIZICI KORIŠĆENJA BITKOINA

Bitcoin, kako smo napred naveli, ima čitav niz prednosti u odnosu na klasična sredstva plaćanja. Međutim, postoje i određeni rizici i nedostaci u njegovom korišćenju na koje će ukratko biti ukazano. Specifičnoosti bitcoina danas su veliki izazov za otkrivanje i sprečavanje ilegalnih aktivnosti. Kako bitcoin nema centralnu instituciju koja ga kontroliše i koja daje izveštaje o sumnjivim aktivnostima po pitanju sprečavanja pranja novca, pogodan je za ilegalne aktivnosti. Tako FBI (2014) kao glavne mane decentralizovanog sistema plaćanja bitcoinima navodi sledeće:<sup>127</sup>

- 1) nepostojanje softvera za identifikaciju sumnjivih šablona koji se javljaju pri pranju novca;
- 2) nepostojanje podataka o stvarnim vlasnicima računa i njihovim lokacijama;
- 3) nepostojanje zapisa i istorije transakcija sa stvarnim učesnicima u transakcijama;
- 4) otežana identifikacija izvora sredstava plaćanja u odnosu na druge vrste onlajn novca.

Pored toga, u prilog nepopularnosti ove valute i njenih slabosti, govore i sledeće njene karakteristike:

- 1) *Nestabilnost cene bitcoina.* Cena bitcoina je relativno nestabilna, jer beleži povremene padove i povećanja, što ga čini nepraktičnim za online kupovinu.
- 2) *Zahteva zavidan nivo poznavanja rada na računaru i korišćenja interneta.* Naime, za većinu ljudi bitcoin je komplikovan. Zbog toga, kompanija, koja želi da znatno poveća svoju dobit, zapošljava izuzetne poznavaoce rada na računaru i u korišćenju svih internet aplikacija, kako bi se bitcoin približio običnom čoveku.
- 3) *Pravna nesigurnost.* Pravna strana ove valute je veliki izazov za svetske zakonodavce. Kako je bitcoin sa jedne strane otporan na zabranu, sa druge strane dozvoljava njegovim korisnicima da rade sa njim šta hoće, što nije prihvatljivo za državne organe. Naime, zakonodavstvo treba da omogući njegovo korišćenje na legalan način i spreči njegovu zloupotrebu.
- 4) *Nepouzdan, netransparentan, podložan špekulacijama i nelegalnim aktivnostima.* Kritičari smatraju bitcoin nepouzdanom i podložan špekulacijama i prevarama, jer ne postoji nijedna organizacija koja bi zaštitila korisnike, te oni sami odgovaraju za svoje gubitke.
- 5) *Podložan za pranje novca i pljačke.* Glavna i osnovna zamerka bitcoinu je da se može koristiti za nelegalne aktivnosti, kao što je pranje novca. Tako je januara 2014. godine zbog pranja novca uhapšen Čarli Šrem, predsednik zatvorene berze bitcoina BitInstant i podpredsednik Bitcoin Foundation. Pored toga, zabeležene su i pljačke bitcoina (juna 2011. u najvećoj svetskoj berzi bitcoina, japanskom Mt. Gox je hakovano \$8,75 miliona; februara 2014. godine Mt. Gox je ukradeno 744.000 bitcoina (\$460 miliona) i on je objavio bankrot; na berzi Sheep Marketplace ukradeno je \$100 miliona.<sup>128</sup>
- 6) *Nema podršku značajnih zemalja i svetskih finansijskih institucija.* Među protivnicima bitcoina su moćne zemlje sveta Kina, SAD i EU, kao i svetske finansijske asocijacije. Decembra 2013. godine Kina je zabranila sajtove koji se bave trgovinom bitcoinima. EU i SAD upozoravaju na moguće sigurnosne probleme. Ministarstvo finansija SAD i evropska Centralna banka klasifikuju bitcoin kao virtuelnu valutu da bi ga razlikovali od realnog novca. Centralna banka EU savetuje svoje članove da ne ulaze u trgovinu virtuelnim valutama sve do njihove potpune regulative. Svetskim moćnicima ne odgovara korišćenje bitcoina, jer omogućavaju zaobilazanje globalnih pravila. Iza njega

<sup>127</sup> <http://www.ibtimes.com/internal-fbi-report-leaked-tips-protect-anonymity-dupe-bitc> (pristupljeno 13.01.2017)

<sup>128</sup> <http://www.bankar.me/2017/01/10/bitcoin-postaje-sigurno-utociste/> (pristupljeno 14.02.2017)

ne stoji Centralna banka, njegovu vrednost utvrđuje mnoštvo računara a poseduje i prirodnu zaštitu od inflacije i prevara.

## PERSPEKTIVE BITKOINA<sup>129</sup>

Ova virtuelna valuta od osnivanja 2009. godine, suočila se sa brojnim fluktuacijama, da bi u jednom trenutku izgubila čak tri četvrtine vrednosti "skliznuvši" sa maksimuma od 1.165,89 dolara u 2013. godini.<sup>130</sup>

Za bitcoin kažu da je najbolji prijatelj u doba krize. Svetski ekonomski eksperti nazvali su ga imenom "fond za katastrofe" iz razloga što se u vreme svetske ekonomske katastrofe povećava tražnja za njim. Tako je njegova cena u 2016. godini porasla, a eksperti su mišljenja da će njegova cena u 2017. godini dostići rekordnu vrednost. U 2015. godini kada je Grčka pretela da će napustiti EU, 2016 kada je Britanija napustila EU, kao i kada je Donald Tramp postao prvi čovek SAD, potražnja za bitcoinom je bila sve veća. I investitori su sve više ulagali u ovu digitalnu valutu. Stoga, je Kris Burnish, analitičar u "ARK Investment Managementu", rekao da su eksperti bitcoin nazvali imenom "fond za katastrofu".

U 2016. godini ovoj valuti je vrednost najviše porasla, dostigavši do vrednosti preko 1.000 dolara, što je najveća cena u protekle tri godine. Digitalna valuta bitcoin zaključila je 2016. godinu sa većim skokom vrednosti od svih ostalih valuta.<sup>131</sup> Analitičari predviđaju da će vrednost ove valute u 2017. godini i dalje nastaviti trend rasta, čemu ide u prilog činjenica da je na samom početku 2017. godine (03. januara) dostigla vrednost od 1.000 dolara<sup>132</sup>, a da je već u prvoj sedmici marta 2017. godine po vrednosti premašila zlato.<sup>133</sup>

Evropski sud pravde presudio je 22. oktobra 2015. godine da virtuelnu valutu bitcoin treba izuzeti iz poreza na dodatu vrednost (PDV), čime je napravljen značajan korak ka definisanju te sporne kriptovalute kao novca. Ovaj sud je saopštio da nema razloga da se transakcije s bitcoinima tretiraju različito od transakcija sa "valutama, novčanicama i novčićima".<sup>134</sup> Slovenačka startap kompanija "Cashila" prva je u svetu dobila bankarsku licencu za konverziju digitalne valute bitcoin u evre. Uz pomoć bitcoina, "Cashila" namerava da uvede konkurenciju SWIFT sistemu.<sup>135</sup>

Iako ova valuta: iza sebe nema centralnu banku; svoju vrednost formira na osnovu potražnje; niko je ne kontroliše i može svako da je poseduje; može se koristiti anonimno, pa je često način plaćanja onih koji žele da izbegnu plaćanje poreza, operu novac ili plate nedozvoljenu porudžbinu, u poslednje dve godine privukla je veliku pažnju investitora, hedž fondova i drugih igrača na globalnom finansijskom planu, pogotovu kako su rizici kroz tradicionalne načine poslovanja postali visoki.

<sup>129</sup> <http://rs.n1info.com/a218961/Biznis/Bitcoin-monetarna-nada-u-2017.html> (pristupljeno 20.02.2017)

<sup>130</sup> <http://www.bankar.me/2017/01/10/bitcoin-postaje-sigurno-utociste/> (pristupljeno 29.12.2016)

<sup>131</sup> IZVOR: KLIX.BA SREDA, 4.01.2017. | 09:12

<sup>132</sup> Bitcoin, virtuelna valuta za onlajn transakcije, u ponedeljak je prvi put posle tri godine prešla prag vrednosti od 1.000 dolara i menjala se za 1.020 dolara, <http://www.novosti.rs/vesti/naslovna/tehnologije/aktuelno.236.html:642853-Bitcoin-prebacio-1000-dolara> (pristupljeno 04.02.2017)

<sup>133</sup> Politika, 04. mart 2017. godine.

<sup>134</sup> <http://www.blic.rs/vesti/svet/evropski-sud-pravde-bitcoin-tretirati-kao-novac/b3dldhz> (06.11.2016)

<sup>135</sup> <http://www.blic.rs/vesti/svet/slovinci-prvi-s-licencom-za-pretvaranje-bitcoina-u-evre/8d8mv9l> (06.11.2016)

Nesumnjivo da je ova valuta popularna govori i činjenica da je ona 2009. godine kada se pojavila vredela samo nekoliko centi. “Veliki igrači” poput Kine, povećavaju cenu bitkoina. U Kini ljudi u ogromnom broju kupuju bitkoine kako bi izbegli stroga pravila koja se tiču iznošenja novca iz zemlje. Pored toga, kineska ekonomija je zabeležila blagi pad u poslednjim godinama, pa je za očekivati da državna valuta izgubi vrednost. Naime, Kina je uvela zakon da svaki pojedinačni građanin godišnje može da iznese samo 50.000 dolara, što je za mnoge njihove kompanije koje posluju vani, premala količina novca. Stoga se smatra da je Kina bila najveći krivac što je vrednost bitkoina porasla i da je to dovelo do devalvacije vrednosti kineske valute.<sup>136</sup> Pored toga, Venacuela i Indija su nedavno odlučile da povuku skoro 90% papirnog novca iz optičaja, kako bi se sprečila sve prisutnija korupcija. Naravno i ova mera je dovela do povećanja vrednosti bitkoina. Popularnost ove valute nesumnjivo je u porastu pogotovo usled njegovih “poboljšanja tokom prošle godine. IT tehnologija je uvela izvesna poboljšanja koja smanjuju troškove poslovanja u bitkoinima. Po oceni agencije Frans pres, ova valuta bi mogla postati novo sigurno utočište za investitore u uslovima kada je svet suočen sa rastućom ekonomskom neizvešnošću.

## BITKOIN U SRBIJI

Bitcoin je prisutan i u Srbiji, nije nepoznanica, ali ne beleži popularnost kao u razvijenim zemljama. Obim transakcija na sajtu ecd.rs je tri miliona dinara mesečno, a na tri automata – dva u Beogradu i jedan u Novom Sadu – 300.000 dinara mesečno i blago raste.<sup>137</sup> Pretpostavka je da se u Srbiji bitkoinima ozbiljno bavi nekoliko stotina ljudi, dok je nekoliko hiljada njih u nekom trenutku posedovalo ovaj virtelni novac.<sup>138</sup> Prva institucija koja ga je prihvatila bila je E - Gimnazija iz Novog Sada. Takođe, u beogradskom restoranu *Appetite* 09. 6. 2015. godine, svečanom ceremonijom i zvanično je pušten u rad prvi bitcoin ATM (bankomat), koji korisnicima omogućava kupovinu bitkoina za dinare. Prvi bitcoin ATM u Srbiji transakcije obavlja preko domaćeg servisa *EC District* koji služi za otkup i prodaju bitkoina, a koji posluje već duže od dve godine. Iz organizacije ističu da se preko automata mogu isključivo kupovati bitkoini, te da se ne mogu prodavati. Automat je prilagođen domaćoj valuti – dinarima, tako da se kupovina može izvršiti u apoenima od po 200, 500, 1000, 2000 i 5000 dinara. Automat ne vraća kusur, a pre kupovine potrebno je pripremiti tačan iznos uplate. Prvi automat za kupovinu ove valute, koji je premijerno predstavljen krajem 2014. godine, konačno je dostupan svim zainteresovanim korisnicima koji žele da kupe bitkoine, ali i da se upoznaju sa kriptovalutom koja je već sada uzdrmla finansijsku industriju. Događaj je otvorio Mladen Merdović, jedan od osnivača „*Bitcoin asocijacije*“ koji se prisutnima obratio rečima da je ovo samo prvi korak ka popularizaciji bitkoina u Srbiji.<sup>139</sup>

Jedan od najbitnijih ciljeva *Bitcoin asocijacije* je borba za to da bitcoin bude prihvaćen kao sredstvo plaćanja na način da ne optereti previše (gomilom nepotrebnih propisa) one koji ga koriste, a opet da se uvede neki nivo reda u poslovanje sa bitkoinom i spreče zloupotrebe. Dakle, nije cilj da se bitcoin poslovanje obavlja na potpuno neregulisan način, već da se reguliše, ali propisima koji poštuju njegovu specifičnost.<sup>140</sup>

<sup>136</sup> vrednost [http://www.b92.net/biz/vesti/svet.php?yyyy=2017&mm=01&dd=04&nav\\_id=1216819](http://www.b92.net/biz/vesti/svet.php?yyyy=2017&mm=01&dd=04&nav_id=1216819) (pristupljeno 18.02.2017)

<sup>137</sup> Politika, 04. mart 2017. godine.

<sup>138</sup> [a/reportaze/aktuelno.293.html:467940-I-Srbi-posluju-bitkoinom](http://reportaze/aktuelno.293.html:467940-I-Srbi-posluju-bitkoinom) (pristupljeno 10.01.2017)

<sup>139</sup> <http://www.netokracija.rs/beograd-bitcoin-automat-atm-98038> (pristupljeno 18.12.2016)

<sup>140</sup> <http://www.netokracija.rs/beograd-bitcoin-automat-atm-98038> (pristupljeno 18.12.2016)

Slika 2. Prvi bitcoin ATM u Srbiji



Narodna banka Srbije upozorila je da bitcoin nije zakonsko sredstvo plaćanja u Srbiji, niti je dozvoljeno njime trgovati u banakama i menjačnicama. Povodom učestalih napisa o pojavi nove „valute“ – bitcoina na svetskim finansijskim tržištima, vesti o instaliranju aparata za kupovinu bitcoina i pitanja da li je njegova upotreba dozvoljena u Republici Srbiji, Narodna banka Srbije ukazuje na sledeće:<sup>141</sup>

- 1) Bitcoin je virtuelna valuta. Virtuelne valute su oblik neregulisanog digitalnog novca koji ne izdaje Centralna banka, te ne garantuje njegovu vrednost.
- 2) Virtuelne valute, poput bitcoina, kupuju se za konvencionalne valute (evro, funta, dolar i dr.), direktno od drugog lica ili preko internet platformi, nakon čega se prebacuju na personalizovani bitcoin račun (tzv. digitalni novčanik) i koriste za kupovinu određenih dobara i usluga ili se ponovo konvertuju u konvencionalne valute.
- 3) Vrednost bitcoina na ovim platformama nije garantovana, veoma je varijabilna i određena je ponudom i tražnjom za tom virtuelnom valutom.
- 4) Internet platforme koje se koriste za konverziju virtuelnih valuta u konvencionalne svrhe po pravilu su neregulisane i njihovi korisnici nisu zaštićeni od rizika kojima su izloženi prilikom obavljanja trgovine.
- 5) Korisnici ne uživaju pravnu zaštitu u slučaju da platforma izgubi novac ili propadne (npr. usled hakovanja), čak i kada je reč o internet platformi koja je registrovana kao privredni subjekt kod nadležnog organa neke zemlje.

Upravo zbog toga je Evropska agencija za bankarstvo, kao nezavisno telo Evropske unije nadležno za uspostavljanje efektivnog i konstantnog nadzora nad bankarskim sektorom s ciljem očuvanja finansijske stabilnosti u zemljama članicama Evropske unije, krajem prošle godine izdala upozorenje o kupovini, držanju i trgovanju virtuelnim valutama, u kome je istakla rizike u vezi s njihovim korišćenjem.

I Evropska centralna banka u svojoj posebnoj publikaciji ocenjuje da bitcoin ne ispunjava sve kriterijume neophodne da bi se smatrao elektronskim novcem, te da se na njega ne primenjuje Direktiva o elektronskom novcu (Electronic Money Directive – 2009/110/EC), kao ni Direktiva o platnim uslugama (Payment Services Directive – 2007/64/EC).

U pogledu mogućnosti plaćanja bitcoinom u Republici Srbiji, bitne su i sledeće napomene:

<sup>141</sup> [http://www.b92.net/biz/vesti/srbija.php?yyyy=2014&mm=10&dd=02&nav\\_id=906628](http://www.b92.net/biz/vesti/srbija.php?yyyy=2014&mm=10&dd=02&nav_id=906628) (pristupljeno 03.12.2016)



- 1) Prema odredbama Zakona o Narodnoj banci Srbije, dinar je novčana jedinica Republike Srbije i da se sve novčane obaveze iz poslova zaključenih u Republici Srbiji izražavaju u dinarima i izvršavaju sredstvima plaćanja koja glase na dinar, osim ako nekim zakonom nije drukčije određeno.
- 2) Zakonom o platnom prometu propisano je da se poslovi platnog prometa obavljaju u dinarima, a Zakonom o deviznom poslovanju da se plaćanje, naplaćivanje i prenos između rezidenata i između rezidenata i nerezidenata u Republici Srbiji vrši u dinarima, a izuzetno se može vršiti i u devizama u slučajevima koji su propisani ovim zakonom.
- 3) Pored toga, Zakonom o deviznom poslovanju menjački poslovi su definisani kao poslovi kupovine od fizičkih lica i prodaje tim licima efektivnog stranog novca i čekova koji glase na stranu valutu.
- 4) Takođe, Odlukom o vrstama deviza i efektivnog stranog novca koje se kupuju i prodaju na deviznom tržištu, utvrđeno je da banke i ovlašćeni menjači mogu da kupuju i prodaju efektivni strani novac samo u valutama koje su navedene u toj odluci.

Imajući u vidu navedeno, bitcoin ne predstavlja zakonsko sredstvo plaćanja u Republici Srbiji, niti može biti predmet kupovine i prodaje od strane banaka i ovlašćenih menjača. Zbog toga, kao i zbog činjenice da ne postoje nikakvi mehanizmi zakonske zaštite ulagača, ulaganje u bitcoin ili slične virtualne valute koje ne izdaje Centralna banka i za čiju vrednost ona ne garantuje, predstavlja rizik i može izazvati finansijske gubitke. Svako upuštanje u ove ili bilo koje druge aktivnosti u vezi s virtualnim valutama, čini se na sopstvenu odgovornost što podrazumeva i finansijske rizike koji proističu iz tih aktivnosti.<sup>142</sup>

Međutim, i pored navedenih upozorenja narodne banke Srbije, bitcoin je u Srbiji i dalje u upotrebi i mnogo osoba "rudari" ovu valutu. Što je više kopača manja je zarada. Iskopavanje bitcoina deluje kao posao iz snova. Osoba ulaže novac u opremu koja troši struju i tu se završavaju svi troškovi. U mrežu se ubacuje 25 bitcoina svakih 10 minuta. Trenutno uređaj koji košta 1.000 dolara može da napravi jedan bitcoin za mesec dana. Što više ljudi "rudari", manja je zarada, pošto se deli.<sup>143</sup>

## ZAKLJUČAK

Bitcoin ima čitav niz prednosti u odnosu na klasična sredstva plaćanja, ali postoje i određeni rizici i nedostaci u njegovom korišćenju. Specifičnosti bitcoina danas su veliki izazov za otkrivanje i sprečavanje ilegalnih aktivnosti. Kako bitcoin nema centralnu instituciju koja ga kontroliše i koja daje izveštaje o sumnjivim aktivnostima po pitanju sprečavanja pranja novca, pogodan je za ilegalne aktivnosti. Mnogi veruju da bitcoin neće biti samo prolazna pojava i da će biti prihvaćen na internetu kao regularno sredstvo plaćanja. On je kao kriptovana valuta nov koncept koji je i dalje u procesu razumevanja i prihvatanja od strane potrošača trgovaca i finansijskih usluga. Sa svojim daljim razvojem i porastom interesovanja za njegovu upotrebu, izvesno je da će problem i rizici koji se trenutno javljaju kod bitcoina biti eliminisani u budućnosti. Uprkos svim kritikama i kontroverzama koje prate bitcoin jasno je da je njegova pojava i devetogodišnji opstanak označio početak jednog novog poglavlja u digitalnom i finansijskom svetu.

<sup>142</sup> <http://www.nbs.rs/internet/latinica/scripts/showContent.html?id=7605> (pristupljeno 12.11.2016.)

<sup>143</sup> <http://www.ponteroso.nadlanu.com/pocetna/info/ekonomija/Kako-se-bitkoini-rudare-u-Srbiji.a-213185.292.html> (pristupljeno 01.02.2017.)

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## PRIKAZ RENTABILNOSTI INSTRUMENTA ZA MERJENJE TELEKOMUNIKACIJSKIH VODOV

### PRESENTATION OF INSTRUMENT PROFITABILITY USED FOR MEASURING THE TELECOMMUNICATION LINES

Darko Pirtovšek<sup>144</sup>

Boris Rajšter<sup>145</sup>

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**Povzetek:** Prispevek prikazuje praktični prikaz izračuna rentabilnosti instrumenta za merjenje telekomunikacijskih vodov, ki so ga nabavili v podjetju Epromar d.o.o. iz Celje. Ker so v podjetju želeli ugotoviti, ali je investicija v takšen instrument izplačljiva ali ne, sta avtorja tega prispevka naredila analizo uspešnosti le-te. Pri sami analizi uspešnosti investicije sta uporabila dinamične metode, saj so le-te najbolj realne. Izračuni so pokazali, da je investicije zelo uspešna (rentabilna), saj se vložki vanjo, v času amortizacijske dobe, več kot povrnejo. Vsi kazalci, ki so bili uporabljeni pri analizi, kažejo, da krepko presegajo zastavljene standarde. Tudi pri simulaciji spremembe robnih pogojev, se je pokazalo, da bi se le-ti morali zelo drastično spremeniti, da bi se sploh postavilo vprašanja o smiselnosti nabave takšnega instrumenta.

**Ključne besede:** rentabilnost, uspešnost, investicija, amortizacijska doba, dinamične metode, analiza

**Abstract:** The paper presents the practical profitability calculation of the instrument used for measuring the telecommunication lines, that was purchased at the company Epromar Ltd., in Celje. The company would like to find out if the investment in this instrument was profitable or not and for that reason the authors of this paper made an analysis of instrument purchase. When analyzing the investment profitability they applied dynamic methods, since they are the most reliable ones. Calculations display the investment to be very profitable since the input during the amortisation period pays back. All indicators applied during the analysis show that they reach far beyond the worked-out standards. When simulating the changes of extreme conditions it turned out that they should be drastically changed to even raise the question of whether the purchase of this instrument was reasonable or not.

**Key words:** profitability, effectiveness, investment, depreciation period, dynamic methods, analysis

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## 1. UVOD

V času vsesplošne globalizacije, ko se podjetja »borijo« z zelo močno konkurenco, je še posebej pomembno, da so le-ta vseskozi seznanjena z najnovejšimi produkti in izboljšavami v svojih dejavnostih. Zato morajo podjetja nenehno investirati v posodabljanje svojih poslovnih procesov, da bi tako lahko lažje konkurirala na svojem trgu.

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Investicije so, na splošno, opredeljene kot uporaba denarnih sredstev za povečanje določenega premoženja, pri čemer, ko govorimo o investicijah v podjetjih, mislimo predvsem na investicije v osnovna sredstva podjetja – npr. stroji, oprema, naprave, poslovni prostori ...[1].

Investicije v osnovna sredstva so dolgoročna (obdobje daljše od enega leta), zato je zelo pomembno, da podjetja, preden gredo v določeno investicijo, preverijo, če jim bo leta prinesla določene koristi, saj nima nikakršnega smisla, da se podjetje poda v nakup nekega osnovnega sredstva, ki mu bo v času njegove amortizacijske (ekonomske) dobe, prineslo izgubo. Torej, bistvo vsake investicije je v tem, da so izdatki v nakup osnovnega sredstva na koncu življenjske dobe le-tega nižji, kot pa so prejemki, ki jih je podjetje v tem času prejelo.

V prispevku sva avtorja prikazala primer analize uspešnosti investicije v osnovno sredstvo v podjetju Epromar d.o.o. iz Celja.

Podjetje je pred kratkim kupilo nov instrument za merjenje telekomunikacijskih vodov – Fluke 5000 Versio. S pomočjo tega instrumenta izvaja podjetje meritve usreznosti UTP in FTP bakrenih vodov, ugoravlja morebitne napake in vzroke nepravilnosti pri samih meritvah, analizira testiranja meritev ipd [2].

Ker je amortizacijska doba instrumenta 2 leti, njegova nabavna vrednost pa za podjetje ni ravno nizka (8.500 €), so v podjetju želeli pridobiti podatke o tem, kakšna je rentabilnost (donosnost) same investicije za to obdobje in ali je bila investicija v to naložbo uspešna (mislimo predvsem na rentabilnost).

## 2. METODE UGOTAVLJANJA USPEŠNOSTI INVESTICIJE

Kot sva že omenila, je za vsako investicijo najpomembnejše, da se izkaže za uspešno. Pri ugotavljanju njene uspešnosti potrebujemo podatke, povezane z denarnimi tokovi, ki jih lahko pričakujemo pri sami investiciji. Denarni tokovi so povezani s prejemki (prihodki) in izdatki, (odhodki), ki jih pričakujemo vsako leto od investicije v njeni dobi amortiziranja. Razlika med prejemki in izdatki je donos investicije v tem obdobju. [3]. Govorimo o t.i. realnem denarnem toku investicije, ki je enak donosom investicije, katerim odštejemo amortizacijo oz. vse odhodke, ki niso izdatki. Ti bodo nato, na podlagi izbrane metode, osnova za izračun njene uspešnosti.

Ko govorimo o donosih neke investicije, je potrebno, pri ugotavljanju njene uspešnosti, upoštevati časovno komponento le-teh. Gre za to, da ni vseeno, kdaj nam investicija prinese določene donose. Kasneje, kot podjetje dobi nek donos, manj je le-ta realno vreden – npr. 1.000€, ki jih dobimo po treh letih, ni isto vrednih, kot če jih dobimo po 3 mesecih. Zato so za

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ugotavljanje uspešnosti investicije najbolj primerne t.i. dinamične metode vrednotenja, ki temeljijo na prej omenjeni postavki – denar, ki ga dobimo kasneje, ni vreden toliko, kot sedaj.

Pri dinamičnih metodah mislimo predvsem na naslednji dve metodi [3]:

- metoda neto sedanje vrednosti,
- metoda interne stopnje donosnosti.

Metoda neto sedanje vrednosti je metoda, ki upošteva časovno komponento donosov tako, da ocenjene donose diskontira (prevede) na sedanjo vrednost. Neto sedanjo vrednost dobimo, torej tako, da od sedanje vrednosti prihodnjih donosov odštejemo investicijske vložke v neko investicijo in je izražena kot [1]:

$$NSV = \sum_{i=1}^T \frac{D_i}{(1+r)^i} - I_0 \quad (1)$$

NSV = neto sedanja vrednost

i = časovna obdobja, v katerih investicija generira neto donose

D<sub>i</sub> = neto donosi investicije v posameznem obdobju

T = celotno število časovnih obdobj

r = diskontna stopnja

I<sub>0</sub> = začetna vlaganja v investicijo

Pri diskontni stopnji (r) upoštevamo splošne pogoje poslovanja (npr. obrestna mera, inflacijska pričakovanja, prevzeto tveganje) in je odvisna predvsem od tveganosti investicije [1]. Večkrat se za diskontno stopnjo uporabi tudi t.i. tehtano povprečje stroškov kapitala (WACC – Weighted average cost of capital). Podjetja imajo, po navadi, različne vire financiranja svojih investicij (projektov), ki so lahko lastni ali pa izposojeni, z različnimi obrestnimi merami. Na podlagi teh virov se nato določi neko povprečje stroškov kapitala, ki je podlaga za diskontno stopnjo [4].

Pri odločitvi o naložbi v določeno investicijo velja pravilo, na osnovi NSV, da naložbo sprejmemo, če je NSV večja od 0 in jo zavrnilo, če je NSV manjša od 0. Če je NSV enaka 0, smo pri odločitvi nevtralni.

Metoda interne stopnje donosnosti (ISD) je metoda, ki temelji na diskontni stopnji, ki vsoto diskontiranih denarnih tokov izenači z 0 in je izražena kot [1]:

$$\sum_{i=1}^T \frac{D_i}{(1+r)^i} - I_0 = 0 \quad (2)$$

D<sub>i</sub> = neto donosi investicije v posameznem obdobju

i = časovna obdobja, v katerih investicija generira neto donose

T = celotno število časovnih obdobj

r = interna stopnja donosa

I<sub>0</sub> = začetna vlaganja v investicijo

Interna stopnja donosnosti, pri kateri se naša investicija izniči (NSV = 0), predstavlja donos investicije na naša vlaganja v investicijo. Pri tem mora biti le-ta višja (ali enaka) od naše

diskontne stopnje, določene na podlagi splošnih pogojev poslovanja. Če je ISD večja ali vsaj enaka zahtevani donosnosti, investicijo sprejmemo, če je nižja, investicije ne sprejmemo [3].

Ti dve metodi sva, kot izhodišče, uporabila, pri samem izračunu rentabilnosti našega instrumenta, tudi midva.

### 3. IZRAČUN IN ANALIZA RENTABILNOSTI INSTRUMENTA

Še preden sva pričela s samo analizo rentabilnosti instrumenta, sva želela, najprej, sploh ugotoviti, kdaj nastopi pri instrumentu točka preloma. Vemo, da nastopi točka preloma (prag rentabilnosti) takrat, ko se prihodki enačijo s stroški oz. ko je prodajna cena izdelka (storitve) enaka stroškovni ceni izdelka (storitve). V tej točki nima podjetje ne dobička in ne izgube. Enačba za točko preloma je definirana kot [5]:

$$Q = \frac{CSS}{PC - SSE} \quad (3)$$

Q = obseg proizvodnje (storitev) kjer nastopi prelomna točka

PC = prodajna cena

CSS = celotni stalni stroški

SSE = spremenljivi stroški na enoto proizvoda (storitve)

Zakaj je to pomembno? Če bi se, namreč, izkazalo, da je število meritev, ki jih mora podjetje opraviti s tem instrumentom v enem letu, da doseže vsaj točko preloma, previsoko, potem je bil že sam nakup povsem zgrešen. Podjetje predvideva, da bo opravilo na leto cca. 5.000 meritev.

Za izračun točke preloma sva uporabila interne podatke cen storitev in njihovih stroškov v podjetju [6], pri čemer sva strogo upoštevala samo podatke, vezane na sam instrument. Tako znaša prodajna cena (PC) ene meritve 3,10 €. Pri cdotnih stalnih stroških (CSS) sva upoštevala nabavno vrednost (NV) instrumenta, ki je znašala 8.500 €, ter letno premijo za njegovo zavarovanje, v višini 550 €. Ker je potrebno instrument po enem letu ponovno kalibrirati, sva v drugem letu upoštevala še te stroške, ki znašajo 400 €. Pri spremenljivih stroških na enoto storitve (meritve), so le-ti povezani z merilcema, ki te meritve opravljata. Pri tem sva izhajala iz povprečen bruto plače v Sloveniji, ki je decembra 2016 znašala 1.654 € [7]. Tako sva, glede na čas, ki ga porabita za določeno število meritev, ugotovila, da znašajo spremenljivi stroški na meritev (SSE) 0,94 €. Ker je amortizacijska doba instrumenta 2 leti, sva izračunala točki preloma za obe leti.

Na podlagi pridobljenih podatkov sta točki preloma za 1. in 2. leto naslednji:

$$Q_1 = \frac{4.800 \text{ €}}{3,10 \text{ €/e} - 0,94 \text{ €/e}} = 2.222 \text{ e} \quad (4)$$

$$Q_2 = \frac{5.200 \text{ €}}{3,10 \text{ €/e} - 0,94 \text{ €/e}} = 2.407 \text{ e} \quad (5)$$

Glede na rezultata, vidimo, da nastopita točki preloma veliko prej, kot je planirana letna izvedba meritev. Zato sva sedaj dejansko pristopila k sami analizi rentabilnosti instrumenta. Pri metodi neto sedanje vrednosti sva izračunala donose (prejemki – izdatki) investicije v naslednjih 2 letih, kot je prikazano v tabeli 1.

Leto	Ekonomska doba investicije			
	0	1	2	NSV
PREJEMKI (€)	0	15.500	15.500	
IZDATKI (€)	8.500	5.250	5.650	
DONOS (€)	-8.500	10.250	9.850	
r	0,0829			
NSV (€)	-8.500	9.465	8.400	9.365

Tabela 1: Prikaz izračuna neto sedanje vrednosti (Vir: izračun avtorja)

Sedaj sva morala donose diskontirati na sedanjo vrednost z izbrano diskontno stopnjo (r). Za diskontno stopnjo sva izbrala najbolj neugodno letno obrestno mero, ki bi jo, kot komitent banke v Sloveniji, pridobili, če bi vzeli 8.500 € potrošniškega kredita za obdobje 2 let. Le-ta znaša 8,29 %.

Ko sva od sedanje vrednosti prihodnjih donosov odštela vložek v investicijo, sva dobila neto sedanjo vrednost (NSV) investicije. Lahko vidimo, da je vrednost NSV 9.365 €, kar je, seveda, več kot 0, zato je investicija sprejemljiva. Še več – če pogledamo vhodne in izhodne podatke, vidimo, da je neto sedanja vrednost dokaj visoka. Donosnost investicije sva nato tudi preverila preko metode interne stopnje donosnosti.

Preko metode interne stopnje donosnosti (ISD) se išče diskontna stopnja, ki vse denarne tokove v določenem obdobju izniči. Najlažje je diskontno stopnjo določiti s pomočjo programa Excel, kjer uporabimo funkcijo IRR (internal rate of return), kot je prikazano v tabeli 2.

Leto	Ekonomska doba investicije			
	0	1	2	ISD
INVESTICIJA	8.500	0	0	
DONOS	-8.500	10.250	9.850	83,68%

Tabela 2: Prikaz izračuna interne stopnje donosnosti (Vir: izračun avtorja)

Rezultat izračuna pokaže, da je ISD visoka, saj znaša slabih 84 %, kar je veliko več od izbrane obrestne mere (zahtevane donosnosti), ki je 8,29 %.

Poglejmo sedaj, koliko znaša dejansko rentabilnost obravnavanega instrumenta. Rentabilnost izrazimo kot razmerje med donosi investicije in začetnim vložkom v investicijo.

$$R = \frac{\sum D_i}{I_0} = \frac{17.865 \text{ €}}{8.500 \text{ €}} = 2,10 \text{ (110 \%)} \quad (6)$$

Iz rezultata vidimo, da je rentabilnost zelo visoka (110 %), kar povsem opravičuje nakup samega instrumenta. Nasploh sta obe metodi, ki sva jih uporabila, pokazali, da dobljena rezultata krepko presegata zahtevano donosnost kupljenega instrumenta.

V nadaljevanju sva se poigrala tudi z izvedbo simulacije, kjer sva spreminjala določene robne pogoje in želela ugotoviti, kako se spreminja sama rentabilnost investicije (slika 1). Za robne pogoje sva izbrala:

- PC (prodajna cena),



- SSE (spremenljivi stroški na enoto),
- Q (število meritev na leto).

#### Simulacija 1:

Pri prvi simulaciji sva zmanjšala PC za 10 %, povečala SSE za 10 % in zmanjšala letno število meritev za 10 %. Pri izračunu interne stopnje donosa sva prišla do rezultata, kot ga prikazuje tabela 3.

Leto	Ekonomska doba investicije			
	0	1	2	ISD
<b>INVESTICIJA</b>	<b>8.500</b>	<b>0</b>	<b>0</b>	
<b>DONOS</b>	<b>-8.500</b>	<b>7.370</b>	<b>6.970</b>	<b>43,75%</b>

Tabela 3: Prikaz izračuna ISD po simulaciji 1 (Vir: izračun avtorja)

Lahko vidimo, da je ISD še vedno zelo visoka (43,75 %), saj več kot presega zahtevano donosnost investicije (8,29 %).

#### Simulacija 2:

Pri drugi simulaciji sva začetne robne pogoje zmanjšala oz. poslabšala za 15 %. Izračun interne stopnje donosa prikazuje tabela 4.

Leto	Ekonomska doba investicije			
	0	1	2	ISD
<b>INVESTICIJA</b>	<b>8.500</b>	<b>0</b>	<b>0</b>	
<b>DONOS</b>	<b>-8.500</b>	<b>6.080</b>	<b>5.680</b>	<b>24,99%</b>

Tabela 4: Prikaz izračuna ISD po simulaciji 2 (Vir: izračun avtorja)

Tudi, ko sva robne pogoje že kar drastično poslabšala, je ISD še vedno precej višja od zahtevane donosnosti investicije.

#### Simulacija 3:

Pri tretji simulaciji sva začetne robne pogoje še poslabšala in sicer za 30 %. Izračun ISD je prikazan v tabeli 5.

Leto	Ekonomska doba investicije			
	0	1	2	ISD
<b>INVESTICIJA</b>	<b>8.500</b>	<b>0</b>	<b>0</b>	
<b>DONOS</b>	<b>-8.500</b>	<b>4.850</b>	<b>4.450</b>	<b>6,31%</b>

Tabela 5: Prikaz izračuna ISD po simulaciji 3 (Vir: izračun avtorja)

Pri tako rigorozno poslabšanih pogojih pa že lahko vidimo, da ISD ne zadošča zahtevani donosnosti, saj je le-ta pod 8,29 % (6,31 %). Vendar tudi v teh skrajnih razmerah ISD niti ni toliko nižja od zahtevane stopnje. Zato sva v nadaljevanju simulacije želela ugotoviti, kakšni morajo biti robni pogoji izbranih spremenljivk, da vsaj približno dosežemo zahtevano donosnost investicije. Za pomoč nama je bila zadnja simulacija, katere rezultat ni daleč od zelene donosnosti.

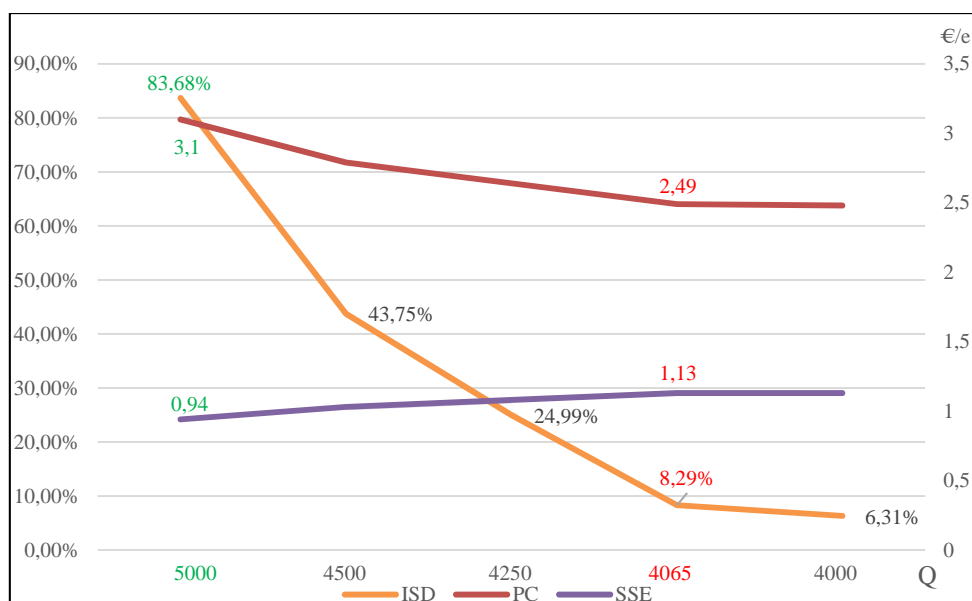
Zato sva začela pri robnem pogoju, ki ga je najlažje spreminjat – št. meritev. Že ko sva število meritev na letnem nivoju povečala za 100 (iz 4.000 na 4.100), je bila izračunana ISD že malenkost višja od zahtevane, saj je le-ta znašala 8,41 %. ISD, ki je zadostoval zahtevani stopnji donosa, sva nato dobila pri 4.095 meritvah. Torej, bi se še pri tako slabih pogojih poslovnega okolja, investicija v instrument izplačala, če bi povečali število meritev samo za 95, kar je zanemarljivo.

Ker pa sva želela nekako določiti vse tri robne pogoje ob nastopu zahtevane stopnje donosa, pri čemer bi se le.ti spremenili (kot pri predhodnih simulacija) za približno enak odstotek, sva po nekaj poizkusnih simulacijah dobila rezultate, ki temu pogoju zadoščajo. Pri zahtevani donosnosti 8,29 %, so le-ti naslednji:

- PC = 2,49 €/e,
- SSE = 1,13 €/e,
- Q = 4.065 e

Vidimo, da so dobljeni podatki daleč pod tistimi, ki sva jih uporabila za izračun rentabilnosti instrumenta in ki so, trenutno, v danih okoliščinah relevantni. Zato lahko še enkrat z gotovostjo trdimo, da so izračuni in dodatne simulacije pokazale, da je rentabilnost instrumenta za merjenje telekomunikacijskih vodov – Fluke 5000 Versio zelo visoka, ter da je investicija v le-tega povsem upravičena.

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Slika 1: Grafični prikaz izračuna ISD pri različnih simulacijah (Vir: izračun avtorja)

#### 4. ZAKLJUČEK

V prispevku sva avtorja prikazala tipičen način ugotavljanja uspešnosti investicije na praktičnem primeru (instrument za merjenje telekomunikacijskih vodov – Fluke 5000 Versio). Pri tem sva uporabila dinamični metodi vrednotenja uspešnosti neke investicije, ki temeljita na tem, da je denar, ki ga pridobimo kasneje, manj vreden, kot je v sedanjem trenutku. Prav zaradi upoštevanja časovne komponente sta ti dve metodi najbolj realni in natančni.

Z izračunom obeh metod sva ugotovila, da so dobljeni podatki daleč nad zahtevano donosnostjo instrumenta, ki je bila opredeljena z diskontno stopnjo, dobljeno na podlagi najbolj neugodne letne obrestne mere za dolgoročni potrošniški kredit, ki bi jo, kot komitent banke v Sloveniji, pridobili. Tudi nadaljnje simulacije, ki sva jih izvedla na podlagi spreminjanja robnih pogojev izbranih spremenljivk, so pokazale, da je rentabilnost instrumenta še vedno visoka, čeprav so se spremenljivke poslabšale skoraj za 20 %, kar je, realno, praktično skoraj nemogoče.

Zato lahko sklenemo, da se je podjetje z nakupom izbranega instrumenta odločilo zelo pametno, saj jim bo le-ta v času svoje ekonomske (amortizacijske) dobe prinesel visoko dodano vrednost, kar povsem opravičuje investicijo vanj.

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## PROTEST IN ALBANIA.... AN END TO “PATIENCE”?

Marsida Ashiku (Ranxha)<sup>146</sup>  
Jonida Beqiri<sup>147</sup>

**Abstract:** *Based on an event analysis, this paper explores the dynamics of economic protest in Central and Eastern Europe in the context of the Great Recession. While the initial period of post-communist transition in the 1990s has been characterized as one of “patience” and quiescence, the recent economic crisis has called this pattern into question. It altered the level and nature of economic protest in the region, but there is considerable variation across the post-communist countries experiencing significant economic contraction. The countries that proved most vulnerable to high levels of economic protest were those that had been in the forefront of reform in the 1990s. They exhibited high levels of dependence on the global economy, and the transition and EU integration process had generated public expectations about improving living standards that were dashed during the crisis. This paper further illustrates the factors that shaped patterns of economic protest across European post-communist countries and particularly in Albania. At the same time, there was considerable variation in the effects of the recession on the region. Albania like Macedonia, Poland, Belarus, Serbia, and Slovakia, actually continued to achieve positive growth throughout the years of the global recession. A number of important factors shaped protest are: 1) levels of public sector employment; 2) public trust in government in the run-up to the crisis; and 3) political party mobilization. In this paper we are going to investigate why the Albanians are still protesting nowadays, after 25 years, even they have a “democratic regime”.*

*Based on the actual problems in the Albanian economy, as well as the recent protest in our country, we thought to conduct this study which has almost never been tackled before. It is going to deal with the protests, why do Albanian citizens protest and their impact on our economy. The primary focus of this study is on those patterns of the protest which regard economic issues rather than the types of protests in general, which obviously play the most important role in the potential solutions on economic issues. In this regard, protest is closely and directly related to the economic performance models and driven by other factors such as (austerity measures by the state, changes in the government, tax changes etc), which are necessarily important to understand the impact of the recession on protest patterns. This paper goes further by referring specifically to the analysis of the protests in the economic sector. In order to reach the goal of this paper, a survey is conducted in public institutions operating in Albania, on how is perceived the function, role and significance of protest in the economy, and the challenges and standards which this study aims at achieving.*

**Key words:** *Protest, economic recession, Public opinion, Albania.*

### Introduction

“**S**ocial movements employ methods of persuasion and coercion which are, more often than not, novel, unorthodox, dramatic, and of questionable legitimacy” (Wilson 1973) and protests are “sites of contestation in which bodies, symbols, identities, practices, and discourses are used to pursue or prevent changes in institutionalized power

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relations” (Taylor and van Dyke 2004). Social movements certainly do not use protest alone and do not have a monopoly on protest. Other actors, such as political parties or pressure groups, also make use of protest action and occasionally make alliances with social movements for particular campaigns. The strategic choices made by social movements evolve over time and are the result of interaction between a number of different actors. In fact, a final concept, particularly useful for analyzing evolution over time, must be introduced to conclude the analysis of forms of collective action like the protest cycle. Though varying in dimension and duration, protest cycles have had a number of common characteristics in recent history. However, protest (particularly at its most innovative and radical) has been considered a form of action typical of social movements because, unlike political parties and pressure groups, they have fewer channels through which to access decision-makers.

The Great Recession was not the first time in recent memory that post-communist Europe went through a period of dramatic economic contraction. The 1990s witnessed much more severe economic downturns for most countries of the region, as these societies underwent the transition from socialist to capitalist forms of economy. Yet, as the literature on post-communist economic transitions emphasizes, for the most part the transition to capitalism, though wrenching, did not produce major waves of protest in many countries, as citizens displayed a surprising degree of patience in the midst of massive economic decline. There were, of course, exceptions like our country. But in general, and contrary to what many analysts had predicted, "patience" is thought to have predominated over protest, particularly in comparison with other regions of the world that also experienced IMF-led structural adjustment programs, (Greskovits, 1998). But, the reaction to the Great Recession in Eastern Europe, however, indicates that, at least in some parts of the region, this period of patience in response to economic decline has come to an end.

Economic protest is one of the most powerful tools to exact change within a capitalist society. Those benefiting from the status quo will not willingly concede to sharing economic, political or social prestige. Those agitating for their share of their country's resources will have to implement protests that would negatively impact the finances of producers to gain equality. Civil rights organizations, numerous leaders and communities created and carried out these strategies as they agitated for change. Many of the strategies implemented, centered on the nonviolent civil disobedience creed of the movement. Various tactics were utilized in ending *de jure* segregation. These included, writing petitions, litigations, demonstrations, picketing, marches, sit-ins, and boycotts.

Over the last few years, most Europeans have generally experienced a weak economy, with higher unemployment rates and painful austerity measures. In most cases, citizens reacted to this sharp economic decline in their daily lives with a strong opposition to their own government (Della Porta 2015; Trenz et al. 2015). The perceived deprivation at the family level from lower salaries, reduced pensions, limited public services and smaller social policy budgets was responsible for the general outrage. Citizens embraced protest as a clear demonstration of the level of anger towards the economic situation they were witnessing. In the most extreme cases of economic collapse, the so called PIIGS countries (Portugal, Ireland, Italy, Greece and Spain) among others, levels of confrontational activism (street demonstrations, building occupations, damages to property or general strikes) spiked, with more than the usual citizens participating in forms of confrontational action (Verney and Bosco 2013; Calvo 2013; Kosmidis 2014; Accornero and Pinto 2015). Even countries with an overall better financial situation experienced an increase in unconventionality, pointing out the relevance of the economy in predicting protest, for countries whose level of deprivation was not as severe.

The repertoires of protest are now part of contemporary democracies. While they were once seen as unconventional actions, protests are incorporated into the political action repertoire of citizens. Now, we live in "social movements societies" and far from being a problem for democracy, protest actions represent an opportunity for improvement in contemporary democracies. Protest actions have served as a mean of voicing demands and a way to bring agendas into the public debate that would not have been possible in institutional political systems' inputs, generating greater pressure for accountability and government transparency (Dalton and Welzel 2013; Welzel 2013).

## **2. The background of the protests in Albania**

Since at the time when the crisis had not started yet, parties had almost realized that they lacked the public trust; because of not having a reputation with positive effects, so they were likely to see individuals in mass protests. Being careful not to politicize my study, it is impossible mentioning those factors which paved the way for the creation of protests without understanding that political changes are due to malfunction of finances of a country. Politics plays a vital role in citizen`s expectations of a country. Based on an event analysis, this paper examines the dynamics of economic protest within the great recession framework. Meanwhile the post-communist period of 1990s changed the level and nature of economic protest in the region, but there are significant differences in all post-communist countries that experience significant economic contraction. The countries that experienced the highest levels of economic protest were those in charge of the reform in the 1990s. They have shown high levels of dependence on the global economy, and the process of EU integration has generated public expectations for the improvement of living standards that declined during the crisis. There are some factors which are considered as initiatives of a protest in those countries that experienced economic contraction:

- Levels of employment in the public sector;
- IMF Bailout packages;
- Public confidence in the government on the verge of the crisis;
- Mobilizing political parties.

In this paper have been reviewed the factors that established the patterns of economic protest in Albania during the great recession. Protests against economic reductions increased sharply and became the dominant issue of the protest within the region. In this regard, not only did the great recession change the repertoires of protest, but its character as well, transforming it from a proactive effort to demand wage increases and benefits, into a powerful voice that expresses resentment over austerity measures.

Based on a logical reasoning, it was expected that countries experiencing the greatest economic crisis are likely to experience the greatest economic protest, and the evidences have shown that our country has continuously been exposed to protests.

### **2.1. Protests under the economic transition framework**

It is difficult to determine which country of the world has suffered the most severe recession. As we have noticed, the region countries faced economic crisis in different ways, during which some continued to experience economic growth, while others suffered sharp shrinkage. Our country adheres to those countries in which the financial crisis left long-lasting consequences, recovering at a slower and later pace. Consequently, those countries that continued to experience economic growth amid the global crisis were affected less by protests whereas, those

countries that experienced significant economic shrinkage, were unhappy showing various protest answers toward the economic decline.

It was found that, those countries that have been more vulnerable to high levels of economic protest during the great recession were precisely those which had been at the forefront of the economic reform and political situation in the 1990s. This is because they were partially more susceptible to the economic decline, as well as due to high levels of dependence on the global economy. They also had high expectations towards integration in EU that broke under the great recession framework. Countries with high rates of employment in the public sector experienced the biggest protest since the government undertook austerity measures specifically towards public employees. The bailout package established by IMF provided an opportunity and at the same time an appeal accelerating the protests, through reductions that were mandated from the government incompetence. Albania has accepted the implementation of the radical economic reforms as a necessity and basis for an overall transformation of the society. The reforms have targeted the amendment of the property/ownership enabling within a short period of time the privatization and the overall economic liberalization (financial resources, prices, opening of markets etc).

## **2.2. Young protesters diverge from politics**

More and more protests in Albania derive from professional groups of interest such as businessmen or environmentalists, who are determined not to be manipulated by the political parties of the old style. Protests that are not connected with the political parties are growing rapidly in Albania, getting to the point where it can hardly pass a day without such protest in our capital city, Tirana.

Professional groups including lawyers, dentists, environmentalists, businessmen and social activists are all on the streets to express their anger. In recent years, a trend toward protests from civil society groups has begun to be felt, in contrast with the past, where most of the protests were organized and led by political parties.

People in Albania have lost their faith in both the main political parties and have begun to realize that they have the strength in being professional groups, which they can use against politicians. Civil society protests are establishing a kind of domino effect on the society. These kinds of protests stimulate one another. People realize how the others are in the streets and then find the courage to do the same.

The increasing numbers of protests led by the civil society sounds good news for our country. Our Albania is starting to wake up. Unlike political protests organized earlier on, protests nowadays belong to professional groups of interest, like businessmen and environmentalists. They are protesting having a clear goal in mind. Most of the citizens are tired and disappointed from all the governments and political parties, that's why they choose to freely protest. The most significant protest organized by the Albanian civil society groups in recent years clearly reflects their concerns.

In November 2013, thousands of people were out in the streets to oppose the destruction of chemical weapons from Syria in Albania, forcing the prime minister to refuse the request from Washington for the inclusion of Albania. This protest was a civil society organization without considering the political parties, but only their concern about the chemical weapons.

### 2.3. Why do Albanians protest?

***“Albania - strongly protesting about a fledgling democracy, its path towards integration into the European Union, about a competitive, stable and sustainable economy and guarantee for fundamental human rights and freedoms ”.***

The accomplishment of this vision is translated into three main results:

- *A sustainable economic growth* that does not damage the environment, and is equal throughout the period from 2015 to 2020, through a greater macroeconomic stability, a more competitive and innovative business environment, and stable use of resources, which will rely on the history of the economic growth during the past two decades.
- *Greater use of the wealth acquired during this long period of growth, prosperity for the Albanian citizens in a society with an increasing cohesion*, which considers the needs and the rights of all its citizens.
- Being able to demonstrate to its EU partners, because institutions and its society should advance toward the successful completion of negotiations, in order for Albania to become a member of the European Union.

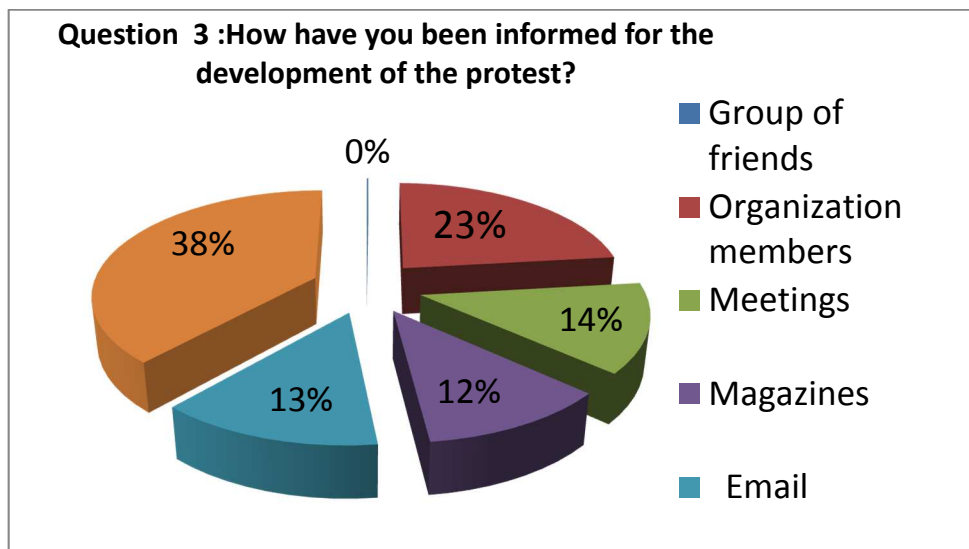
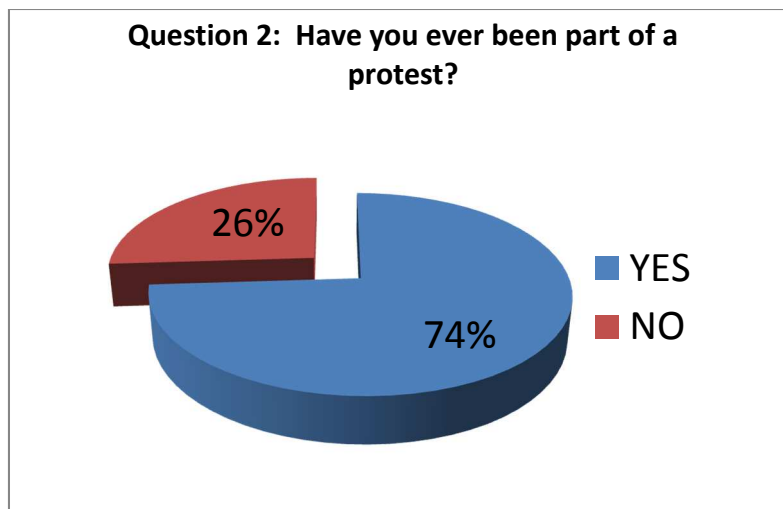
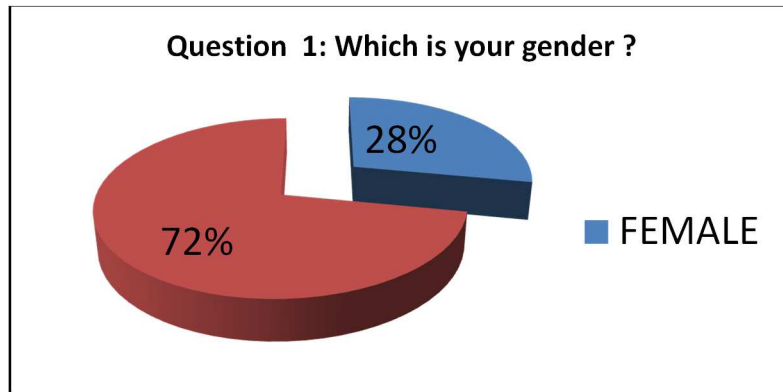
But, are we ready to give an answer to these important insights? The protest that had a maximum support from all the social strata attracted a record attendance. Despite the maturity of its citizens to protest politically unaffected and unorganized just as in the case of chemical weapons, Albania still needs professional protest leaders.

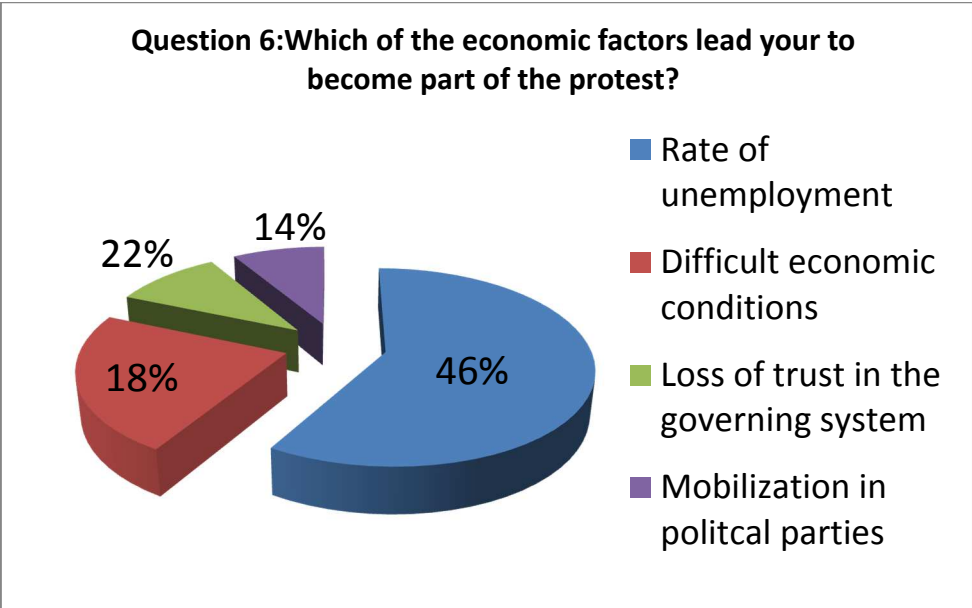
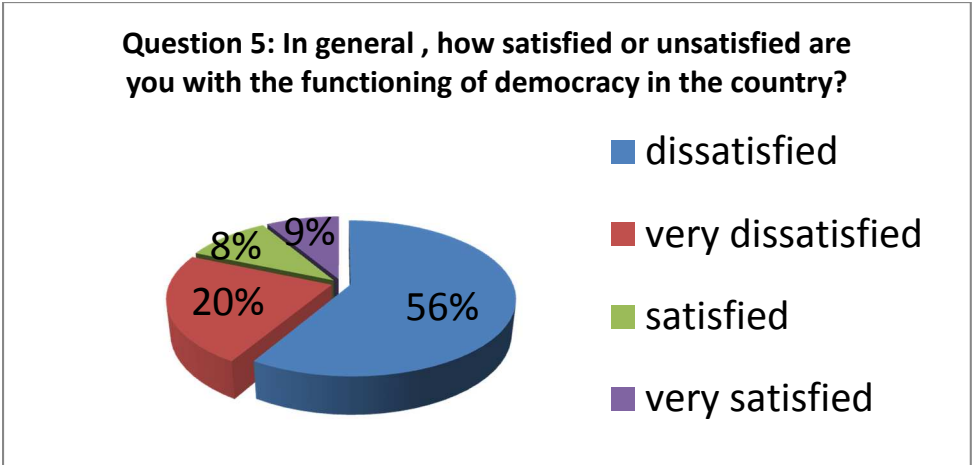
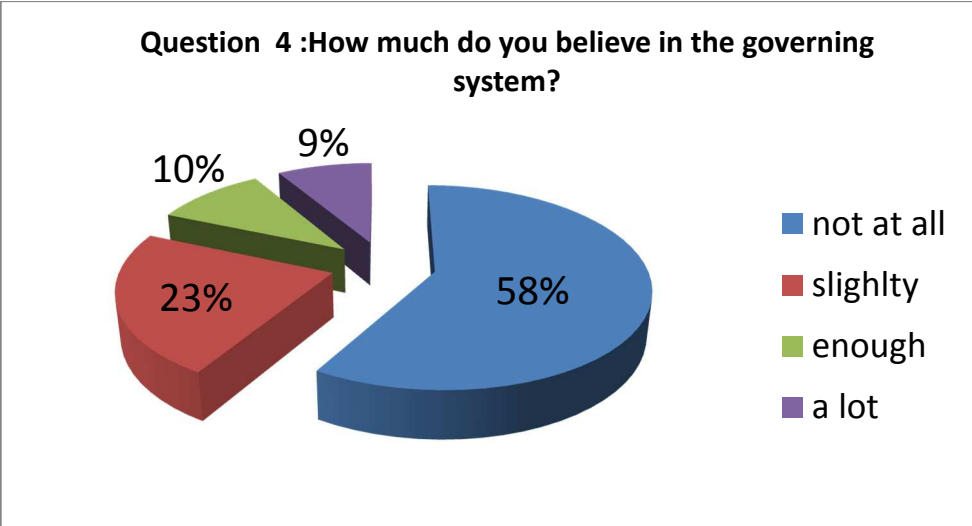
Support from a great deal of citizens especially those directly affected by these concerns, is necessary to ensure the success in the terrain of the massive civil protest, which seeks to exert pressure toward the government to impede its goals raising taxes and the energy price. Experience has proved that no media forum, independent association, or political party can be more efficient in organizing protests than the Albanian citizens` participation itself. In a normal place or situation, it would be difficult to ask from its citizens to protest against the government chosen by them. After such a long period of governance, incompetence and lack of even partial fulfillment of some governance priorities such as employment, economic development, public and security order and reforms were ascertained.

### **3. SURVEY CONDUCTED ON THE PERCEPTION OF PROTESTS IN ALBANIA.**

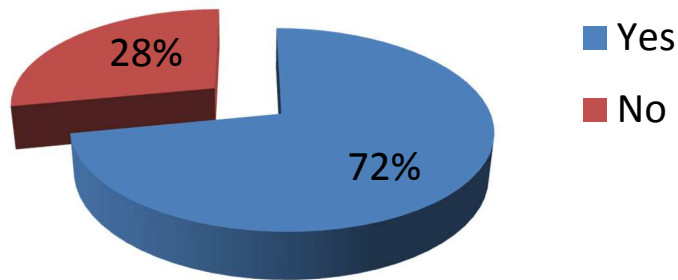
As it was mentioned in the beginning, after a thorough examination of the issues concerning protests referring to the Albanian economic system, this paper would prove whether or not protests add value to the resolution of many economic issues of Albania. Referring to the literature review, there are some indicators that measure the value of protests, regarding which the respondents in the Albanian institutions, but not only were asked about. Analysis of these answers will be as follows.



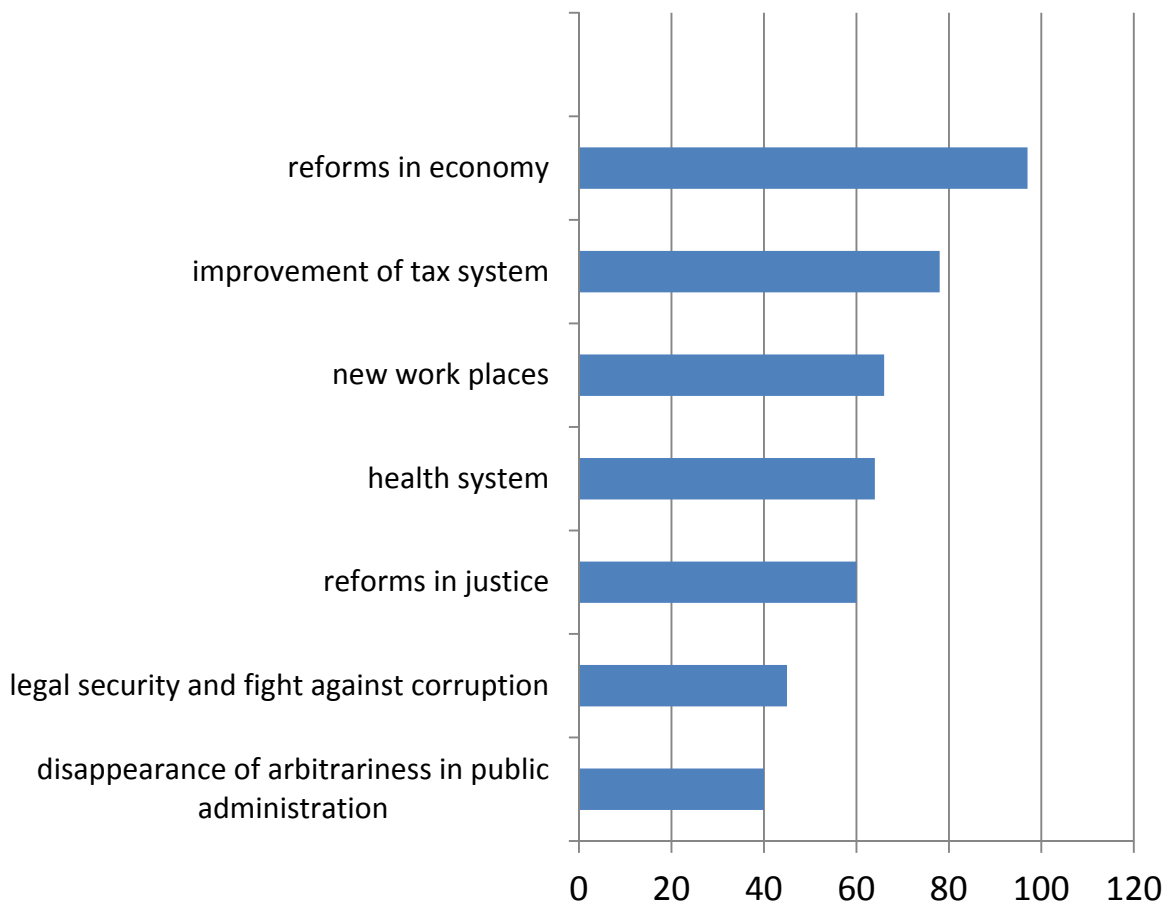




**Question 7: How do you consider your participation in the protest, as a cause of the problems encountered during the governing system or difficult economic conditions ?**



**Question 8: Rank the economic-political fields according to their importance, which call for an urgent interference!**



## CONCLUSIONS AND RECOMMENDATIONS

At the end of this study we will list some conclusions that we reached as a result of this study and some recommendations that can be taken into account to increase the efficiency of protests in our country.

- ✓ The beginning of the recession in Albania at the end of the 2008 helped us identify how the recession itself has changed the patterns of protest in the coming years. During the

great recession, there exists a general increase in the activity of the protest in the region. Young people are being diverged from politics, paying attention to the needs of the society. The decline began during the great recession, but continues deepening in 2009 amid the global financial crisis.

- ✓ The transition process of Albania from a centralized to a free market system and adaptation to the new system has faced and keeps facing serious difficulties. Many of these difficulties consist in the decision making and implementation of various reforms in economic, social, political fields etc.
- ✓ During our long and tedious transition period, democratic deficits, irresponsibility and political arrogance with a populist nature have caused no little harm to the economy and reforms necessary to be undertaken, while the fragility and weaknesses of our economy have often conditioned politics and democracy with harmful ups and downs.

### **Recommendations**

- ✓ Based on our study it could be concluded that the support of a great deal of individuals, especially those directly affected by these concerns, is necessary to guarantee the success in the terrain of the massive civil protests which seek to exert pressure toward government to impede its intentions by increasing taxes and energy price.
- ✓ From the results of the survey conducted, can be noticed that the number of the participant in protest is relatively high, and the reasons that hide behind their participation are exactly economic problems, the high level of energy and tax prices etc. There can also be noticed that individuals seek an urgent interference in the realization of the economic reforms.
- ✓ Given that Albania is preparing to reform the public administration, taking into consideration that in order to fulfill the main priorities for the adoption of the reform of public administration in the coming year, Albania needs in particular:
  - To continue protesting for transparent recruitments based on merit, enabling the discharge of minions in all state institutions, in order to achieve a professional level, and at the same time to depoliticize the public administrations;

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## PROPERTY RIGHTS AS FORMAL INSTITUTIONAL DETERMINANT OF ECONOMIC DEVELOPMENT IN SELECTED CENTRAL AND SOUTH-EUROPEAN COUNTRIES

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**Abstract:** *The treatment of institutions as important determinant of economic prosperity in the countries around the world is not a novelty in economic literature. In the past few decades, examination of this topic has had considerable progress presented by increased interest in research and published work concerning understanding and definition of institutions, creating different classifications of institutional arrangements and evaluation of their impact on economic development, trade and investment. Douglas North, Oliver Williamson, Elinor Ostrom, Daron Acemoglu, Simeon Djankov, Steve Pejovich are a few of the scholars who have succeeded in their efforts to make institutional economics a separate discipline in economic science.*

*By employing different criteria, many classifications of institutions have been made. In this presentation, the authors start from one of the most common classification of the institutions: formal versus informal institutions. By formal institutions, the formal rules of the game are assumed such as property rights, contracts, constitutions, conventions and laws. Informal institutions, on the other hand, represent the informal constraints of human behavior usually presented by different norms, values, language, customs, traditions etc.*

*New institutional economics (NIE) places protection of private property and well defined property rights as one of the basic pillars of market economies. These formal institutions can be beneficial for economic prosperity in many ways. Stable and predictable institutional environment where ownership rights are respected and contracts are enforced stimulates the economic growth. These institutional arrangements have specific and predictable effects on the resource allocation, innovation stimulus and technological progress.*

*Economic literature acknowledges different indicators as representative values for protection of property rights. Here within, two of them are examined: on one hand, the Rule of Law Index as a widely used indicator published by the World Bank in the Worldwide Governance Indicators Project, and on the other hand, the Legal System and Protection of Property Rights Indicator coming from Economic Freedom of the World Report published by the Frazer Institute.*

*The sample of countries that are included in the study is consisted by selected transitional economies from Central and Southeast Europe. The authors run several OLS regression growth models in order to test the hypothesis that protected property rights are determinant of economic prosperity in the afore mentioned countries. The results of the research confirm the thesis that protection of property rights enhances institutional environment and kindles the economic growth.*

**Key words:** *property rights, formal institutions, economic freedom, economic growth.*

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## 1. INTRODUCTION

The protection of property rights, legal certainty and the rule of law are intrinsically linked to the smooth functioning of market economies. The need for protection of property and contracts performance as a basic prerequisite for economic exchange and production is an introductory lesson of economics at many universities worldwide. The majority of economists and economic analysts have no doubt about confirming the importance of these institutions. Generally, there is an agreement that the existence of stable and predictable institutional environment that respects the rights of owners and stimulates the fulfillment of contracts is essential for economic growth. Such institutional arrangements are considered to have specific and predictable effects on the behavior of economic agents; they positively affect the allocation of resources and the creation of new innovations and technological progress.

As illustration of the relationship between formal institutions, especially property protection and economic prosperity, we use the Figure 1. This Figure presents data on Gross Domestic Product (GDP) per capita and the protection of property rights published in Economic Freedom of the World Report for 2012. The Figure shows that countries with higher GDP per capita also have a better protection of property while on average countries with weaker protection of property have lower GDP. It can be noted that there is a positive correlation between the legal system and the protection of property rights on one side, and GDP per capita on the other side.

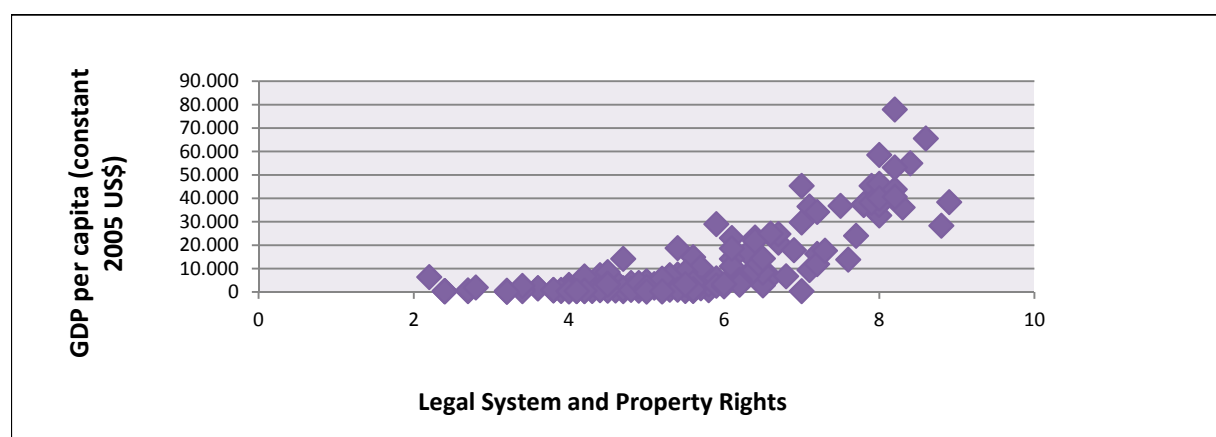


Figure 1: GDP per capita and Legal System and Property Rights in the World (2012)

Source: Authors' representation. Data from World Bank national accounts data and Economic freedom of the World database, Fraser Institute.

The purpose of this paper is to explain the relationship between the protection of property rights and economic prosperity of selected Central and South-Eastern European countries. Here we analyze several institutional measuring variables used in the literature as measures of protection of property rights. By the end of the paper, few simple OLS panel regression models are presented. These models quantify exactly the relationship between institutions and economic progress.

## 2. LITERATURE REVIEW

The development of new institutional approach to the analysis of property rights could be found in the work of many of the pioneers of the new institutional economics (North, 1990; North & Thomas, 1973; Rosenberg & Birdzell, 1986; Olson, 1982; Weingast, 1997). Common for all of them is the use of economic and historical methods of analysis of the impact of institutions on the development of Western civilization. The subject of interest are property rights or

mechanisms through which well-defined and protected property rights improve the efficiency of markets that further promote efficient economic development. A significant part of this literature analyzes the issue of the way of governance with the countries, trying to make parallel between the economic performance of countries that have been governed by authoritarian way vs. the existence of limited government and minimal state.

Keefer and Knack (1997) examined the hypothesis that countries which have better or higher quality institutions may soon be nearing leading countries. Easton and Walker (1997), again examining the thesis whether economic development is always associated with private property and cleaning markets, as it suggests a significant part of the economic literature. Their analyzes show that there is a positive correlation between public ownership and government intervention. Gwartney, Holcombe and Lawson (2004) explore the relationship between the size of government expressed through public spending (public expenditures), property rights and economic growth. In this section, there shall be noted the work of Acemoglu and Johnson (2003) for separate institutions, with special emphasis on the institution of property rights for the contracting institutions. Unlike previously elaborated models which to a greater or lesser extent invoked neoclassical model of economic growth in the extended version, this research is an attempt to show the economic outcome in different countries as a function of the rate of investment, legal formalism and property rights.

Finally, the question of the relationship between the protection of property rights and economic development is present in recent literature in the field as well (Rode & Coll, 2012; Kunčič, 2013; Mijiyawa, 2013; Bennett et al., 2014; Hall & Lawson, 2014).

### 3. DATA AND SOURCES

The purpose of this paper is to explore the connection between the institutional factors, represented by the protection of property rights and the economic progress in the selected Central and Southeast European countries. Therefore, it is necessary that at the beginning are defined the variables that will later serve as a representative of the institutional environment (so called institutional variables), on one hand

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*She is a member of the Society for Institutional and Organizational Economics.*

and the economic prosperity on the other. In this paper, the group of institutional variables include six variables that are created by three different groups of organizations.

Firstly, as a measure of protection of property rights there are used in the text three variables that are published in the annual report by the Fraser Institute, Economic Freedom of the World Report. It is a major research project that aims to quantify and thus to show the degree of economic freedom (not) present or not in countries worldwide. In this case, the notion of economic freedom is in line with classical economic theory i.e. as economically free countries are those countries which respect the principles of voluntary exchange, free operation of markets and free pricing, minimum government intervention and protection of property rights. Index of Economic Freedom (EFW) was first published in 1996. The last report was published in 2016 and it contains information about the degree of economic freedom in the world in 2014 (Gwartney, Lawson & Hall, 2016). From 1970 to 2000 the index was published every five years, and since 2000 it has been published on annual basis.

The information published within this report is organized into five areas: 1) size of government; 2) legal system and property rights; 3) stable prices / money; 4) free international exchange, and 5) regulation of credit market, the labor market and businesses. The second area, legal system and property rights (EFWPR) includes several sub-components. One of those components, labeled 2c, is "Protection of property rights." (EFWPR2c). EFW index and all its areas and components are expressed in a relative scale ranging from 1 (one) to 10 (ten), with 10 marked freest realizations, while zero is reserved for not free cases.

The second group of institutional variables are data published by the Heritage Foundation in cooperation with World Street Journal.

This refers to the Index of Economic Freedom (IEF), i.e. a component of property rights in this index (IEFPR). Index of Economic Freedom (IEF) shows four prisms of liberalism: the rule of

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In the period from 2005-2008 he was engaged as Vice-Dean for Education Affairs at the Faculty of Economics - Skopje and in 2008 he was elected Vice-Rector for Finance, Investments and Development at Ss. Cyril and Methodius University in Skopje, for the period 2008-2012. In 2008 he was elected as a Member of Supervisory Board of UNI Bank A.D. Skopje. During the period 2008-2011 he was a member of the Board of Directors of the Youth Entrepreneurship Service business incubator, Skopje. In 2005 he was elected to be a President of the Union of Economists of Macedonia. In the period from 1999-2011 he was a member of the Council of the Minister of Environment.

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So far he has published 6 books and over 60 scientific and research papers, whereas as a researcher or project leader he has been engaged in the realization of more than 40 domestic and international projects.



law (property rights and freedom from corruption), imposition and size of the government (fiscal freedom and public spending), regulatory efficiency (business freedom, labor freedom and monetary freedom), and openness of the markets (freedom for trade, investment freedom and financial freedom). IEFPR represents a “qualitative assessment of the extent to which a country’s legal framework allows individuals to freely accumulate private property, secured by clear laws that are enforced effectively by the government.” (Miller & Kim, 2016, p. 467). The latest edition of the report is published in 2017 (Miller & Kim, 2017). The scale used in this report ranges from 0 to 100, where a higher score indicates more effective legal and practical protection of property.

Finally, the last variable that indicates the protection of property is the Index of the Rule of Law published within the Worldwide Governance Indicators from World Bank. The rule of law (WGIROL) covers “perceptions of the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.” (Kaufmann, Kraay, & Mastruzzi, 2010, p. 4). WGIROL is presented on the scale from -2.5 to 2.5 (standardized values, with the average 0 and normal distribution), but for the purposes of the survey this index is rescaled on 0-100 scale where 0 stands for worst result while 100 represent best performance in the rule of law.

The differences in the pace of economic prosperity will be displayed using a logarithmic transformation of real GDP per capita, measured in constant 2010 US dollars. The data are derived from the World Bank national accounts data, and OECD National Accounts data files.

Variable Name	Explanation	Data Source
<i>Institutional Variables</i>		
EFW	Economic Freedom of the World: Summary Index	Economic freedom of the World, Fraser Institute.
EFWPR	Economic Freedom of the World, area 2: Legal system and property rights	Economic freedom of the World, Fraser Institute.
EFWPR2c	Economic Freedom of the World, component 2C: Protection of property rights	Economic freedom of the World, Fraser Institute.
IEF	Index of Economic Freedom: Summary Index	Heritage foundation
IEFPR	Index of Economic Freedom: Property rights	Heritage foundation
WGIROL100	Worldwide governance indicators: Rule of law (1-100 scale)	Worldwide governance indicators, the World Bank, rescaled on a scale of 0-100. The transformation is made by the authors.
<i>Economic performances</i>		
RGDP	GDP per capita (constant 2010 US \$)	World Bank national accounts data, and OECD National Accounts data files.

Table 1: Variables, Explanation and Data Source

#### 4. PROTECTION OF PROPERTY RIGHTS IN SOUTHEAST EUROPE: ECONOMIC FREEDOM OF THE WORLD PROPERTY RIGHTS INDEX

The focus of the research in this paper is placed on examining the construction of the institutions that protect the property rights in transition economies, especially from the Southeast and Central Europe. In this group of countries, we included Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Montenegro, Romania and Serbia. These countries have several common characteristics that are important in terms of research: first, all of the above countries are transitional, meaning that during 1990s they experienced a shift from a system of command economy to market economy. Socialist past of these countries has repercussions on the interpretation and treatment of property rights, with particular emphasis on private property. Furthermore, the transition to a functional market economy in the selected countries started almost in the same time period. Finally, access to information relating to property rights and their protection measurements dating from the same period. One of the more serious methodological problems in these countries is the relative shortage of relevant information and data relating to issues of interest.

The Figure 2 below shows how varied the protection of property rights in the selected eight economies from 2003 to 2014. The time series is limited to this period because of shortage of data for the years before and after that period. The diagram shows the historical movement of EFWPR in the case of Albania (ALB), Bosnia and Herzegovina (BIH), Bulgaria (BGR), Croatia (HRV), Macedonia (MKD), Montenegro (MNE), Romania (ROU) and Serbia (SRB).

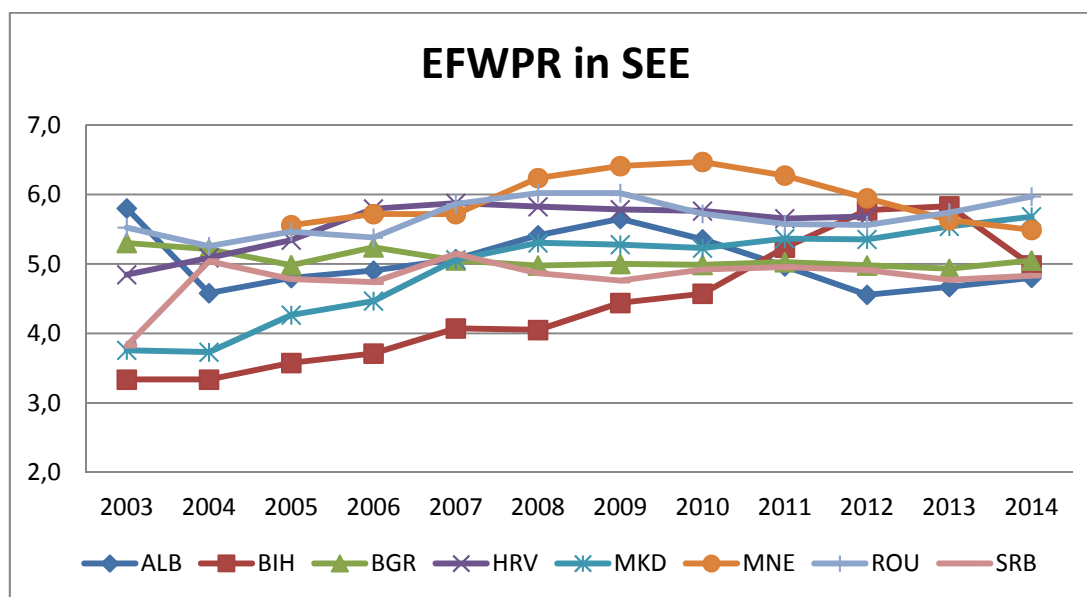


Figure 2: EFWPR in Transitional Economies (2003 - 2014)  
Source: Economic freedom of the World database, calculations are copyrighted.

It may be noted from the Figure that EFWPR tends to increase. Interestingly, the growth is faster in countries that at the beginning of the selected period had the lowest protection of property rights (BIH and MKD). Also, the diagram shows that the dispersion in the protection of the rights and quality of the legal system is greater at the beginning of the decade while after 2012 EFWPR has converged, and the average value has increased.

Slightly more detailed description of the situation regarding the protection of property rights within the framework of the countries can be obtained from a review of the main descriptive statistics associated with this sample. The data in the following Table represent the basic descriptive statistics (arithmetic mean, median, maximum value, minimum value, standard deviation and the number of observations) for these eight countries. The results show that average realization of protection of property rights is accommodated in the interval 4.4 - 6. If we recall the scale that shows this measure (1-10), we can conclude that countries geographically belonging to Balkans have on average a medium protection of property rights. In the period covered in the Table (2003-2014), the lowest average rights protection could be find in Bosnia and Herzegovina (4.41), while the highest in Montenegro (5.97). We come to the same conclusion if we compare median values rather than arithmetic means.

	ALB	BGR	BIH	HRV	MNE	MKD	ROU	SRB
Mean	5.047117	5.061562	4.410028	5.593372	5.972620	4.918824	5.674494	4.794847
Median	4.935970	5.013417	4.256701	5.735000	5.944468	5.251980	5.648340	4.848741
Maximum	5.801501	5.302854	5.830000	5.874780	6.467738	5.680000	6.021388	5.141978
Minimum	4.555860	4.930000	3.337481	4.845901	5.490000	3.731107	5.255118	3.823702
Std. Dev.	0.416682	0.120798	0.885858	0.325718	0.364443	0.683188	0.255911	0.328917
Skewness	0.547875	0.995533	0.366018	-1.376983	0.033221	-0.782141	0.005841	-2.272307
Kurtosis	2.024013	2.507801	1.849579	3.483080	1.383105	2.111995	1.816738	7.699983
Observations	12	12	12	12	11	12	12	12

Table 2: Descriptive Statistics for EFWPR in Selected Countries (2003-2014)

Source: Authors' calculations based on Economic Freedom of the World Report database.

## 5. PROTECTION OF PROPERTY RIGHTS IN SEE COUNTRIES: WORLDWIDE GOVERNANCE INDICATORS RULE OF LAW INDEX

We could obtain similar conclusions if we analyze the Index for the Rule of Law of the Worldwide governance indicators (WGIROL100). Namely, the Figure 3 shows its trajectory for the period from 2003 to 2014. It is important to notify that all eight countries without exception showed moderate improvement in the rule of law for the given period.

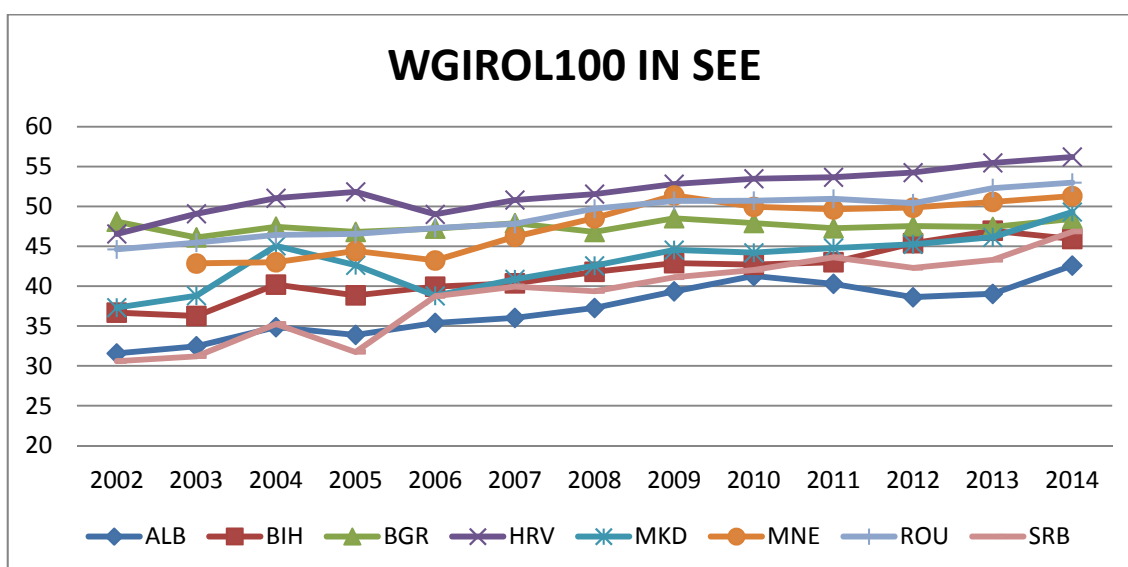


Figure 3: WGIROL100 in Transitional Economies (2003 - 2014)

Source: Authors' calculation based on Rule of Law Worldwide Governance Indicators database.

Like in the previous part of the paper, the crucial descriptive statistics WGIROL100 were made as well. This indicator expressed in average (as arithmetic mean and median) receives the lowest value in the case of Albania while the highest average rating expressed on a scale of 0-100 receives in the case of Croatia.

	ALB	BGR	BIH	HRV	MKD	MNE	ROU	SRB
Mean	37.12561	47.49951	41.61015	51.98305	43.09778	47.57966	48.91716	38.92372
Median	37.26744	47.45670	41.79716	51.83407	44.19796	49.08698	49.71550	39.95214
Maximum	42.58715	48.52208	46.95470	56.21210	49.30376	51.38439	52.98716	46.83689
Minimum	31.56513	46.11324	36.25515	46.55163	37.30887	42.85191	44.62211	30.59091
Std. Dev.	3.420800	0.686208	3.332244	2.740498	3.396443	3.402851	2.699264	5.204181
Skewness	-0.080534	-0.294111	-0.024987	-0.315950	-0.155130	-0.359965	-0.111087	-0.429811
Kurtosis	1.915919	2.538761	2.094030	2.447218	2.340750	1.448605	1.716854	1.999653
Observations	13	13	13	13	13	12	13	13

Table 3: Descriptive Statistics WGIROL100 in Selected Countries (2003-2014)

Source: Authors' calculation based on Rule of Law Worldwide Governance Indicators database.

## 6. SIMPLE OLS REGRESSION MODEL

In addition, there were made a few simple linear OLS regression models in which as an independent variable was used the protection of property rights while as dependent variable was used logarithmic transformation of real GDP per capita in constant 2010 US dollars. The general form of regression models is as follows:

$$\log(\text{RGDP}) = a + b * \text{Institutional variable} + \varepsilon \quad \dots (1)$$

In the construction of the models there are used panel data from 12 countries in Central and Eastern Europe: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Macedonia, Montenegro, Poland, Romania, Serbia, Slovenia and Slovakia, for the period 2000-2015.<sup>150</sup> As a dependent variable in all six models there is used a logarithmic transformation of GDP per capita. The results of simple linear panel regressions are presented in the Table below:

<i>Model (1) Independent Variable EFW</i>				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	6.790307	0.724075	9.377899	0.0000
EFW	0.327395	0.104777	3.124679	0.0021
R-squared	0.057513	Mean dependent var		9.047936
Adjusted R-squared	0.051622	S.D. dependent var		0.620888
S.E. of regression	0.604649	Akaike info criterion		1.843933
Sum squared resid	58.49616	Schwarz criterion		1.882052

<sup>150</sup> In models where as independent variable are used variables issued by Fraser Institut, the time series covers the period from 2000-2014, having in mind that the last published report at the time of preparation of the paper refers to the situation in 2014.

Log likelihood	-147.3586	Hannan-Quinn criter.	1.859410
F-statistic	9.763621	Durbin-Watson stat	0.013008
		Total panel (unbalanced)	
Prob(F-statistic)	0.002114	observations	162

*Model (2): Independent Variable EFWPR*

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	5.604185	0.278863	20.09657	0.0000
EFWPR	0.619685	0.049786	12.44701	0.0000
R-squared	0.491947	Mean dependent var		9.047936
Adjusted R-squared	0.488772	S.D. dependent var		0.620888
S.E. of regression	0.443936	Akaike info criterion		1.225996
Sum squared resid	31.53266	Schwarz criterion		1.264115
Log likelihood	-97.30568	Hannan-Quinn criter.		1.241473
F-statistic	154.9280	Durbin-Watson stat		0.305235
		Total panel (unbalanced)		
Prob(F-statistic)	0.000000	observations		162

*Model (3): Independent Variable EFWPR2C*

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	7.337671	0.164027	44.73448	0.0000
EFWPR2C	0.372953	0.034295	10.87491	0.0000
R-squared	0.432782	Mean dependent var		9.077757
Adjusted R-squared	0.429123	S.D. dependent var		0.598377
S.E. of regression	0.452112	Akaike info criterion		1.262883
Sum squared resid	31.68281	Schwarz criterion		1.301816
Log likelihood	-97.13633	Hannan-Quinn criter.		1.278695
F-statistic	118.2637	Durbin-Watson stat		0.204734
		Total panel (unbalanced)		
Prob(F-statistic)	0.000000	observations		157

*Model (4): Independent Variable IEF*

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	6.356626	0.385020	16.50988	0.0000
IEF	0.044206	0.006331	6.982047	0.0000
R-squared	0.218852	Mean dependent var		9.028165
Adjusted R-squared	0.214362	S.D. dependent var		0.641077
S.E. of regression	0.568226	Akaike info criterion		1.718705
Sum squared resid	56.18135	Schwarz criterion		1.754733
Log likelihood	-149.2461	Hannan-Quinn criter.		1.733318
F-statistic	48.74898	Durbin-Watson stat		0.027213

Prob(F-statistic)	0.000000	Total panel (unbalanced)	observations	176
<i>Model (5): Independent Variable IEFPR</i>				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	7.812520	0.089211	87.57362	0.0000
IEFPR	0.029511	0.002017	14.62894	0.0000
R-squared	0.551553	Mean dependent var		9.028165
Adjusted R-squared	0.548976	S.D. dependent var		0.641077
S.E. of regression	0.430537	Akaike info criterion		1.163730
Sum squared resid	32.25296	Schwarz criterion		1.199759
Log likelihood	-100.4083	Hannan-Quinn criter.		1.178343
F-statistic	214.0059	Durbin-Watson stat		0.070919
Prob(F-statistic)	0.000000	Total panel (unbalanced)	observations	176
<i>Model (6): Independent Variable WGIROL100</i>				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	6.310300	0.079265	79.61035	0.0000
WGIROL100	0.052591	0.001511	34.79489	0.0000
R-squared	0.873079	Mean dependent var		9.004591
Adjusted R-squared	0.872357	S.D. dependent var		0.632594
S.E. of regression	0.226008	Akaike info criterion		-0.125323
Sum squared resid	8.989988	Schwarz criterion		-0.089573
Log likelihood	13.15376	Hannan-Quinn criter.		-0.110825
F-statistic	1210.684	Durbin-Watson stat		0.163005
Prob(F-statistic)	0.000000	Total panel (unbalanced)	observations	178

Table 4: Simple Linear OLS Log-lin Models

From the Table it can be concluded that for all six models the regression coefficients to institutional variables are statistically and economically significant. Statistical significance was confirmed at the level of significance of 1% (P-values in all six models are less than 0.01). At the same time it can be noted that the indexes before institutional variable are invariably greater than 0 (zero) which is consistent with the generally accepted theory that better protection of property rights contributes to higher positive change in GDP per capita. However, other criteria (adjusted R2, Akaike info criterion, Schwarz criterion, Durbin-Watson statistics) suggest that they are thin models that need to be completed by the inclusion of new variables, according to economic theory which would explain the unexplained variability and would improve embedded problems of such specified models (heteroskedasticity and multicollinearity). In any case, this models are sufficiently clear signal that there is a positive relationship between the protection of property rights and the relative change of BDP per capita in Central and Southern Europe. The same conclusion could be drawn if the panel regression models include fixed or random effects specification.

## 7. CONCLUSION

We believe that the development of simple linear regression OLS models is useful because they give the most direct insight into the isolated link between economic growth or GDP per capita and the various measures to protect the property. The analysis showed that, without exception the coefficients are statistically significant at the level of 1% while the calculated values of the adjusted  $R^2$  in various models suggests that a significant proportion of the variability of GDP per capita (or its logarithmic transformation) is explained by the regression models. Hence, we believe that the development of multiple regression model that will include additional variables relevant to explaining economic growth, according to generally accepted economic theory is a logical step in any future research of this specific group of countries.

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## STRUKTURNE NEUSKLAĐENOSTI NA TRŽIŠTU RADA U REPUBLICI SRBIJI

## STRUCTURAL MISMATCHES IN THE LABOUR MARKET IN THE REPUBLIC OF SERBIA

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**Sadržaj:** Tržište rada u Republici Srbiji karakterišu brojna ograničenja, nepovoljne tendencije ključnih indikatora i strukturne neusklađenosti, koje se, pre svega, ispoljavaju kao razlika između ponude i tražnje za radom, odnosno kao nezaposlenost. Iako stopa nezaposlenosti u poslednjih nekoliko godina ima opadajuću tendenciju, beleži se trend rasta ponude visokoobrazovanih kadrova, koji nije praćen odgovarajućom tražnjom, što za posledicu ima obrazovnu neusklađenost, odnosno preobrazovanost na tržištu rada. Preobrazovanost, kao „višak“ obrazovanja, predstavlja i svojevrsnu „propalu investiciju“ (kako sa aspekta pojedinca tako i države), koja dovodi do negativnih posledica u vidu nezadovoljstva radnim mestom, izbegavanja obaveza i smanjenja produktivnosti. Ove posledice se razlikuju u zavisnosti da li je preobrazovanost privremenog ili trajnog karaktera. Takođe, uprkos znatnom povećanju nivoa obrazovanja radne snage, određeni broj radnih mesta prijavljenih za zapošljavanje ostaje nepopunjen. Stoga, predmet istraživanja ovog rada je praćenje i analiza ključnih indikatora koji ukazuju na postojanje strukturne nezaposlenosti, na koju posebno utiče dugoročna nezaposlenost, a koja je najizraženija u okviru populacije mladih. Osnovni cilj ovog rada jeste da se identifikuju ključni uzroci ovakvog stanja na tržištu rada u Republici Srbiji i predlože određena rešenja i smernice u okviru politike tržišta rada, koje će doprineti ublažavanju navedenih problema. Osim toga, posebna pažnja je posvećena komparativnoj analizi ključnih indikatora na tržištu rada odabranih zemalja EU i Republike Srbije.

**Ključne reči:** tržište rada, strukturna nezaposlenost, preobrazovanost, nezaposlenost mladih, dugoročna nezaposlenost.

**Abstract:** Labour market in the Republic of Serbia is characterised by numerous frictions, unfavourable tendencies and structural mismatches, resulting in difference between labour supply and demand, which represents unemployment. Although the unemployment rate has downward trend in recent years, the growth in high-educated labour supply is recorded, but which is not accompanied with adequate growth in labour demand, resulting in educational mismatch or overeducation in the labour market. As the „surplus“ of education, the overeducation represents a sort of „failed investment“ (for individual person and for the state) with adverse consequences embodied in working place dissatisfaction, absenteeism and lower productivity. Depending on whether the overeducation is temporary or permanent, the consequences will be different. In spite of the labour educational level growth, there are a certain amount of unfilled vacancies. In line with that, the subject of research in this article is

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*monitoring and analysis of key indicators of structural unemployment, especially caused by long-term unemployment, mostly in the youth population. The main goal is to identify the main causes of current state in the labour market in Republic of Serbia and to propose some solutions and guidelines in order to solve the problems in the labour market. Moreover, the special attention is paid to comparative analysis of key indicators of labour market in selected EU countries and the Republic of Serbia.*

**Key words:** labour market, structural unemployment, overeducation, youth unemployment, long-term unemployment.

## 1. UVOD

Stanje na tržištu rada u Republici Srbiji, kao odraz celokupne makroekonomske situacije, već duži niz godina nije na zadovoljavajućem nivou. Nepovoljne tendencije su rezultat združenog delovanja brojnih faktora, kao što su proces tranzicije, niska razvijenost i konkurentnost srpske privrede, neravnoteža u spoljnotrgovinskom bilansu, odsustvo fiskalne i monetarne stabilnosti i slično.

Ukoliko se naglasak stavi na tržište rada, mogu se identifikovati uzroci nastanka strukturnih neusklađenosti, koje uslovljavaju postojanost relativno visoke stope nezaposlenosti. Nezaposlenost je najvećim delom strukturnog karaktera i predstavlja odraz nepodudarnosti između ponude i tražnje za radom. Detaljnija analiza koja je sprovedena u ovom radu omogućava prepoznavanje uzroka zbog kojih postoji navedeni raskorak, od kojih se posebno izdvaja neusklađenost prema nivou obrazovanja na strani ponude i tražnje za radom. U okviru populacije nezaposlenih, posebno je nepovoljan položaj mladih (15-29 godina), što se manifestuje i kroz najvišu stopu nezaposlenosti u odnosu na ostalu populaciju.

## 2. KRETANJE KLJUČNIH INDIKATORA NA TRŽIŠTU RADA U REPUBLICI SRBIJI

Nezaposlenost je jedan od najvećih problema sa kojim se Republika Srbija suočava. Njenom nastanku su doprineli brojni činioci, koji su, najvećim delom, rezultat tranzicionih procesa. U tom smislu, stanje na tržištu rada je direktno uslovljeno privrednim rastom i razvojem. Stope rasta srpske privrede od 2000. godine jesu bile relativno visoke, ali podaci pokazuju da se taj rast nije pozitivno odrazio na smanjenje nezaposlenosti, odnosno povećanje zaposlenosti [2, str. 8]. To je rezultat uticaja različitih faktora: procesa restrukturiranja privrede, lošeg nasleđenog stanja i institucionalnih i strukturnih ograničenja. Pored činjenice da je zaposlenost suviše niska, i njena struktura je nepovoljna, imajući u vidu njenu predimenzioniranost u javnom sektoru, kao i prisustvo dualnih tržišta rada, visoke neformalne i ranjive zaposlenosti [6, str. 13-14]. Kretanje osnovnih indikatora na tržištu rada u Republici Srbiji prikazano je u tabeli 1.

Godina	Stopa aktivnosti	Stopa zaposlenosti	Stopa nezaposlenosti	Stopa neaktivnosti
2010.	59,0	47,2	20,0	41,0
2011.	59,4	45,4	23,6	40,6
2012.	60,1	45,3	24,6	39,9
2013.	61,6	47,5	23,0	38,4
2014.	61,8	49,6	19,7	38,2
2015.	63,4	51,7	18,5	36,6

Godina	Stopa aktivnosti	Stopa zaposlenosti	Stopa nezaposlenosti	Stopa neaktivnosti
2016.	65,6	55,2	15,9	34,4

Tabela 1. Osnovni indikatori tržišta rada u Republici Srbiji (stanovništvo uzrasta 15-64 godine) u periodu 2010-2016. godine

Izvor: [1]

Na osnovu vrednosti posmatranih pokazatelja uočava se blaga pozitivna tendencija. U datom periodu su stope aktivnosti i zaposlenosti povećane za 6,6 i 8 procentnih poena, respektivno, dok su stope nezaposlenosti i neaktivnosti smanjene za 4,1 i 6,6 procentnih poena. Stopa nezaposlenosti je u 2016. godini smanjena u odnosu na prethodne, ali je, u poređenju sa prosečnom stopom u Evropskoj uniji (8,5% u 2016. godini) [5] i dalje jako visoka. Ohrabruje činjenica da smanjenje nezaposlenosti u posmatranom periodu nije bilo praćeno povećanjem stope neaktivnosti, odnosno pad nezaposlenosti je rezultat zapošljavanja, a ne izlaska iz radne snage obeshrabrenih u traženju posla.

Zemlja/godina	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
EU - 28	9,0	8,2	7,2	7,0	9,0	9,6	9,7	10,5	10,9	10,2	9,4	8,5
Bugarska	10,1	9,0	6,9	5,6	6,8	10,3	11,3	12,3	13,0	11,4	9,2	7,7
Češka	7,9	7,1	5,3	4,4	6,7	7,3	6,7	7,0	7,0	6,1	5,1	4,0
Hrvatska	13,0	11,6	9,9	8,6	9,2	11,7	13,7	16,0	17,3	17,3	16,3	12,8
Mađarska	7,2	7,5	7,4	7,8	10,0	11,2	11,0	11,0	10,2	7,7	6,8	5,1
Poljska	17,9	13,9	9,6	7,1	8,1	9,7	9,7	10,1	10,3	9,0	7,5	6,2
Rumunija	7,1	7,2	6,4	5,6	6,5	7,0	7,2	6,8	7,1	6,8	6,8	5,9
Slovenija	6,5	6,0	4,9	4,4	5,9	7,3	8,2	8,9	10,1	9,7	9,0	7,9
Slovačka	16,4	13,5	11,2	9,6	12,1	14,5	13,7	14,0	14,2	13,2	11,5	9,7
Srbija	21,8	21,6	18,8	14,4	16,9	20,0	23,6	24,6	23,0	19,7	18,5	15,9

Tabela 2. Stope nezaposlenosti u zemljama Evropske unije i Srbiji

Izvor: [5]

Ukoliko se posmatra tendencija kretanja stopa nezaposlenosti stanovništva radnog uzrasta u Srbiji, zemljama iz okruženja i prosečne vrednosti u Evropskoj uniji (28 zemalja), uočava se da su ove stope u Srbiji najviše. Iako je u svim posmatranim zemljama došlo do pada nezaposlenosti (nakon perioda rasta uslovljenog globalnom ekonomskom krizom), Srbija je ostala zemlja sa najvećim udelom nezaposlenih u radnoj snazi, odnosno najmanjom zaposlenošću.

Godina	2010.	2011.	2012.	2013.	2014.	2015.	2016.
Stopa neformalne zaposlenosti	19,6	18,8	17,5	19,3	22,0	19,5	22,0

Tabela 3. Stopa neformalne zaposlenosti u Republici Srbiji, 2010-2016. godine

Izvor: [1]

Međutim, da bi slika o kretanju zaposlenosti u Srbiji bila kompletna, potrebno je uzeti u obzir i dinamiku stopa neformalne zaposlenosti, koja je prikazana u tabeli 3. Uočava se da je tokom perioda 2010-2015. godine ova vrsta zaposlenosti bila relativno konstantna i prosečno iznosila 19,8%, ali da je postojala blaga tendencija rasta pri kraju posmatranog perioda. Navedeno pokazuje da je smanjenje stope nezaposlenosti izvesnim delom rezultat zapošljavanja nezaposlenih u neformalnom sektoru.

### 3. DIMENZIJE I UZROCI STRUKTURNIH NEUSKLAĐENOSTI NA TRŽIŠTU RADA

Relativno visoke stope nezaposlenosti koje se tradicionalno beleže u Srbiji ukazuju na hroničnu neusklađenost ponude i tražnje na tržištu rada. Nezaposlenost je, najvećim delom, strukturnog karaktera, što dodatno usložnjava rešavanje ovog problema. Iako se tokom poslednjih godina beleži pad strukturne nezaposlenosti, to nije rezultat popunjavanja slobodnih poslova (bolje usklađenosti ponude i tražnje za radom), već bržeg pada slobodnih poslova od rasta nezaposlenosti [12, str. 366]. Kako bi se postiglo smanjenje strukturne nezaposlenosti potrebno je delovati na ključne uzroke, koji predstavljaju odraz nepovoljnog poslovnog okruženja, makroekonomskih neravnoteža i usporenih reformskih procesa. Nepovoljna strana strukturne nezaposlenosti jeste što do nje dolazi i usled porasta dugotrajne nezaposlenosti, što naglašava značaj aktivne politike zapošljavanja. Na primer, prema podacima za 2015. godinu, od ukupnog broja nezaposlenih, 35,5% lica traži posao manje od 12 meseci, odnosno 64,5% nezaposlenih se može okarakterisati kao dugotrajno nezaposleno (traži posao duže od jedne godine) [1], dok je u 2016. godini učešće dugotrajno nezaposlenih u radnoj snazi iznosilo 8,7%.

Iako je udeo nezaposlenosti strukturnog karaktera dominantan u ukupnoj nezaposlenosti, treba imati u vidu da je, naročito tokom nekoliko godina nakon Velike ekonomske krize, značajno povećana i ciklična nezaposlenost. Ekonomska recesija u Republici Srbiji, kao direktna posledica globalne ekonomske krize, započela je 2009. godine, uzrokujući pad bruto domaćeg proizvoda i rast nezaposlenosti. Ipak, čini se da je nezaposlenost uzrokovana ovim faktorom bila privremenog karaktera, budući da se od 2014. godine beleži pad nezaposlenosti.

#### **Gordana Marjanović**

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Slika 1. Beveridžova kriva za tržište rada u Republici Srbiji, 2010-2016. godine  
Izvor: obračun autora na osnovu [11]

Kada su u pitanju razmere strukturne nezaposlenosti, kao ključnog problema na tržištu rada u Republici Srbiji, relativno dobar pokazatelj predstavlja odnos između stope slobodnih radnih mesta (kao odnosa između broja slobodnih radnih mesta i aktivnog stanovništva) i stope nezaposlenosti (udeo nezaposlenih lica u ukupnoj radnoj snazi). Relacija između navedenih veličina zapravo predstavlja Beveridžovu krivu, koja je predstavljena na dijagramu 1 za Republiku Srbiju, u periodu 2010. do 2015. godine. Period posmatranja je određen dostupnošću podataka za slobodna radna mesta i činjenicom da je od decembra 2010. godine promenjena metodologija Nacionalne službe za zapošljavanje.

Sa dijagrama je uočljivo da je tokom posmatranog perioda stopa nezaposlenosti beležila rast a zatim pad, dok je u godinama rasta stopa slobodnih radnih mesta opadala. Sa druge strane, od 2014. godine rast stope slobodnih radnih mesta je praćen padom stope nezaposlenosti. Dakle, relacija Beveridžove krive je prisutna u navedenom periodu, izuzev u 2012. i 2013. godini, pokazujući negativnu vezu između broja slobodnih poslova i stope nezaposlenosti. Naravno, znatno je pozitivnija tendencija koja postoji od 2014. godine, budući da se manifestuje kroz povećanje broja slobodnih poslova i smanjenje stope nezaposlenosti. Takođe, smanjenje broja slobodnih radnih mesta od 2015. do 2016. godine, uz smanjenje stope nezaposlenosti, rezultat je povećanja neformalne zaposlenosti u tom periodu.

### Ljiljana Maksimović

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Neusklađenost na tržištu rada se ispoljava kroz više dimenzija. Ipak, jedna od najznačajnijih, koja je prisutna ne samo u Srbiji već i u velikom broju drugih zemalja, tiče se raskoraka između nivoa i obrazovne strukture zaposlenih, odnosno nezaposlenih lica i potreba za zaposlenima određenih kvalifikacija. U tom slučaju, reč je o obrazovnoj neusklađenosti, koja se sve češće ispoljava kao preobrazovanost (eng. *overeducation*), do koje dolazi kada rast ponude visokoobrazovanih kadrova nije praćen odgovarajućim rastom tražnje za njima. U pitanju je fenomen koji se još 70-ih godina prošlog veka pojavio u ekonomskoj literaturi, a koji je, u praksi, prisutan kako u zemljama u tranziciji, tako i u razvijenim zemljama [4, str. 10]. Preobrazovanost zapravo predstavlja vid vertikalne obrazovne neusklađenosti na tržištu rada, koja nastaje u slučaju kada lice poseduje više kvalifikacije u odnosu na one koje su potrebne za radno mesto na kojem je zaposleno. Osim vertikalne, može se govoriti i o horizontalnoj obrazovnoj neusklađenosti, koja je posledica zapošljavanja lica na zanimanjima različitim od onih za koja su se školovala [13, str. 25-26]. Iza preobrazovanosti, kao višedimenzionalnog problema na tržištu rada u savremenim privredama, stoji „propala investicija“, odnosno ulaganje od strane pojedinca ili države u obrazovanje koje nije valorizovano u potrebnoj meri. Kada pojedinci obavljaju posao za koji je potreban niži nivo obrazovanja, svesni su neiskorišćenosti svojih potencijala, što negativno utiče na njihovu motivisanost i produktivnost na poslu. Na makroekonomskom nivou, ovaj problem se može reflektovati na nivo proizvodnje, ali i na intenzitet fluktuacija na tržištu rada.

Godina	Bez škole	Nepotpuna osnovna škola	Osnovna škola	Srednja škola	Viša škola	Fakultet, akademija ili visoka škola
2008.	0,7	2,6	17,0	68,5	5,2	6,0
2009.	0,3	2,5	17,8	68,6	5,3	5,5
2010.	0,2	1,4	16,1	69,2	5,2	7,9
2011.	0,8	1,9	16,4	67,2	4,9	8,8
2012.	0,3	2,4	16,3	66,4	4,5	10,1
2013.	0,6	2,2	15,4	64,2	6,1	11,4
*	Bez škole		Niže obrazovanje	Srednje obrazovanje	Visoko obrazovanje	
2014.	0,7		16,3	65,0	18,0	
2015.	0,2		14,1	64,1	21,6	

Tabela 4. Obrazovna struktura nezaposlenog stanovništva radnog uzrasta (15-64) u Republici Srbiji

\*Napomena: od 2014. godine Zavod za statistiku Republike Srbije koristi izmenjenu klasifikaciju nivoa obrazovanja. Takođe, za ovaj period su prikazani podaci za celokupnu populaciju nezaposlenih (sve starosne grupe).

Izvor: [1]

Radi prikaza stanja na tržištu rada u Srbiji sa aspekta obrazovne neusklađenosti, može se posmatrati obrazovna struktura nezaposlenog stanovništva radnog uzrasta (Tabela 4). Najveći broj nezaposlenih lica poseduje srednji nivo obrazovanja, pri čemu je tokom perioda 2008-2015. godine postojala blaga tendencija smanjenja njihovog udela u radnoj snazi. Sa druge strane, došlo je do povećanja udela lica sa visokim obrazovanjem. U tom smislu, može se reći da je došlo do popravljavanja obrazovne strukture radne snage, ali to nije rezultiralo većom podudarnošću između ponude i tražnje za radom. U Srbiji je problem obrazovne neusklađenosti velikim delom rezultat slabosti sistema obrazovanja. Sistem srednjeg stručnog obrazovanja nije odgovarajućeg kvaliteta i pojedine oblasti su isuviše usko specijalizovane. Stoga, neophodno je

detaljno istraživanje uzroka deficita pojedinih zanimanja, sa jedne strane i opravdanosti školovanja kadrova za koje ne postoje kapaciteti za zapošljavanje, sa druge strane. Sistem visokog obrazovanja poslednjih godina osposobljava više svršenih diplomaca, ali su programi na univerzitetima više oblikovani pod uticajem ponude nego tražnje za određenim znanjima [3, str. 225]. Kao rezultat, dolazi do raskoraka između ponude i tražnje za radom određenih kvalifikacija, pri čemu je ova nepovoljna situacija najizraženija među populacijom mladih na tržištu rada.

#### 4. POLOŽAJ MLADIH NA TRŽIŠTU RADA U REPUBLICI SRBIJI

Populacija mladih predstavlja jednu od posebno osetljivih grupa na tržištu rada u Srbiji, pored osoba sa invaliditetom, izbeglica, Roma, ruralnog stanovništva, neobrazovanih, starijih lica i dugoročno nezaposlenih [10, str. 113]. Stope nezaposlenosti mladih (19-24 godine) su u Srbiji više nego kod ostalih starosnih grupa, a Srbija po ovim stopama prednjači u odnosu na sve zemlje iz okruženja, izuzev Makedonije (Tabela 5).

Godina	Srbija	Bugarska	Hrvatska	Slovenija	Rumunija	Mađarska	Makedonija
2004.	*	24,5	32,8	14,0	22,3	14,4	*
2005.	47,7	22,4	32,3	15,9	20,2	19,4	*
2006.	47,9	19,5	28,9	13,9	21,4	19,1	59,7
2007.	43,7	15,1	24,0	10,1	20,1	18,0	57,7
2008.	35,2	12,7	21,9	10,4	18,6	19,9	56,4
2009.	41,6	16,2	25,1	13,6	20,8	26,5	55,1
2010.	46,2	21,9	32,6	14,7	22,1	26,6	53,7
2011.	50,9	25,0	36,1	15,7	23,7	26,1	55,3
2012.	51,0	28,1	43,0	20,6	22,7	28,1	53,9
2013.	49,4	28,4	50,0	21,6	23,6	27,2	51,9
2014.	47,1	23,8	45,5	20,2	24,0	20,4	53,1
2015.	43,2	21,7	43,0	16,3	21,7	17,3	47,3

Tabela 5. Stope nezaposlenosti mladih (15-24 godine) u Srbiji i okolnim zemljama  
Izvor: [International Labour Organisation, ILOSTAT Database]

Kroz prizmu prethodne analize strukturnih neusklađenosti na tržištu rada u Srbiji, može se posmatrati i stanje među populacijom nezaposlenih mladih, i to prema njihovoj obrazovnoj strukturi. U tabeli 6 su predstavljeni podaci o obrazovnoj strukturi mladih starosti od 25-29 godina.

Godina	Bez škole	Nepotpuna osnovna škola	Osnovna škola	Srednja škola	Viša škola	Fakultet, akademija ili visoka škola
2008.	0,6	2,2	10,2	71,0	6,4	9,6
2009.	0,6	1,1	11,9	67,5	8,2	11,2
2010.	0,4	0,6	8,5	67,8	6,6	16,1
2011.	1,9	1,2	10,8	58,4	8,7	18,9
2012.	0,6	1,5	9,4	59,7	6,5	22,4

2013.	0,4	1,7	11,5	55,5	7,1	23,7
*	Bez škole		Niže obrazovanje	Srednje obrazovanje	Visoko obrazovanje	
2014.	0,7		16,3	65,0	18,0	
2015.	0,2		14,1	64,1	21,6	

Tabela 6. Obrazovna struktura nezaposlenog stanovništva uzrasta 25-29 godina u Republici Srbiji

*\*Napomena: od 2014. godine Zavod za statistiku Republike Srbije koristi izmenjenu klasifikaciju nivoa obrazovanja. Takođe, za ovaj period su prikazani podaci za celokupnu populaciju nezaposlenih (sve starosne grupe). Podaci za 2014. i 2015. godinu se odnose na radno sposobno stanovništvo (15-64 godine).*

Izvor: [1]

Kao i u ukupnoj populaciji, i među mladima je najveće učešće onih sa srednjim nivoom obrazovanja, dok se uočava i tendencija porasta učešća visokoobrazovanih. Međutim, kao što je prikazano u tabeli 5, stope nezaposlenosti mladih su još uvek relativno visoke. Nepovoljna situacija na tržištu rada dovodi do toga da je u Srbiji prisutan jedan od najvećih „odliva mozgova“ u odnosu na ostale zemlje, koji naročito obuhvata populaciju mladih [9, str. 286]. Tome doprinosi i neadekvatna briga za talentovane pojedince. Prema mogućnosti da zadrži i privuče talente, Srbija se 2015. godine nalazila na 140. i 139. mestu od ukupno 140 zemalja [14].

Od mera aktivne politike zapošljavanja koje se sprovode u Srbiji, a koje se odnose na populaciju nezaposlenih mladih, mogu se posebno izdvojiti: Program stručne prakse (u 2015. godini uključeno je 4486 lica) [8], Program sticanja praktičnih znanja i obuke, Sajmovi zapošljavanja, Klub za aktivno traženje posla. Poslodavci su obuhvaćeni programima Nacionalne službe za zapošljavanje koji se odnose na subvencije za otvaranje novih radnih mesta, zapošljavanje korisnika novčane socijalne pomoći, kao i zapošljavanje osoba sa invaliditetom.

Iako su ove mere i podsticaji dali određene rezultate, oni nisu zadovoljavajući. Budući da je nezaposlenost uopšte, a ne samo mlade populacije, kompleksan problem, neophodna su celovita i sveobuhvatna rešenja, koja bi povezala potrebe privrede sa sistemom obrazovanja, stavila veći naglasak na praktičnu primenu znanja i sticanje veština, dualno obrazovanje, i slično. Takođe, činjenica da se u Srbiji izdvaja relativno mali deo BDP-a za aktivne politike tržišta rada koje su namenjene ukupnoj populaciji – od 0,03 do 0,17% na godišnjem nivou – pokazuje da ima prostora za poboljšanje.

### **Vladimir Mihajlović**

*Vladimir Mihajlović je asistent na Ekonomskom fakultetu Univerziteta u Kragujevcu. Rođen 1984. godine. Diplomirao je na Ekonomskom fakultetu Univerziteta u Kragujevcu, na kojem je zaposlen od 2010. godine. Angažovan je kao asistent na nastavnim predmetima Ekonomske doktrine i Makroekonomska analiza na osnovnim akademskim studijama, kao i na nastavnom predmetu Kontroverze u makroekonomiji, na master akademskim studijama. Uža naučna oblast kojom se bavi je Opšta ekonomija i privredni razvoj. Oblasti istraživanja su makroekonomska teorija i politika, savremene kontroverze u ekonomskoj teoriji, makroekonomski modeli i tržište rada i zaposlenost.*





## 5. ZAKLJUČAK

Izloženo stanje na tržištu rada u Republici Srbiji rezultat je velikog broja relevantnih faktora, vezanih za makroekonomske parametre, tranzicione procese, kao i nefleksibilnost samog tržišta. Strukturne neusklađenosti uslovile su nepovoljno kretanje ključnih indikatora tržišta rada, među kojim je posebno važna stopa nezaposlenosti. Kako je nezaposlenost mahom strukturnog karaktera, neophodna je primena sveobuhvatnih i celovitih mera u cilju njenog smanjenja i prevencije porasta stope dugoročno nezaposlenih. To podrazumeva integralni pristup kreiranju i primeni aktivnih politika tržišta rada u koordinaciji sa srednjoročnom i durogočnom obrazovnom politikom. Razlog za to je u činjenici da obrazovna neusklađenost, kao i problem preobrazovanosti na tržištu rada, predstavljaju najznačajniju dimenziju strukturnih neusklađenosti uopšte.

Položaj mladih na tržištu rada je izuzetno nepovoljan, što zahteva njihov poseban tretman u sprovođenju politika zapošljavanja. Pored većih izdvajanja za realizaciju različitih programa stručnog osposobljavanja, potrebno je uspostaviti i mehanizme putem kojih bi se obrazovni sistem donekle prilagođavao potrebama privrede, u smislu kvaliteta i kvantiteta obrazovanih kadrova.

Poseban problem predstavlja zapošljavanje u neformalnom sektoru, koje često nije u interesu ni zaposlenih ni države. Tendencija porasta neformalno zaposlenih je izvesnim delom doprinela smanjenju stope nezaposlenosti, ali se to ne može smatrati pravim rešenjem ovog problema. Takođe, uz navedene smernice za redukciju nezaposlenosti i smanjenje strukturne nezaposlenosti na tržištu rada, bazičan preduslov je dinamiziranje stope privrednog rasta na zdravim osnovama i unapređenje poslovnog ambijenta.

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## ENTERING THE LABOUR MARKET IN TIMES OF CRISIS: THE VISION OF JOB-SEEKERS

Veneta Krasteva<sup>154</sup>

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**Abstract:** *The text discusses the specific difficulties that first jobseekers encounter in times of economic hardship in Bulgaria. For this purpose, we focus on the experiences and views of people from two birth cohorts (1970-75 and 1990-95) who have entered the labour market in times of significant political and economic change in the country – the transition to market economy after 1989 for the first group, and the great recession of 2008-2009 for the second group. The analysis is based on information obtained from semi-structured life course interviews. In the first section of the paper, we present the national context and labour market situation of youth in Bulgaria. In the second section, based on interview data, we indicate the main ways people search for jobs, and we summarize the difficulties they face at labour market entry. Through the interviewees' narratives, we identify several scarring signals to employer; these signals, which according to the jobseekers hamper their chances of employment early on in their career, include: low education, lack of experience, women having little children, and belonging to an ethnic minority. The main findings indicate that these difficulties not only hamper labour market entry of young people but also enhance the risk of their marginalization and labour market exclusion.*

**Keywords:** *entering the labour market, youth unemployment, scarring signals, economic crisis, labour market exclusion*

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### 1. INTRODUCTION

Starting a first job is an important step in the life of any person. When this happens under conditions of economic crisis and job scarcity, or in times of political and economic changes, the difficulties are much greater than usual and there is a higher risk that integration into the labour market might prove impossible.

In this connection, the paper presents the difficulties people from two age groups in Bulgaria encounter when entering the labour market. The first part of the paper describes the national context and the labour market situation of people entering the labour market in Bulgaria. The second part discussed data from semi-structured life-course interviews, conducted in the framework of the Horizon 2020 project “Negotiating early job insecurity and labour market exclusion in Europe” (Negotiate)<sup>155</sup>. All interviewees<sup>156</sup> had experienced long periods of unemployment by the age of 25 years, an upper secondary, or lower, level of education when entering the labour market, various types of places of residence, and different ethnic origins. Seven countries participated in this part of the project: Bulgaria, the Czech Republic, Germany,

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<sup>156</sup> It must be noted that in the framework of the project, interviews with persons from an additional birth cohort, 1950-55, were conducted. But given the specific political and economic context in post-Socialist countries, where during the Communist period unemployment was in principle non-existent, here informants from the oldest cohort (1950-1955) were not included.

Greece, Norway, Poland, and the UK. The fieldwork was conducted between May 2016 and November 2016. A total of 209 gender-balanced life-course interviews were conducted (approximately 30 interviews in each country). The interviewers in all countries used a common interview guide which was thematically organized around themes like: the transition from school to employment, the opportunity for being active during unemployment, the role of informal and formal support, the interviewees' assessment of the broader changes occurring in the economy and the labour market in regard of their situation, the participants' understanding of the short and long-term consequences of unemployment. In order to preserve the anonymity of the interviewees, in this text we will use acronyms followed by the letter F or M (for gender) and the years (for the cohort 1990-95).

This text lays no claim to being comprehensive or representative; it only presents the unemployment experience of Bulgarian respondents in the period of transition from education to work, as revealed by the narratives of the interviewees. We will use information from 27 interviews conducted in Bulgaria with women and men belonging to two birth cohorts (1970-75 and 1990-95).

## 2. THE NATIONAL CONTEXT

Of particular interest in the interviews are the periods of crisis that put youths to the test at the start of their work careers. For a post-Communist country like Bulgaria, the changes that took place after 1989 were particularly important. What began then was a radical political and economic transformation. The interviewees of the first age group abruptly found themselves in the unfamiliar conditions of the emerging market economy and, as a result of the shut-down of many unprofitable enterprises, increased competition for a limited number of jobs. While they were in school, the young people of this age group had been trained for conditions in which employment was ensured by the state. The reality after 1989 proved very different, and instead of guaranteed, and even compulsory, employment, youths were put in a situation where they had to quickly adapt to the unfamiliar conditions of life and work in a market economy.

In the perspective of this study, another interesting period was the economic and financial crisis of 2008. Overall, the labour market indicators in Bulgaria deteriorated after that year: the employment rate decreased and unemployment increased. The difference was specially perceptible among young people, where the unemployment rate significantly grew from 11,9

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% in 2008 to 28,4 % in 2013. Starting from the latter year, a decrease of youth unemployment was registered, down to 18,9 % in 2016 [1].

Currently, the legal working age in the Republic of Bulgaria begins at 15 years. Nevertheless, young people in Bulgaria are among the youths who enter the labour market the latest compared with other EU countries [2]. 15,9 % of all unemployed in the country in the fourth quarter of 2016 were people looking for a first job. In 2015, the employment rate of youths aged 15-29 was 39,2% [3]. The share of people who are not in education, employment or training (NEETs) is also a problem. Furthermore, the share of NEETs among people aged 15–29 years has increased over time, reaching 19,7% in 2015, a rate that is among the highest in EU 28.

Although the dynamics of youth unemployment in Bulgaria follows the general European trends, researchers have identified a number of factors (stemming from structural labour market problems in the country, an insufficiently reformed education system, outdated labour legislation, and certain cultural particularities) which predetermine a lower rate of economic activity among Bulgarian youths and their greater difficulties at labour market inclusion.

### 3. WAYS OF FINDING WORK

The interviewed Bulgarian youths do not feel to be an active side in the employee-employer relation, and very rarely seek direct contact with potential employers. There is an evident conviction among respondents in the two age groups that finding work requires personal contacts: whom you are acquainted with is more important than what knowledge you have. All of the interviewees, regardless of gender, age, education or ethnic origin, had found, and claimed were still finding, work thanks to information acquired from an acquaintance or friend, the so-called word-of-mouth information. Teodor (M, 1970-75) for example, had found jobs only through the recommendation, or information, provided by friends or relatives. The first job he found after completing his education was through the recommendation of a relative. Some friends informed him about the second job, which was in a canning-processing enterprise in a neighbouring village. He obtained his present job, at a vineyard, likewise through information, and recommendation, given by friends. Stoyan admits he started work in a similar way: *“It’s a good thing some friends of mine arranged a job for me, apart from that, I tried many times to find a job, and it was quite hard in general”* (M, 1990-95).

The information obtained from the interviews with both age groups reveals a low level of trust in state support (provided by the “Employment Offices”) as a possible way of finding a job. At some period of their lives, the respondents in the older age group had received financial assistance from the state – unemployment relief and/or social assistance for raising children. Despite this, respondents have an evident lack of trust in policies for assisting the unemployed and increasing the employment rate, while the relevant measures undertaken by the state are assessed by respondents as insufficient.

The Employment Office is viewed by the youngest age group as a last resort for finding work, because the respondents feel the Employment Office offers low-paid jobs and positions not matching their individual needs and skills. Alex shares: *“They offered me – I think once, twice – a job – it was something like fitter, but it’s not in my competence and I simply rejected this position”* (M, 1990-95).

Looking for work at Internet job sites is a means mainly used by the youngest age group. Nevertheless, none of the interviewees indicated they had found work through an Internet ad.

#### 4. SCARRING SIGNALS FOR THE EMPLOYERS: THE VISION OF JOB-SEEKERS

The interview data show the importance of several basic factors of finding work. They are frequently interconnected, and thereby form a vicious circle from which youths find it hard to escape (see Figure 1). As regards looking for a job, these can be defined as scarring signals for employers, because they decrease the chances of being hired, especially under conditions of economic crisis and job scarcity.



Figure 1: Scarring signals for employers

##### **Lack of education: employers are looking for people with qualification**

According to the respondents, one factor that makes finding employment very hard is the lack of higher education. Iliana (F, 1970-75) shared: “Probably for one year I tried to find some job in [name of the city], but here, with a language high school [diploma] and without higher education it would be absurd to find anything at all, anything ...” And Hristina (F, 1990-95) related that many of the vacancies for which she had applied required higher education; thus, she remained unemployed despite having graduated with an economic specialty in high school.

Finding a job is even harder for youths with lower than secondary education, or early dropouts from school. The lack of secondary education is a great obstacle to entering the labour market. Some of the respondents in the first age group that had left school before graduating pointed out the importance of education for finding a job, especially in the times after 1989. That is why they have made effort to complete their secondary education through night classes, even at the age of 40 and above.

Graduates of vocational high schools shared that after 1989, with the introduction of the market economy, they had had serious difficulties finding a job in their specialty, as the enterprises in these fields of activity had been shut down and declared in course of privatization. The youngest respondents, for their part, felt uncertain they could actually do the kind of work for which they had been trained, but theoretically, in school. This raises the question as to the quality of education and its adequacy with respect to the changing economic and social conditions in the country.

##### **Lack of work experience: employers are looking for employees with experience**

Another significant difficulty for entering the labour market indicated by the interviewees is that employers are looking for people with experience. Respondents in both age groups feel the discrepancy between their personal capacity (due to their young age) and the objective labour

market requirements (the demand that employees should have considerable experience). Victoria (F, 1970-75) shares, *“They also wanted experience, that you should have experience... you should both be young and have an awful deal of experience”* and *“... they tell you to come back in two or three years”*. Rado (M, 1990-95) was disappointed that even for a low-qualified job like working in a carwash, the employer required at least six months of experience. And Nadia (F, 1990-95) stated, *“But I am very young, I barely have any experience, right, but they want a 20-year old with 5 years of experience as an accountant, for instance. Crazy things like that ...”*

### **Gender and family situation: employers would hardly hire women with little children**

According to the interviewees, an important factor of difficulties in finding a first job is having little children (aged under three) for whom the jobseeker must care. Hristina (F, 1990-95) relates, *“... Everywhere they kept saying I had a child, and there was no way to get a job because I would have to be absent if the baby gets sick, etc.,”* *“I was looking all the time, but nowhere ... everywhere the door closed when they heard I had a child ...”*

According to the interviewed women, employers consider little children and family responsibilities to be an obstacle for hiring a woman. In the case of Victoria (F, 1970-75) before she was appointed, the employer asked her whether there was anyone to look after the child (3 years old) when it is sick, and she was hired only after assuring him there was.

Early childbirth has a significant impact on the subsequent stages of the lives of many of the interviewed women, which includes giving up further education and having difficulties in balancing family care with work.

### **Ethnic minority: employers discriminate**

According to data of the Commission for Protection against Discrimination [4] ethnic origin is the third most frequently registered factor of discrimination in Bulgaria. Twelve of all 30 conducted interviews were with people of Roma ethnicity. The results of the latest census, 2011, show that nearly 5 % of the population of Bulgaria (325 343 persons) is of the Roma ethnic group; this group is poor, low educated and marked by high unemployment. All these drawbacks are compounded by discrimination on the part of employers, indicated in the narratives of interviewed Roma. According to Ana (F, 1990-95): *“...when I go to ask about a job – they’ll say there isn’t any, when a Bulgarian goes to ask, for him there will be a job right away”*. This creates an additional difficulty for the Roma on the labour market in Bulgaria.

## **5. CONCLUSION**

The transition from education to work and entry in the labour market is one of the important points in the life course of people. The narratives of respondents reveal the difficulties job seekers encounter then. This problem is determined not only by personal characteristics but also by the structural particularities of the labour market and the wider economic, political and social context in Bulgaria. The interviewees feel that the lack of education and experience, the obstacles women face in starting work while having to balance work with care for the family, and ethnic discrimination, are all scarring signals at the start of their career; these factors not only make labour market entry more difficult but could lead to marginalization. Some of the interviewees in the first age group, for instance, have not been able to overcome these obstacles: since the start of their work path and until the time of the interview, they had never found steady work; they had been changing various temporary positions, often without labour contract. The

lack of regular income and long-term job insecurity not only enhance the risk of material deprivation and poverty but also involve the impossibility of participating in certain basic social activities [5].

Of course, this has not been an exhaustive list of the difficulties young people experience at the start of their careers. We have presented only a small part of the information collected under the Negotiate project. The data set obtained in the project permits further analyses related to the transition from youth to maturity, identifying the consequences of early job insecurity for the following stages of life, and people's ability to cope with the situation and overcome difficulties. In this respect, the analyses conducted until now, and those that are yet to be prepared by the national teams of the project, would be useful for the elaboration of new youth labour market policies and for assessing the effect of existing policies at national and European level.

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## РОЛЬ РОССИЙСКИХ БИЗНЕС-ЭЛИТ В ЭКОНОМИЧЕСКОМ РАЗВИТИИ СТРАНЫ

## THE ROLE OF RUSSIAN BUSINESS ELITES IN THE ECONOMIC DEVELOPMENT OF THE COUNTRY

Victor Pavlovich Mokhov<sup>157</sup>

*Одним из ответов на вызовы глобализации является широкое внедрение инноваций, развитие процессов реиндустриализации и модернизации экономики. Проблема модернизации давно стоит и в повестке дня национального развития России. Можно долго перечислить многочисленные призывы высшего руководства страны «уйти от сырьевой модели» функционирования. Периодически обновляются лозунги «модернизации» России. Вот уже второе десятилетие различные экономические форумы поднимают вопрос об отказе от сырьевой модели развития, предлагая разнообразные варианты действий. Однако инновационные механизмы в экономике страны по-прежнему не работают.*

*Целью исследования является выявление причин медленного развития инновационной экономики в России, торможения модернизационных процессов.*

*В качестве методов исследования применены системный, формально-логический, исторический, институциональный методы, метод сравнительного анализа, метод библиографического анализа.*

*В результате исследования выявлено, что одной из причин сложившейся парадоксальной ситуации является рассогласование политических и экономических интересов основных участников данного процесса: политических и бизнес-элит. Политические элиты страны в последние 15 лет находятся в состоянии геополитической конкуренции, что вынуждает их делать основной акцент в своей политике на национальном суверенитете. Бизнес-элиты России, возникшие в 1990-е годы в результате краха советской системы, смогли подняться и вырасти на основе почти бесплатного раздела государственной собственности. Оффшорные компании стали одним из важнейших каналов вывоза российских капиталов. Именно интересы бизнес-элит долгое время определяли политику современного российского государства. В ходе исследования установлено, что проблема инноваций в России – это, в первую очередь, проблема интересов основных элитных групп: политической и бизнес-элит, между которыми возник конфликт интересов, обусловленный тремя обстоятельствами.*

*Первое обстоятельство: основная доля крупных частных российских компаний (входящих в рейтинг РБК-500) позиционирует себя в сырьевом секторе (третий и четвертый технологический уклады). Вся экономическая инфраструктура с 70-х годов XX века ориентирована на вывоз сырьевых ресурсов (газо- и нефтепроводы, железнодорожные линии, системы электроснабжения и др.). Выручка ключевых экономических субъектов российской экономики (добыча и поставка нефти и газа, металлы и горная добыча, транспорт, электроэнергетика, строительство инфраструктуры, сельское хозяйство, химия и нефтехимия) составляет 60,9% выручки крупнейших компаний России [подсчитано по данным РБК]. Из первой десятки компаний с наибольшей прибылью 8 напрямую относятся к нефтегазовому сектору*

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(Газпром, Сургутнефтегаз, Роснефть, ЛУКОЙЛ, Транснефть и др.). Один Газпром в 2016 г. получил 805 млрд.руб. прибыли. В настоящее время среди 50 наиболее быстрорастущих компаний (по среднегодовому приросту выручки) только две компании относятся к сфере информационных технологий и интернет-торговли.

Второе обстоятельство: основная доля частных российских компаний расположена в оффшорах, что выводит их из-под российской юрисдикции. По оценкам РБК за 2015 год, среди 500 крупнейших российских компаний (суммарная выручка 500 компаний составила 56 трлн руб. – 77% ВВП страны) в России зарегистрировано лишь 239 компаний – 47,8% от общего количества. В том числе среди негосударственных компаний 222 компании зарегистрированы в зарубежных юрисдикциях, 152 – в России.

Третье обстоятельство: По мнению академика А.И.Татаркина, основная доля российской бизнес-элиты имеет слабую мотивацию к инновационному развитию. Это связано, в том числе, с генезисом компаний, со стремлением к максимизации прибыли за счет снижения инвестиций, со слабой регулирующей ролью государства в области определения целей экономического развития страны.

Таким образом, определено, что для успешного инновационного развития страны и регионов актуальным является достижение концептуального внутриэлитного консенсуса по поводу реформ, ориентирующихся на инновационное развитие и модернизацию.

**Abstract:** *The purpose of the article is to identify the reasons for the slow development of the innovation economy in Russia, the inhibition of modernization processes.*

*Methods of research are systemic, formal-logical, historical, institutional methods, a method of comparative analysis, a method of bibliographic analysis.*

*The result of the research it was revealed that one of the reasons for the paradoxical situation is the discrepancy between the political and economic interests of the main participants in this process: political and business elites. Political elite of the country in the last 15 years are in a state of geopolitical competition, which forces them to make the main emphasis in their policies on national sovereignty. Russia's business elites, which arose in the 1990s as a result of the collapse of the Soviet system, were able to rise and grow on the basis of an almost free section of state property. Offshore companies have become one of the most important channels for the export of Russian capital. It was the interests of business elites who for a long time determined the policy of the modern Russian state.*

*The research found that the problem of innovation in Russia is, first of all, the problem of the interests of the main elite groups: political and business elites, between which a conflict of interests arose due to three circumstances.*

*The achievement of a conceptual intra-elite consensus on reforms that are oriented towards innovative development and modernization is necessary for successful innovation development of the country and regions.*

**Key words:** *business elites, economic development, innovative development, modernization of economy, intra-elite consensus*

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## 1. ВВЕДЕНИЕ

**П**роблема модернизации экономики России давно стоит в повестке дня национального развития. Сложно перечислить многочисленные призывы высшего руководства России «уйти от сырьевой модели» экономического развития. Периодически объявляются лозунги «модернизации» России, однако

инновационные механизмы в экономике России по-прежнему не работают. Отмечу, что у всех основных участников политического процесса в России есть общие ценности, которые позволяют им действовать в одном смысловом пространстве: есть понимание неизбежности рынка как модели существования общества, все участники выступают за вхождение в мировой рынок, за уменьшение роли государства в экономике, развитие конкуренции, деbüroкратизацию деятельности государства, создание справедливой судебной системы, понятные и прозрачные правила ведения бизнеса и др. Эти лозунги постоянно озвучиваются, создавая определенный этикет высказываний на тему развития. Многочисленные политические и экономические форумы поднимают вопрос об отказе от сырьевой модели развития, предлагая различные варианты действий. Однако, по данным Росстата, доля продукции высокотехнологичных и наукоемких отраслей в валовом внутреннем продукте за 2011-2016 гг. изменилась незначительно – с 19,6 до 22,3% [1].

Таким образом, между политическими декларациями и реальной политикой существует значимое различие. Одна из причин данной парадоксальной ситуации заключается во внутриэлитном конфликте по поводу целей развития и рассогласовании стратегических интересов основных участников выработки актуальной повестки дня в России: политических и бизнес-элит.

## 2. ПОДХОДЫ К РЕШЕНИЮ ПРОБЛЕМЫ ИННОВАЦИИ У РАЗНЫХ ГРУПП

Расхождение в подходах к решению проблемы инновации начинается с поиска ответа вопроса: на каких условиях обеспечивать позиции России в мировом рынке?

Политические элиты страны в последние 25 лет находятся в состоянии геополитического выбора. Движение в мировой рынок, начатое в эпоху М.С.Горбачева, столкнулось с

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Автор более 200 статей, нескольких учебных пособий, 4 монографий, в том числе «Местное самоуправление и развитие территорий: российский и европейский опыт» (в соавторстве с Е.В.Гриценко и Э. Маркварта, Пермь, 2014); «Эволюция региональной политической элиты России (1950-1990 гг.)» (Пермь, 1998 г.); «Элитизм и история. Проблемы изучения советских региональных элит» (Пермь, 2000).

Один из составителей энциклопедического словаря «Элитология», составленного под редакцией профессора П.Л. Карабущенко (Москва, 2013).

Специалист в области теории и истории российских элит, регионального управления и развития, местного самоуправления и функционирования городских администраций.

Редактор (соредактор) ряда российских и российско-германских сборников научных статей по местному самоуправлению в России,

Главный редактор 10 сборников научных трудов, посвященных теории и истории советских и постсоветских элит, в том числе трех российско-украинских сборников научных статей.

Член Российской ассоциации политических наук (РАПН).

проблемой правил и цены вхождения в мировой рынок. Для одной из групп политической элиты в период президентства Б.Н.Ельцина ослабление позиций России на международной арене и ограничение экономического суверенитета было приемлемой ценой за включение части российской бизнес-элиты в глобальные процессы. Однако в начале 2000-х годов к власти пришел представитель той части политической и бизнес-элиты, которая увидела новые возможности в укреплении национального суверенитета. Суверенитет стал основой сохранения контроля над национальными ресурсами со стороны определенной части бизнес-сообщества.

Однако и внутри властной группы явно просматриваются различные обоснования данного суверенитета. Группа Путина рассматривает его как основу для потенциальной модернизации общества, но четкого видения методов, инструментов, этапов модернизации она не предлагает. Основные силы она затрачивает на приспособление ситуации в России ко второму изданию «холодной войны» с Западом, стабилизации социального положения в стране. Неоднократные попытки сформулировать цели развития страны, как правило, не подкреплялись значимыми усилиями по их реализации, к тому же они формулировались в парадигме «сервисной» модернизации: Россия как великая энергетическая держава.

К ней примыкает административная бизнес-элита, формально считающая себя либеральной и использующая либеральную фразеологию для обеспечения своего монопольного положения в экономике, получения административной ренты и использовании власти для передела собственности и дальнейшей приватизации государственного имущества. Говорить о наличии явно выраженной стратегии на модернизацию страны и инновации у этой группы не приходится. Периодические заявления о модернизации экономики прикрывают сохранение модели административного капитализма, себя исчерпавшего. Уровень огосударствления экономики продолжает возрастать. По оценкам экспертов, вклад государства и государственных компаний в ВВП Российской Федерации в настоящее время может составить около 70%, тогда как в 2005 году эта доля составляла около 35% [2. С. 7].

Для этой группы национальный суверенитет является основой возможностей по собиранию административной ренты в стране, поэтому активное вхождение в мировой рынок может привести либо к утере монопольного политического положения и утрате права на административные сверхдоходы, либо к приходу более эффективных управленцев, ориентирующихся на современные стандарты управления.

Вторая группа (условно – группа Кудрина) четко обозначает, что Россия зависима от передовых технологий, которые развиваются на Западе, поэтому России предстоит длительный период существования на правах ресурсного источника развитых экономик: «...страна должна, пусть и на вторых ролях, встроиться в международные технологические цепочки...» [3]. Выводы из этой позиции очевидны: Россия должна ограничить свой потенциал во внешнеполитических делах в обмен на доступ к мировым технологическим и научным ресурсам. Эта группа четко отражает интересы тех групп бизнес-элиты, которые уже встроились в глобальные потоки товаров, услуг, финансов и для которых национальный суверенитет является существенным ограничителем на пути максимизации прибыли.

Третья группа бизнес-элиты связана с развитием национального производства, в первую очередь, промышленностью и инфраструктурой, эта группа заинтересована в новой

индустриализации, восстановлении позиции России как промышленной державы. Эта задача пропагандируется через организацию «Деловая Россия». В своем Плане «Новой индустриализации», принятом 16 мая 2011 г., «Деловая Россия» констатировала: «Российская экономика за последние 20 лет вернулась в доиндустриальную эпоху. За этот период доля обрабатывающей промышленности в валовой добавленной стоимости и в занятости упала вдвое. А производительность в машиностроении за последние 10 лет сократилась в 6 раз» [4]. А поэтому предлагаются меры по демополизации и развитию конкуренции; по постепенному уходу государства из экономики, замене госрегулирования на саморегулирование рынка, дебиюкратизации государственных функций и услуг и др.

Таким образом, конфликт интересов среди российских бизнес-групп проходит между группами, встраивающимися в глобальные элиты, национально-ориентированными группами политических и бизнес-элит и административными группами, заинтересованными в получении административной ренты. Как ни парадоксально, но у всех них общий генезис, все они зародились и выросли из советской экономики, лишь оформившись в 1990-е годы институционально.

Бизнес-элиты России, возникшие в 1990-е годы в результате краха советской системы, смогли подняться и вырасти на основе почти бесплатного раздела государственной собственности. Тот капитал, который возник, был бюрократическим в своей основе, он не основывался на квалифицированном менеджменте и опыте предпринимательской деятельности. Более того, этот капитал мог успешно развиваться только при условии встроенности в систему государственной поддержки через инструменты государственного регулирования, включая сохранение высокомонопольного характера экономики, сохранение монопольно высоких цен на товары и услуги, производимые естественными монополиями, сохранение привилегированных условий для получения прибыли избранными компаниями.

Фактически, интересы бизнес-элит долгое время определяли политику современного российского государства. Характерный штрих: на встрече В.В.Путина с представителями российских деловых кругов и объединений в 2016 году более половины участников представляли интересы бизнеса, занятого в добыче и транспортировке сырья или промышленности, а вместе с представителями транспортных, строительных, инфраструктурных компаний они составляли до 80% участников.

Между основными группами политических и бизнес-элит возник конфликт интересов, структуру которого составили три базовых феномена российской экономики.

### **3. БАЗОВЫЕ ФЕНОМЕНЫ РОССИЙСКОЙ ЭКОНОМИКИ**

Первое обстоятельство: основная доля крупных частных российских компаний (входящих в рейтинг РБК-500) позиционирует себя в сырьевом секторе (третий и четвертый технологический уклады). Вся экономическая инфраструктура с 70-х годов XX века ориентирована на вывоз сырьевых ресурсов (газо- и нефтепроводы, железнодорожные линии, системы электроснабжения и др.). Выручка ключевых экономических субъектов российской экономики (добыча и поставка нефти и газа, металлы и горная добыча, транспорт, электроэнергетика, строительство инфраструктуры, сельское хозяйство, химия и нефтехимия) составляет 60,9% выручки крупнейших компаний России (подсчитано по: [5]). Из первой десятки компаний с

наибольшей прибылью 8 напрямую относятся к нефтегазовому сектору (Газпром, Сургутнефтегаз, Роснефть, ЛУКОЙЛ, Транснефть и др.). Один Газпром в 2016 г. получил 805 млрд руб прибыли.

В настоящее время среди 50 наиболее быстрорастущих компаний (по среднегодовому приросту выручки) только две компании относятся к сфере информационных технологий и интернет-торговли (подсчитано по: [6]).

Второе обстоятельство: основная доля частных российских компаний расположена в оффшорах, что выводит их из-под российской юрисдикции. По оценкам РБК за 2015 год, среди 500 крупнейших российских компаний, суммарная выручка которых составила 56 трлн руб. – 77% ВВП страны, в России зарегистрировано лишь 239 компаний – 47,8% от общего количества. В том числе среди негосударственных компаний 222 компании зарегистрированы в зарубежных юрисдикциях, 152 – в России (данные получены на июнь 2015 г. ) [7].

Оффшоризация возникла не случайно. Политическая неуверенность молодого бизнеса, стремление получить сверхприбыль привели к тому, что собственники стали всеми способами вывозить капитал в иностранные юрисдикции, защищая его от возможных конфликтов с властью и конкурентами. В итоге, по различным оценкам из России были вывезены значительные капиталы: из нее, по подсчетам депутата Государственной думы Н.Арефьева (КПРФ) за двадцать лет реформ вывезено 2 трлн долларов [8]. А по оценке компании Global Financial Integrity (GFI), общий объем средств, выведенных в 1994–2012 годах из России в обход установленных законом правил, составляет более \$1,341 трлн долл. США [9]. Оффшорные компании стали одним из важнейших каналов вывоза российских капиталов.

Не случайно, кампания по деоффшоризации российской экономики началась только тогда, когда, с одной стороны, мировое сообщество стало вести борьбу с оффшорами как феноменом современной экономики, а с другой стороны, когда зависимость от оффшоров стала напрямую влиять на политическую ситуацию в стране, когда появилась угроза того, что внешние силы получают возможность через оффшорно зависимых предпринимателей, государственных чиновников высокого уровня, политических деятелей влиять на выработку государственной политической повестки дня и принятие политических решений. Хотя кампания по деоффшоризации еще не дала значимых результатов, влиятельные лоббисты добились того, что премьер-министр Дмитрий Медведев поручил правительству рассмотреть возможность смягчения закона о деоффшоризации (в ответ на письмо бизнес-омбудсмена Бориса Титова). В нем уполномоченный попросил главу правительства остановить утечку бизнеса за границу, спровоцированную этим законом [10].

Третье обстоятельство: основная доля российской бизнес-элиты имеет слабую мотивацию к инновационному развитию [11]. Это связано, в том числе, с генезисом компаний, со стремлением к максимизации прибыли за счет снижения инвестиций, со слабой регулирующей ролью государства в области определения целей экономического развития страны. Но главным обстоятельством является отсутствие институциональных основ для инновационной мотивации бизнеса. Государство, к сожалению, весьма непоследовательно формулирует и реализует промышленную политику [12, с.15].

#### 4. ВЫВОДЫ

Таким образом, в результате исследования определено, что для успешного инновационного развития страны и регионов актуальным является достижение концептуального внутриэлитного консенсуса по поводу реформ, ориентирующих на инновационное развитие и модернизацию. Однако, в сложившихся условиях сформулировать такой концептуальный внутриэлитный консенсус будет крайне сложно. Разработать, принять и реализовать адекватную инновационную политику будет крайне не просто, поскольку характер разногласий между основными группами правящей элиты приобрел не только финансово-экономический характер, но и идеолого-политический, когда догма теории или постулат политической программы приобретает самостоятельное значение. Вполне можно согласиться с мнением о том, что «устойчивость изменений критически зависит от ускоренного формирования новых групп интересов (переориентации части существующих групп на модернизационные задачи)» [12, с.20]. Однако ускорить формирование новых групп интересов можно либо с помощью политической воли, что в русле политической традиции России, либо с помощью энергичных институциональных изменений.

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## STATE AND DEVELOPMENT OF SMES IN SLOVAKIA

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**Abstract:** *Small and medium enterprises affect the business climate significantly in Slovakia and in other countries. SMEs form the basis of a modern economy, create employment and using them is sufficient competition in the market. Small and medium enterprises enables direct management, information flow without a strong influence of negative factors. SMEs are certain potential for the national economy, as they have several important functions, such as economic, export-import, social etc.*

*Small and medium enterprises are specific especially with the possibility of rapid adaptation to market in our conditions. That is why the importance of SMEs in the Slovak Republic, but also in other countries in the European Union is growing.*

*The aim of our article is to describe the importance of small and medium enterprises, to assess the current status and potential for development of small and medium enterprises in Slovakia on the basis of developments in the period 2002 - 2015 using the data available in the database of the Statistical Office of the Slovak Republic, information and assessments of the European portal for small and medium-sized enterprises, the National Agency for development of small medium enterprises.*

*SMEs represent a strong economic development potential in Slovakia. State and the EU recognize that the area of small and medium business is currently one of the key issues of the direction for our economy. Micro-enterprises, ie enterprises with the smallest number of staff (0-9), developed most dynamically in quantitative terms during the period analyzed. Micro, small and medium enterprises can be considered as motor of development of national economies, but also for the European Union economy. SMEs create favorable conditions for employment growth, for innovation processes, they also create an appropriate social environment in the regions. Their flexibility makes them suitable to become a regional stabilizing factor, even now, at a time of increasing competitive pressures and the global economic crisis. For these reasons, it is necessary to encourage SMEs on financial basis or consulting in targeting their further development.*

**Key words:** *small and medium enterprises, micro-enterprises, business climate, regional development*

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### 1. INTRODUCTION

**A** favorable business environment is a prerequisite for long-term competitiveness and growth of every market economy. It is an environment in which the state supports and protects competition. State creates clear and stable rules, effectively ensures

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compliance by all market participants, and at the same time minimizes administrative burdens and requirements towards entrepreneurs.

SMEs are an important part of modern market economy. Interest of Slovak Republic in the development and support of SMEs is growing in recent years and EU membership opened up new opportunities, but the demands on quality of companies and offered products are increased considerably due to high customer requirements.

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The Slovak Government has greatly improved the business environment in recent years, so significant barriers to business do not exist today in Slovakia.

The favorable development of SMEs depends on the creation of a conducive business environment, favorable conditions for business. It is the small businesses that react to changes in the business environment the most sensitive, the environment is defined by legislative, institutional and financial framework. SMEs are the basis of the European economy. Its current system of support involves many actors.

First of all, it's state administration and the Ministry of Economy is the most important actors. Its responsibilities covered commerce, industry and tourism. State support is implemented in six areas and these are: the area of strategy and development of small and medium enterprises; the area of creation of an institutional environment for the development of SMEs; the area of cooperation with international institutions; area of legislation and regulatory measures to support the business environment as a whole; the area of funding for SMEs; the area of support and development of SMEs at regional level in Slovakia.

The latest legislative measure deals with it, and this Act. 290/2016 Coll. Act on the Promotion Of Small and Medium Enterprises and on the amendment of Act no. 71/2013 Coll. about the provision of subsidies in responsibilities of the Ministry of Economy of the Slovak Republic as amended, valid from 11.07.2016 and with effect from 01.01.2017. The Act regulates the terms bind to SME sector of the European terminology in Slovak legislation for the first time, for example, test of the effects of legislation on small and medium business (ie. Test SMEs), business coaching and mentoring, etc. The ambition of the Act is explicit effort to enforce the principle of 'think small first' (think small first) in the Slovak legal environment, according to the Ministry of Economy as well. The law regulates the scope of the Ministry of Economy in providing support to the SME sector, defines areas and forms of support, while allowing the implementation of European principles enshrined in the SME development agenda of the European Union, which is oriented to the promotion and development of SMEs, particularly in the so called Small Business Act (The Act on SMEs) or in the document Action Plan for business 2020.

## **2. CHARACTERISTICS OF SMEs**

SMEs are a pillar of the economy of each country. This follows from the fact that SMEs contribute significantly to GDP formation and to the growth of new jobs with high rate.

„Small businesses are the source of innovation in the economy, because a significant number of inventions is from independent innovators or small businesses, in small businesses is less organizational constraints and more scope for individual initiative, innovation are an important condition for survival in the market, managers of small businesses are usually more involved on realization of innovation, innovation is not always advantageous in large companies“. [7] SMEs in the economy perform several functions. Firstly, the economic function, these include decentralization of the economic system, production (growth function), flexible supply of the population and stability of the conjuncture.

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Furthermore social functions, such as freedom and stability in society, educational function, ecological function, and political functions that promote stability, democracy and are the object of policy.

SMEs are oriented primarily to ensure two types of objectives:

1. The objectives focused on profit - companies are focused on achieving the greatest profits in the shortest possible time (as well as large enterprises).
2. The objectives focused primarily on the market and only secondarily on profitability - the primary objective of the company is to achieve a certain market share and long-term growth on the basis that.



Figure 1: The two basic types of objectives of SMEs [7]

Set of transformation processes that ensure these goals are called business function. It is a set of activities, which is primarily focused on business success and limitation of business risk. [2]

SMEs are defined in the classification of the EU from 1 January 2005 (Table 1). The new general European definition of SMEs considers the organization as SME if it meets the following conditions:

- enterprise is engaged in economic activity.
- enterprise has fewer than 250 employees.
- enterprise has an annual turnover not exceeding EUR 50 million (sum of annual revenues)
- enterprise has an annual balance sheet not exceeding EUR 43 million (the sum of assets or liabilities of the enterprise)
- enterprise is autonomous.

Benefits of classification of enterprises on small and medium-sized enterprises by the EU is that it gives possibility to micro and small enterprises to get more grants from the funds to support small and medium enterprises or bank loans for this purpose [7].

Classification of SMEs				
Type of the enterprise	Limits			
	Number of employees	Turnover	alebo	Balance sheet
Micro	< 10	≤ 2 mil. €		≤ 2 mil. €
Small	< 50	≤ 10 mil. €		≤ 10 mil. €
Medium	< 250	≤ 50 mil. €		≤ 43 mil. €

Table 1: Classification of SMEs [3]

Because SMEs work intensively and grow faster than large companies, they contribute to job creation (employment) significantly.

The advantage of small and medium-sized enterprises is that they create jobs with relatively low capital costs, their performances are cheaper. They specialize in producing products and services that large companies do not produce because they are not effective for them. SMEs better meet the needs of spatial economy and the fact that they affect a relatively small market segments, they have more promising sales opportunities in comparison to large enterprises that require more space on the market. They also have wider possibilities of technology transfer of results of research and innovation processes.

The disadvantage of SMEs in comparison to large enterprises are irregularities in the information market, lack of equity and the need for management advice. Insufficient amount of experience and lack of strategic market orientation of the enterprise can become a major risk for the company's survival. Productivity and performance of SMEs compared with large companies is determined by the degree of their cost disadvantages also. Conditions for the development and support of small and medium sized enterprises depend on the existing business environment. [6]

### 3. STATE AND DEVELOPMENT OF SMEs IN SLOVAKIA

531,729 active business entities were registered in Slovakia in 2015 according to the Statistical Office of the Slovak Republic, of which 531,063 were SMEs, it represents a 99.87 percent stake. As we can see in Table 2, the total number of active business entities was 96.89% of micro-enterprises (515 236), 2.44% (12,984) of small businesses and 0.54% (2843) of medium sized enterprises. Share of large enterprises was 0.12% (666).

Size of the enterprise / legal form	Enterprises	Self employed	Freelance occupation	Self-employed farmers	Together	Share in %
<b>Micro (0 – 9)</b>	178 095	315 182	17 657	4 302	515 236	96,89 %
<b>Small (10 - 49)</b>	11 721	1 215	39	9	12 984	2,44 %
<b>Medium (50 – 249)</b>	2780	63	0	0	2843	0,54 %
<b>Large (250 a viac)</b>	666	0	0	0	666	0,12 %

Table 2: Status of business entities by size and legal form of 31. 12. 2015 [8]

From the perspective of industrial structure of small and medium-sized enterprises, entities that carried activities in the area of business services (125,454, i.e. 23.6%) and trade (122,083, i.e. 23.0%) accounted the largest part of 2015. Entities which carried their main activity in the construction accounted the third largest group represented by the 16.8% (89 427). In the transport sector, information and communication activities was 7,6% (40,197). The small and medium enterprises in agriculture 4.4% (23,588) and in hotels and restaurants 3.7% (19 436) had the lowest representation.

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From a regional perspective the highest rate of entrepreneurial activity in SMEs - legal entities was recorded in the district of Bratislava and Kosice. On the contrary, the lowest was in the districts of Gelnica, Revúca and Sobrance. Most physical persons - entrepreneurs were active in Žilina and Bratislava region, at least in the Košice region in 2015. [4]

In the age structure physical persons - entrepreneurs - age group 40 to 49 years old (28.5%) had the largest representation in 2015 by the Statistical Office. The second largest group was entrepreneurs in the age group 30 to 39 - years (26.3%), and the other is the age range 50 to 59 - years (23.7%). 13.1% of entrepreneurs were active in the category under 30 years and 9.45% of entrepreneurs were in the category 60 years old and over. The most significant representation of older age categories of entrepreneurs from the perspective of legal forms is evident among self-employed farmers and freelance occupations. Representation of less than 30 years was the most significant recorded also in self-employed farmers.

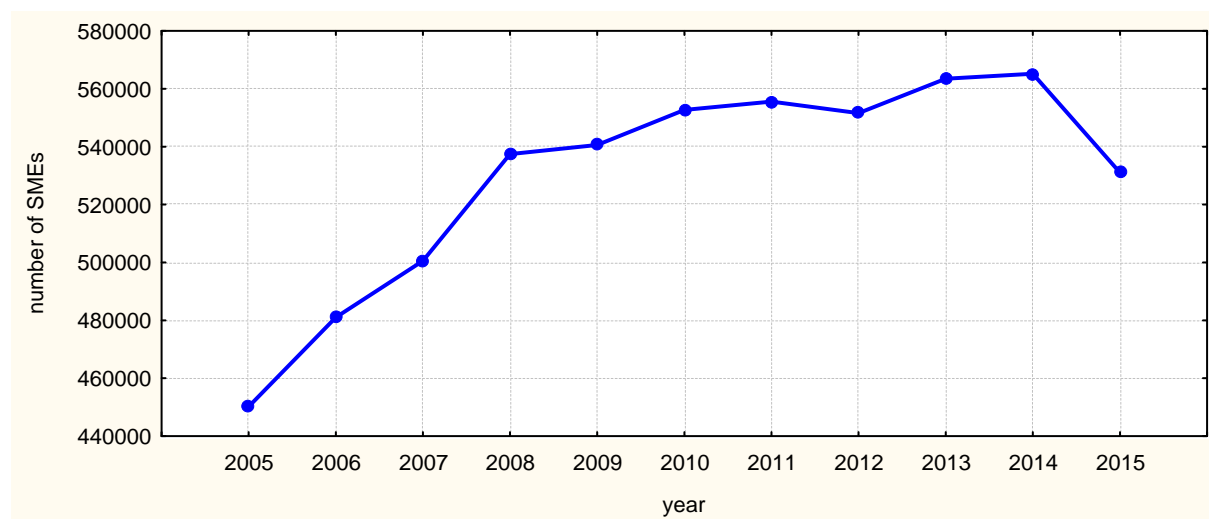


Figure 2: Development of SMEs in Slovakia in 2005-2015

We can see different trends in the number of SMEs according to various legal forms in Slovakia in 2005 - 2015 in Table 3. The total number of SMEs has growing trend, with the exception of last year when the total number of active small and medium-sized enterprises decreased by more than 6% year on year, mainly due to the introduction of the new methodology of Statistical

Office of the Slovak Republic to determine activities of the entity and as a result of the introduction of tax licenses for legal entities. License tax is minimal tax fee that legal entity has to pay for the business, regardless if the entity is engaged in any activity, whether the subject has lost, or it has zero income or little profit.

year / legal form	Self-employed farmers	Freelance occupation	Enterprises	Self employed	SMEs together
2005	9 472	12 752	83 089	344 870	450 183
2006	8 886	15 175	92 782	364 185	481 028
2007	8 534	16 725	100 916	374 382	500 557
2008	8 191	17 189	119 260	392 841	537 481
2009	8 017	17 974	126 750	387 876	540 617
2010	7 728	18 378	142 417	384 202	552 725
2011	7 534	19 069	153 283	375 722	555 608
2012	7 495	20 382	164 157	359 574	551 608
2013	7 579	21 925	181 290	352 707	563 501
2014	7 849	24 483	195 727	337 182	565 241
2015	4 311	17 696	192 596	316 460	531 063
$I_{2015/2005}$ (%)	45,5	138,8	231,8	91,8	120,0

Table 3: Development of numbers of SMEs according to various legal forms in Slovakia

The number of small and medium-sized enterprises - legal persons increased to more than twice in the monitored period (the increase was 131.8% in 2015 in comparison with 2005). We recorded a declining trend for physical persons almost throughout observed period except categories - freelancers. We can see the most significant decline in self-employed farmers, whose number decreased in 2015 to less than half of 2005, this represents a decrease of more than 5,000 of the subjects in absolute terms.

#### 4. CONCLUSION

Due to importance of the sector of small and medium-sized enterprises and its indispensable role in a market economy, it is important that appropriate business environment should be for small and medium enterprises for their activities. This environment allows them to develop their abilities to contribute to economic growth and preserves and strengthens social cohesion. SMEs should perform this role in the national economy.

Proper functioning of entities of the corporate sector under market economy conditions and requesting the formation of the internal structure of the national economy requires purposeful interference by the state wherever the market does not stimulate companies to realization of socially beneficial objectives. State measures must not lead to distortions of economic competition, to the deepening of macroeconomic instability, to reducing of performance of individual companies and to worsening of business environment. [2]

Support for SMEs is realized mostly in the form of financial and non-financial support in the Slovak Republic. These support activities are carried out a number of entities that can be divided into: state bodies are realizing forms of support, including state (non-profit) bodies of support and business entities. [3] A characteristic feature of financial support is to stimulate the implementation of certain agreed socially beneficial objectives. The goal is not to solve the financial situation of individual companies, but it has to enforce certain charitable objects.

Financial support to SMEs is heading mainly in scientific research, design, development, and ecological in the market economy. Forms of non-financial support are eg. services that facilitate the establishment of the company or help to make business in the first years especially.

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# THE CHARACTERISTICS OF MANAGEMENT OF SMALL AND MEDIUM-SIZED ENTERPRISES IN THE REPUBLIC OF MACEDONIA

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**Abstract:** *The development of small and medium-sized enterprises is becoming more important in the world, and in Macedonia, as well. These businesses are a generator of new jobs creation for young generations and main generator of the economic growth. According to many experts, in time of global economic crisis, the most attention should be given to the development of small and medium-sized enterprises, as one possibility for economic growth and reduction of unemployment.*

*This research paper aims to discover the possibilities and problems of small and medium-sized businesses in time of economic crisis in Macedonia. The research goals are to find out how the current changes, investment in new technology and resources affect the efficiency and effectiveness of small and medium – sized enterprises. Only with reducing administrative barriers, investment in new technology, access to fresh capital and resources, better regulations and skilled workers small and medium – sized enterprise can create even greater economic growth and new jobs in Macedonia. For the purposes of this research, interviews are made with owners – managers, and also a visit and observation of small and medium-sized enterprises in the industrial zone Vizbegovo – Skopje.*

*The following results are: only with strong government support, small and medium-sized enterprises can achieve long-term sustainability. The private sector in Macedonia need to improve competitiveness, to invest more in new technology and to develop management skills. Small and medium-sized enterprises can generate new employment and improve social welfare.*

**Key words:** *small and medium-sized enterprises, management, efficiency, investment, jobs*

## INTRODUCTION

The hard transition which has begun in 1991 with the independence, as well as poor privatization that followed after, only worsened the difficult economic situation in the Republic of Macedonia. Poor results of privatization negatively affect the economy in the country. From the transformation of the state enterprises, the worst situation is for the so called loss making enterprises. With the process of privatization, almost 95% of the state enterprises in the country are privatized. This process of privatization of state enterprises has left many people without jobs, many large state companies were closed, some are sold in parts, but, unfortunately, the transition and privatization prevented even more than 30% unemployment in the country. Supported by the desire for success, many people began to invest in the opening of small family businesses that later grew into small and medium-sized enterprises.

In the past two decades, small and medium-sized enterprises are becoming an important factor in society. They create new opportunities for employment, stability in the economy, favorable

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social environment and well-being of the local community. Unlike the period of socialist regulation when small and medium-sized enterprises were completely neglected, in the transition process to an open economy development of small and medium-sized enterprises begins to show as real solution to the many economic problems. In 1998 the Agency for support of small and medium-sized enterprises was formed, with the main purpose to encourage their development, training for entrepreneurship, development and introduction of new managerial skills in new companies, as a way to increase efficiency and productivity. According to the European charter for small and medium-sized enterprises in 2004, a new agency to promote the development of small and medium-sized enterprises and entrepreneurship was formed.

Small and medium-sized enterprises in the country are one of the main drivers of economic growth, increase employment and improve the living standard of the citizens. According to the State Statistical Office, the number of active businesses in 2013 is 71 290, or 4207 less than in 2011, or exactly 75 497. The data on the structure of active business entities according to the number of employees show that the largest share of 85% are businesses with 1-9 employees. Then following are the businesses without employees 6.2%, with 10-19 employees there are even 4.2%, while the share of entities with 20-49 employees is 2.5%, and with 1.6% participating entities with 50-249 employees, and at last only 0.3% of active business entities with more than 250 employees.<sup>163</sup>

In the recent years, the Government of Macedonia takes concrete steps to creation of a favorable climate for small and medium-sized enterprises, but the lack of fresh capital and access to affordable loans hardens the working for the small and medium-sized enterprises. Banks offer expensive loans with difficult conditions, which cause most companies

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**2014** – INTERNATIONAL CONFERENCE - “SMEs Development and innovation: Building competitive future on south-eastern Europe” Ohrid, 3-4 October 2014, “Foreign direct investment and the impact on economic growth in the Republic of Macedonia”

**2015** – REGIONALNA NAUČNOSTRUČNA KONFERENCIJA - “Održivi ekonomski razvoj- savremeni i multidisciplinarni pristupi” – Belgrade, 11 June 2015, “The high rate of unemployment in Republic of Macedonia”

**2016** - Седма меѓународна научна конференција “МЕЃУНАРОДЕН ДИЈАЛОГ: ИСТОК-ЗАПАД” - Свети Николе, 15-16.04.2016, “Влијанието на надворешните промените врз компаниите во Република Македонија”

**2016** – International Scientific Conference “MANAGEMENT 2016” – Belgrade, 05-06.05.2016, “The Role of the leader in the success of the changes in an organization”

<sup>163</sup> <http://www.stat.gov.mk/pdf/2014>



to give up at the beginning. According to Association of Commerce Chambers, small and medium-sized enterprises receive only 140 thousand euros annually from state subsidies.<sup>164</sup>

This number is very small unlike the one that the European Union provides for the development of small and medium-sized enterprises. Association of Commerce Chambers of the Republic of Macedonia suggested that small companies have to receive an annual amount of 35 million subsidy from the state as an opportunity for development and economic growth.

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### **ANALYSIS OF THE SITUATION OF SMALL AND MEDIUM-SIZED ENTERPRISES IN THE REPUBLIC OF MACEDONIA**

Nowadays small and medium-sized enterprises are the engine of success of each economy, and the more we have the greater are the opportunities for economic growth and stability. According to the experts, the future government economic policies in Macedonia should be directed to the development of small and medium-sized enterprises as foundations of future economic growth. In the Republic of Macedonia as well as in many developing countries, especially in the European Union, dominate small and medium-sized enterprises that generate over 60% of GDP and employ over 80% of formal employees in the country.<sup>165</sup> Under European regulations, small and medium-sized enterprises are classified as companies with less than 250 employees and this is officially defined by the European Union, while only 91.5% of the European economy are micro businesses, 1.1% are medium-sized businesses and small businesses with 7.3%. This indicates the importance of micro, small and medium businesses in the European countries.

Due to existence of different definitions of what is small and medium-sized enterprises the European Commission has given its view, according to the following criteria:

- Number of employees,
- Annual profit and
- Annual value of total assets.

<b>Categorization of SMEs</b>			
	<b>Number of employees</b>	<b>Annual profit</b>	<b>Annual value of total assets</b>
<b>Micro</b>	< 10	<2 mil. €	<2 mil. €
<b>Small</b>	<50	<10 mil. €	<10 mil. €
<b>Medium</b>	<b>&lt;250</b>	<b>&lt;50 mil. €</b>	<b>&lt;43 mil. €</b>

**Table 1.** Criteria for definition of small and medium businesses

<sup>164</sup> [http://www.kapital.mk/mk/magazin.aspx/84624/spasot\\_e\\_vo\\_otvoranje\\_novi\\_mali\\_firmi](http://www.kapital.mk/mk/magazin.aspx/84624/spasot_e_vo_otvoranje_novi_mali_firmi)

<sup>165</sup> Macedonia Chambers of Commerce, Strategy for economic growth through the development of small and medium enterprises, 2012

Today, small and medium-sized enterprises in many countries are gaining epithet - a key driver of economic development, they stimulate initiative, innovation and general entrepreneurial spirit. In the European Union almost dominate small and medium-sized enterprises, i.e. nearly 2/3 of the world's businesses are small and medium businesses, for example in US the companies with more than 250 employees take part in the total number of companies with only 4%, while this figure in the European Union is only 0.02%. Hence, it is clear to see the dominance of small and medium-sized enterprises in the total number of companies.

According to the data from the Central Registry of the Republic of Macedonia, at the end of 2010 a total number of 61 454 enterprises were registered in the country. Of these, 61,262 enterprises or 99.7% belong to the group of micro, small and medium enterprises and 78% of the officially employed in the country are employed in these enterprises.<sup>166</sup> According to research from 2008 to 2013, the increase in the number of small and medium-sized enterprises amounted up to 99%, while large companies with only 1%. Accordingly, Macedonia needs to adopt strategic documents that contain measures and decisions for further development and support of this sector.

In 2002 the number of small and medium businesses starts to move upwards, so in 2002 we have over 37,000 enterprises, and that number increased in 2003 to about 44,000 small and medium-sized enterprises. This positive development in the economy affected employment, so the number of 110,000 employees in 2002 in the small and medium businesses increased to 145,000 employees in 2005. In 2004, the number of small and medium-sized enterprises was approximately 50,000 representing 99% of the total number of active enterprises in the country and accounted 68% of the GDP.

Since 2006, the share of small and medium-sized enterprises in the GDP continuously grows at the expense of large companies. Entering in CEFTA in 2006 had a positive impact on increasing the number of small and medium-sized enterprises. Access to the markets of the CEFTA member states enabled increase of productivity, new technologies, increasing profits, jobs, but on the other hand also increase of competition, and had positive impact on improving the quality of goods and services. Also positive was the increase of foreign direct investments, which in 2007 amounted to a record 699.1 million dollars. The policy to attract foreign direct investment affects economic growth and increase of small and medium-sized enterprises in Macedonia.

In 2008 the global economic crisis has begun, which had a negative impact on the economy in the country and generated a decline in the economic activity. The Government of the Republic of Macedonia takes important and appropriate steps as prevention from the strong impact that the crisis has had on the economy not only in Macedonia but also in neighboring countries. The decrease in production, reduced power consumption, increased unemployment and poverty, negatively influenced the country. However, we can say that despite the global economic crisis, there is more upward movement in the creation and development of small and medium-sized enterprises in the country, so in 2011, according to the State Statistical Office, 10% of total active enterprises were newly created. In 2011, even 60% of newly created small businesses in 2008 were still active and working with profit.

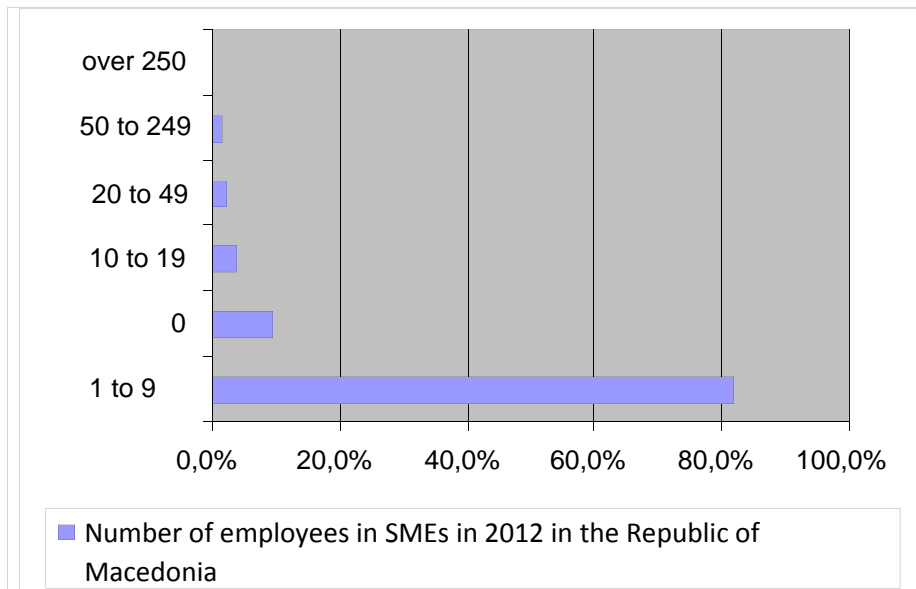
In order to improve the business climate in the country, the government in 2002 has adopted the National Strategy for the economy for development of small and medium-sized enterprises from 2002 to 2012. In addition, all necessary laws for improvement and support of business

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<sup>166</sup> Macedonia Chambers of Commerce, Strategy for economic growth through the development of small and medium enterprises, 2012, pp. 35

climate were adopted, as the Company Law, the Law on Contractual Mortgage, Law for On stop shop, Bankruptcy Law, Law on Chambers, the Law for the Macedonian Bank for Development, etc. All of these laws were adopted by the directives of the European Union permanent.

From 2008 to 2011 during the economic crisis, when the world has gone to closing companies and fire employees, in Macedonia there was a reduction in unemployment, where of 321,274 unemployed in 2006, to 292,502 unemployed in 2012, and this trend of reducing of unemployment also continues in 2013. According to the State Statistical Office, the number of active business entities in the Republic of Macedonia in 2012 was 74 424, which is an indicator of a successful policy that in spite of the difficulties arisen it can generate new small businesses, new jobs and have a positive influence on economic growth and development of society. According to the number of employees the highest share have the businesses with 1-9 employees of even 82%, followed by the businesses without employees of 9.6%, businesses with 10 to 19 employees account to 3.9%, businesses with 20 to 49 employees to 2.4%, businesses with 50 to 249 employees account to 1.7% and large companies that have more than 250 employees take part with only 0.3%.



**Figure 1.** Number of employees in SMEs in 2012 in the Republic of Macedonia

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• flexibility and ability to quickly react to external and internal changes,</li> <li>• rapid and timely implementation of changes,</li> <li>• able to continuously innovate, introduce new products and services,</li> <li>• the ability to adapt to market and customer needs,</li> <li>• good and direct communication between the owner - manager and staff,</li> <li>• good and direct communication with customers,</li> </ul>	<ul style="list-style-type: none"> <li>• lack of professional personnel,</li> <li>• owner manages the business and does not delegate responsibility and ability employees,</li> <li>• competition,</li> <li>• lack of working capital,</li> <li>• lack of possibility to follow the major competitors in innovation, equipment, technology,</li> <li>• lack of resources,</li> <li>• difficult access to foreign markets.</li> </ul>

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• the ability to adapt to market and customer needs.</li> </ul> |  |
|--|--|

**Table 2.** Advantages and disadvantages of small and medium-sized enterprises

## **THE CHARACTERISTICS OF THE MANAGEMENT OF SMALL AND MEDIUM-SIZED ENTERPRISES IN THE INDUSTRIAL ZONE VIZBEGOVO**

Carriers of the economic activity in the Macedonian economy are small and medium-sized enterprises and also of great importance for further development and growth. In order to survive today, small and medium-sized enterprises in the country have to be much more competitive, more efficient and more creative in their work. Characteristic for small and medium-sized enterprises in the country is being left to individual initiatives often without good preparation and many barriers. The lack of sufficient information or communication between the owners of small and medium-sized enterprises, government and public administration create unnecessary barriers and obstacles to further development.

In the Republic of Macedonia, small and medium-sized enterprises face many problems, from a lack of resources, finances, to lack of information, knowledge, professional workforce, lack of technology and equipment. Administrative barriers also adversely affect the operation of small and medium-sized enterprises. Long administrative - bureaucratic procedures increase the operational costs of the company and are major obstacle for doing business. However, in recent years, the Government is working on removing all possible barriers, which lead the Republic of Macedonia to be on the 69 place out of 176 ranked countries for the 2012 in the report of Transparency International.

Near Skopje, at the place called Vizbegovo emerged many new enterprises, and over time this place has become a real industrial area with about 200 companies who make an annual turnover of 200 million euros. In plants of these companies, about 2,000 workers are employed and with the seasonal workers, this figure reached up to 3000 workers. Industrial zone Vizbegovo extends between three municipalities, Butel, Karposh and Cucer Sandevo, and just 15 km away from the Blace border crossing, which makes it very attractive and interesting for foreign and domestic investors. Despite many problems that this industrial zone has faced, it still grows and every year is more and more attractive.

In the industrial zone Vizbegovo there are many domestic companies, but also in the recent years more and more foreign companies are deciding to locate their premises in this industrial area because of the proximity to the market. In the industrial zone Vizbegovo, besides facilities with the primary goal of production of goods and services, there are also warehouses for wholesale and retail, gas stations, restaurants, hotels and many other facilities that make industrial zone Vizbegovo interesting to visit.

From the visit made in ten small and medium-sized enterprises in the city of Skopje, particularly in the industrial zone Vizbegovo, located in Kachanichki road, the following conclusions can be made:

- small and medium-sized enterprises in the industrial zone Vizbegovo face many problems,
- poor road infrastructure,
- poor and weak energy infrastructure,
- lack of a sufficient amount of water (old plumbing).

Often due to the weak and frequent interruptions of electricity, companies have huge costs and losses. In 2013, EVN Macedonia has invested in a new transformer, but because of increased number of companies, this transformer cannot meet the needs of the whole industrial area. The industrial area of Vizbegovo has many companies that employ more than 2,000 workers, which main problem over the years is transportation, that the introduction of bus line alleviated somewhat, but not solve it.

For the purposes of this research work a one day visit was performed to the Industrial Zone Vizbegovo and interviews with managers of ten companies located in this industrial zone are made. The interviewed companies fall into the category of small and medium businesses.

From the interviews made with the owners and managers of the ten companies that operate in the industrial zone Vizbegovo, can be concluded that the start of the operation of the companies is very difficult for any business in this industrial zone. At the beginning the first obstacle or barrier to encounter is a long and costly administrative procedure for obtaining permits for construction and operation. Production companies have problems with customs particularly if they produce materials that are exclusive production for domestic and overseas markets. From the interviews we can conclude the following conclusions concerning the problems encountered by the companies in the industrial zone:

- Disloyal competition (gray economy),
- Problems with obtaining building permits,
- Administrative bureaucracy,
- Unskilled workers,
- High import duties on resources that are used for a production,
- Lack of funds or failure to reach a favorable credit from banks.

Often the main barrier to the successful operation of small and medium-sized enterprises is the management, or rather, poor management by the owners. Despite the lack of knowledge and skills to manage the owners don't delegate the power and responsibilities. Small and medium businesses in the industrial zone Vizbegovo need efficient and effective manager, a manager who knows how to ensure successful operation of the business. Management is a continuous, complex and dynamic process, which is based on information, knowledge, skills and provides easier achievement of the desired goals. In reality, many businesses fail in their work, not because of the pressure from competition, but because of mismanagement.

Each year the number of new companies is growing, so does the number of new jobs created. One of the key problems is the lack of qualified workers to run on production capacity. In recent years the industrial zone Vizbegovo is visited by many local and senior government officials that always promise that all barriers will be removed, but the reality is another thing. According to the owners, apart from foreign investors who are more "privileged" domestic investors face many challenges and problems. Government needs to show greater interest in the industrial zone, which each year is larger and according to the latest data its' annual turnover exceeded 300 million.

The construction of the highway to the main destinations for the products of the industrial zone would help to increase the production and the export to Albania, Montenegro, Bosnia and Serbia. The construction of this highway would cut export prices for these destinations.

In past years we have seen many changes in these companies, introduced new machines and technologies, increasing the amount of produced goods and services, and also investments in

increase of production capacity. The cooperation and interaction between employees and managers is on a high level, and also recently a lot is invested in the training of new staff. In cooperation with the local authorities bureaucracy and procedures for obtaining permits is increasingly reducing. Intense competition makes them much more flexible to the changes in the environment and to the newly emerged situations. Since as small and medium-sized enterprises are closer to the consumers and may pay particular attention to the needs of consumers, they are much more flexible and successful in their operation, the companies become more attuned to the requirements of the customers and markets, opposed to the large businesses.

According to the owners of the companies, one of the crucial problems is also the price of the plots for construction which at the moment is still expensive, and on the other side in the Industrial Zone Vizbegovo there is a lot of state-owned agricultural land that is not used. Based on this the owners have requested from the Government an opportunity to buy this land at a good price in order to spread their businesses rather than leave it unused.

## CONCLUSION

In recent years, small and medium-sized enterprises have played very important role in the economy of the Republic of Macedonia, when the difficult transition and economic crisis has only worsened already poor economic picture in Macedonia. The privatization left many workers on the street, big companies have been working with large losses, but in the same time small and medium-sized enterprises were able to keep alive the economy and enable economic growth and prosperity. small and medium-sized enterprises in the country are generating jobs and economic growth. In EU countries 99% of enterprises are small and medium-sized enterprises, and we can say that the situation is the same in Macedonia. Accordingly the Government should pay special attention to small and medium-sized enterprises. With reducing administrative barriers, adoption of laws and strong government support to the small and medium-sized enterprises can create even greater economic growth and new jobs in the future. Reducing unemployment is possible only with the cooperation between the government and economic community in the country. The fight against the gray economy must be strong and decisive to enable the future development of the private sector which is very important.

Besides macroeconomic stability Macedonia must demonstrate that there is political stability and thus to influence an increase of foreign investments and creation of new small and medium-sized enterprises. Only with well-prepared and planned strategy, the Government can create an advantageous environment for small and medium-sized enterprises, and to strive towards removal of all possible barriers that hinder the growth of small and medium-sized enterprises. Incitement of entrepreneurship with government support can have a positive effect on the increase in the number of newly created small and medium-sized enterprises, reducing poverty and unemployment. The development of small and medium-sized enterprises means increased competition, introduction of new technologies, improved efficiency, productivity, and increase and introduction of innovations in the production of goods and services.

In times of globalization only a company that is able and willing to deal with all the changes and risks can exist and become a part of the domestic and the international market. Small and medium-sized enterprises in the country unlike those abroad are at a very low level of technology, although in recent years many new technologies and innovations are introduced. However, unlike the EU countries, small and medium-sized enterprises in Macedonia invest very little in new technology and personnel training. With the adoption of a range of legal and

economic measures to deepen cooperation between domestic companies and foreign companies, to ensure relevance technologies and knowledge to offer more favorable loans for development of small and medium-sized businesses, high level of development can be achieved also in small and medium-sized enterprises in the Macedonia.

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## THE ROLE OF SMALL AND MEDIUM-SIZED ENTERPRISES IN THE NATIONAL AND WORLD ECONOMY

Nikolet Koleva<sup>167</sup>

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**Abstract:** *Throughout the years, different entrepreneurship researchers and authors have come up with different definitions of entrepreneurship. They have provided their assessments and opinions based on the period they lived in since in different centuries and years, entrepreneurship and entrepreneurs have been treated differently. By looking at some of the authors' definitions one could get a clearer and more accurate idea of entrepreneurship. We could say that entrepreneurship is an activity that both immediate stakeholders and the general public are interested in. If, on an individual level, the figure of an entrepreneur is associated with setting up a new organization and taking a significant risk, at a much larger scale (countries, regions, and now globally) entrepreneurship is the driving force of economy as it ensures added value and resources, including for the indigent and minorities in the broadest sense<sup>168</sup>.*

*The result of entrepreneurship is most often the creation of micro-, small, medium-sized or family enterprises. Those types of businesses contribute to economic growth, increase employment and individual responsibility and encourage the undertaking of calculated risks in the pursuit of self-realization. Typical of SME (small and medium-sized enterprises) is that they are extremely flexible, responsive and adaptable to dynamic changes in their environments. Quite common for SME is that their lifecycle is equal to the lifecycle of the product or service they manufacture or provide. Important features of small and medium-sized enterprises are the frequent informal communications and their strong personnel motivation. Another characteristic of SME is their orientation towards a small and relatively well-differentiated section of the market called a 'niche'. It includes customer specific needs<sup>169</sup>.*

*On a national level, the development of small and medium-sized enterprises contributes to the formation of middle class that has great significance for each economy. In recent years, an increasing number of entrepreneurs invest in innovations closely related to research institutes and discoveries, which in turn encourages research and promotes intellectual progress nationwide.*

*On a global scale, the major problems small and medium-sized enterprises face are isolation and shortage of resources, as well as some other issues specified in the article. On the other hand, they are quickly adjustable to the ever increasing ecological manufacturing requirements resulting from the current environmental problems. The role and function of SME are fundamental for the development of macro and microeconomic environments. The benefits of taking a relatively high degree of risk by SME in comparison with the limits adopted by large enterprises are numerous.*

*Entrepreneurship in small and medium-sized enterprises should be constantly encouraged in any possible ways with the purpose of improving the economic and social environment.*

**Key words:** *entrepreneurship, small and medium-sized enterprises, economic growth, manufacturing, global problems, economic environment.*

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<sup>168</sup> Todorov, K. (2011) Business Entrepreneurship, Part I. Basics. Starting new business p. 18.

<sup>169</sup> Todorov, K. (2011) Business Entrepreneurship, Part I. Basics. Starting new business p. 354-359.



Throughout the years, different entrepreneurship researchers and authors have come up with different definitions of entrepreneurship. They have provided their assessments and opinions based on the period they lived in since in different centuries and years, entrepreneurship and entrepreneurs have been treated differently. By looking at some of the authors' definitions one could get a clearer and more accurate idea of entrepreneurship.

- Richard Cantillon: An entrepreneur is the one who takes risks in contrast to the one who provides the capital.
- Jean-Baptiste Say: The entrepreneur shifts economic resources out of an area of lower and into an area of higher productivity and greater yield.
- Joseph Schumpeter: An entrepreneur is an innovator and developer.
- Israel Kirzner: An entrepreneur is a person who discovers the opportunity to make profits.
- Jack Hai relates entrepreneurs to creativity and situation evaluation.
- Peter Drucker: The entrepreneur always searches for change, responds to it, and exploits it as an opportunity.
- Albert Shapiro: An entrepreneur takes initiative, organizes some social economic mechanisms, and accepts risk of failure.
- Robert Hirsch: Entrepreneurship is the process of creating something new with value by devoting necessary time and effort, assuming the accompanying financial, psychic and social risks and receiving the resulting rewards of monetary and personal satisfaction of independence. (cc. bg-ikonomika.com, 2017).

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- June 2013 – October 2013  
*Kolbis Corp., Sofia 1202, 47 St.St. Kiril and Metodius str*  
IT system solution design assistant
- June 2012 – October 2012  
*Kolbis Corp., Sofia 1202, 47 St.St. Kiril and Metodius str*  
System integration assistant
- June 2011 – October 2011  
*Kolbis Corp., Sofia 1202, 47 St.St. Kiril and Metodius str*  
Architectonika Print Center business organizer

The list above shows that no precise definition of entrepreneurship has been coined through all the years. However, not only the economic and technical aspects, but also the social, ethical, informational, cultural and other aspects of entrepreneurship have been gradually added. (cc. bg-ikonomika.com, 2017).

As time goes by, a relative consensus has been established by all researches and authors with regard to what an entrepreneur is. An entrepreneur has to be:

- Initiative for performance bearer or simulator;
- A creator or discoverer of a new value;
- Organizer of a new activity;
- Economic system productive transformer;

- Risk taker;
- Discovery procedure subject;
- Seeker of new knowledge (cc. bg-ikonomika.com, 2017).

If one has to summarize what entrepreneurship is, the following milestones could be used:

- An entrepreneur creates (or ensures the creation) of something new and uses it as an opportunity to make a profit (which generally distinguishes an entrepreneur from a scientist or researcher);
- An entrepreneur creates a new value or discovers a new value of an already known utility, existing product or service;
- An entrepreneur mobilizes and organizes all resources required for performing an activity;
- An entrepreneur takes the risk with all of its negative consequences (bankruptcy, insolvency, moral depression, etc), and positive results (profit, capital to be invested in further undertakings, moral satisfaction with any possible achievements, etc.);
- An entrepreneur creates and exerts pressure (usually by means of financial tools such as loan cost, product cost, etc.) on its competitive environment and thus initially stimulates the economic system change;
- An entrepreneur is a subject of competition as a knowledge discovery procedure with regard to where “knowledge can be sought”. (cc. bg-ikonomika.com, 2017)

We could say that entrepreneurship is an activity that both immediate stakeholders and the general public are interested in. If, on an individual level, the figure of an entrepreneur is associated with setting up a new organization and taking a significant risk, at a much larger scale (countries, regions, and now globally) entrepreneurship is the driving force of economy as it ensures added value and resources, including for the indigent and minorities in the broadest sense<sup>170</sup>.

The result of entrepreneurship is most often the creation of micro-sized, small, medium-sized or family enterprises. Those types of businesses contribute to economic growth, increase employment and individual responsibility and encourage the undertaking of calculated risks in the pursuit of self-realization. Typical of SME (small and medium-sized enterprises) is that they are extremely flexible, responsive and adaptable to dynamic changes in their environments. Quite common for SME is that their lifecycle is equal to the lifecycle of the product or service they manufacture or provide. Important features of small and medium-sized enterprises are the frequent informal communications and their strong personnel motivation. Another characteristic of SME is their orientation towards a small and relatively well-differentiated section of the market called a ‘niche’. It includes customer specific needs<sup>171</sup>.

Different regions in the world implement specific policies regarding entrepreneurial activities. The US, for example, is famous for their favorable business conditions. In Canada the conditions are similar and although the country does not have a big population, it possesses natural resources that are used as grounds for a number of business ideas. In general, countries in East Asia have strict legislations that encourage the establishment and development of small and medium-sized enterprises. Europe applies a common policy with regard to entrepreneurship and small business, implemented within the EU.

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<sup>170</sup> Todorov, K. (2011) Business Entrepreneurship, Part I. Basics. Starting new business p. 18.

<sup>171</sup> Todorov, K. (2011) Business Entrepreneurship, Part I. Basics. Starting new business pp. 354-359.

On a national level, the development of small and medium-sized enterprises contributes to the formation of middle class that has great significance for each economy. In recent years, an increasing number of entrepreneurs invest in innovations closely related to research institutes and discoveries, which in turn encourages research and promotes intellectual progress nationwide. With regard to that, on a global scale, attempts are made to protect intellectual property as it is the driving force behind innovations and economic growth. The International Chamber of Commerce (ICC) has published a report revealing data of the increasingly significant role of intellectual property for economic development protection and consolidation and the encouragement and promotion of new ideas in the fields of technologies and culture.

On a global scale, the major problems small and medium-sized enterprises face are isolation and shortage of resources. Generally speaking, the problems faced in small and medium-sized enterprises are classified in five groups:

- Management;
- Capital;
- Joint activities;
- Customers;
- Information<sup>172</sup>.

On the other hand, small and medium-sized enterprises are quickly adjustable to the ever-increasing ecological manufacturing requirements resulting from the current environmental problems. The role and function of SME are fundamental for the development of macro and microeconomic environments. The benefits of taking a relatively high degree of risk by SME in comparison with the limits adopted by large enterprises are numerous.

Entrepreneurship in small and medium-sized enterprises should be constantly encouraged in any possible ways with the purpose of improving the economic and social environment. Economic incentives in this respect facilitate the process of starting a business among young entrepreneurs. No matter the result in any separate macroeconomic level cases, entrepreneurship stimulates the activeness and potentials of those possessing good business ideas. At the same time, the added value of each innovation implemented in society facilitates all economy stakeholders.

In conclusion, economies aimed at long-term prosperity and stability should find a way to share the risk taken by each entrepreneur and/or innovator in any given industry since the benefits of that kind of activity exceed their financial dimension multiple times.

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<sup>172</sup> Harper M., 1976, Consultancy for Small Business, p. 5

## ЛИКВИДНОСТА НА ПРЕТПРИЈАТИЈАТА ОД РЕАЛНИОТ СЕКТОР ВО РЕПУБЛИКА МАКЕДОНИЈА И МОЖНОСТИ ЗА НЕЈЗИНО ПОДОБРУВАЊЕ

### LIGUIDITY OF REAL SECTOR ENTERPRISES IN THE REPUBLIC OF MACEDONIA AND POSSIBILITIES FOR IMPROVEMENT

Neda Petroska-Angelovska<sup>173</sup>

Marija Ackovska<sup>174</sup>

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**Апстракт:** Поради низа објективни и субјективни причини ниското ниво на ликвидност е долгорочен акутен проблем на претпријатијата од реалниот сектор во Република Македонија. Ваквата ситуација стана покомплексна во периодот на транзиција. Имено, Република Македонија се наоѓа во економски зависна ситуација која, која се надополнува со политички кризи. Така, фактори од различен домен влијаат на функционирањето на македонските претпријатија од реалниот сектор, а ликвидносниот проблем е од продолжен карактер.

Главната цел во истражувањето во трудот е да се идентификуваат ниво на ликвидност на реалниот сектор во Република Македонија и можностите за подобра употреба на внатрешни ресурси, со цел да се задоволат краткорочните и долгорочните обврски на претпријатијата. Со цел да се постигнат целите на трудот, ќе се применуваат главно квалитативни и квантитативни методи. Анализата ќе доведе до постигнување на главната цел на истражувањето и ќе придонесе да се идентификуваат можности за подобрување на способноста со ликвидноста на претпријатијата.

Овој труд се заснова на теоретски и емпириски анализи на официјални податоци од релевантни извори за оваа проблематика. Идентификувањето на главните причини кои придонесуваат за ниското ниво на ликвидност на претпријатијата од реалниот сектор, ќе овозможи да се извлечат соодветни заклучоци и препораки за подобрување на ефикасноста во управувањето со ликвидноста на претпријатијата од реалниот сектор во Република Македонија.

**Клучни зборови:** ликвидност, реален сектор, претпријатија, Република Македонија

**Abstract:** Due to a series of objective and subjective reasons, low level of liquidity is long-term acute problem of real sector enterprises in the Republic of Macedonia. This situation has become more complex in transition period. Contemporary, Republic of Macedonia is in economically dependent situation that is also weighted with its crises. Therefore, different factors influence Macedonian real sector performances and liquidity problem is delayed.

Main objective of the paper is to identify liquidity level of real sector in the Republic of Macedonia and possibilities for better use of internal resources in order to meet short and long-term obligation of enterprises. In order to achieve objectives of the paper mainly qualitative and quantitative methods, will be applied. The analysis will lead to the achievement of the main goal of the paper and will contribute to identify the opportunities for improvement the liquidity capability in the enterprises.

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*This paper is based on theoretical acknowledgement and empirical analyses of official data. Identifying of main reasons that contribute to low level of liquidity of enterprises, will allow to extract relevant conclusions and to make application recommendations for efficiency improvement in managing liquidity of real sector enterprises in the Republic of Macedonia.*

**Key words:** Liquidity, real sector, enterprises, Republic of Macedonia .

## Вовед

Неликвидноста е длабок структурен проблем на претпријатијата од реалниот сектор во Република Македонија и нејзините причини не можат да се бараат површински без да се навлезе подлабоко во генезата на проблемот. Оттаму, причините за долгорочните проблеми со ликвидноста треба пред се да се бараат и на макро и на микро ниво, имајќи ја притоа предвид ниската акумулативност на стопанството во Република Македонија.

Покрај тоа на таквите состојби можат да се надоврзат и причините кои ги наведува (Петроска-Ангеловска Н. ) [1] Таа во своето истражување ги наведува следниве неколку долгорочни проблеми на македонското стопанство во поглед на обезбедување на ликвидноста : недоволните сознанија за значењето на ликвидноста како принцип при дефинирањето и остварувањето на финансиската политика на претпријатијата; недоволната застапеност на планирањето на ликвидноста во претпријатијата; недостигот на извори на средства и нивната неповолна структура; недостигот и несоодветната структура на краткорочните извори на средства со кои се обезбедува краткорочна финансиска рамнотежа; високите цени (камати) за користење на туѓи извори на средства во Република Македонија; финансиската недисциплина во реалниот сектор.

Со кризата од 2007/2008 година беше предизвикан дополнителен проблем за реалниот сектор во Република Македонија, кој иако директно можеби не беше погоден во првите години од кризата поради неразвиеноста и послабите врски со светското стопанство, индиректниот одраз во наредните години беше евидентен. На ваквите состојби треба да се додаде и неколкугодишната политичка криза во Република Македонија, која има , а во наредниот временски период сигурно ќе има поголеми негативни влијанија врз работењето на претпријатијата од реалниот сектор кај нас. Погоре наведените факти нетреба да не водат кон размислувања дека во изминатиот период државата не превземала одредени мерки со цел за подобрување на состојбите во стопанството.

Актуелноста на проблемот налагаше државата перманентно да изнаоѓа решенија во функција на релаксирање на билансите на претпријатијата од реалниот сектор. Во тој контекст беа обезбедени кредитните линии преку МБПР како за инвестиции така и за трајни обртни средства, а и кредити за приоритетни проекти во рамките на Кредитната линија од ЕИБ во износ од 100.000.000 евра. Овие кредити имаат поволни услови, односно субвенционирана фиксна каматна стапка од 5,5 отсто, осум години рок на отплата и две години грејс период.

Една од мерките е и пролонгирањето на рокот за наплата на ДДВ од 15-ти на 25-ти во тековниот, за претходниот месец, пребивање на увозните давачки при увоз на инвестициона опрема со побарувањата на поврат на ДДВ кај даночните обврзници.

Во извесна смисла во изминативе години за подобрување на ликвидноста придонесува и постепеното смалување на данокот на добивка, а и ослободувањето од данок на реинвестираната добивка. Исто така, во текот на 2013 година државата ги измири своите обврски кон стопанските субјекти со што значително ја релаксира состојбата со ликвидноста, а во мај 2014 година донесен е и Законот за финансиска дисциплина со кој би требаше значително да се подобри состојбата со ликвидноста во реалниот сектор.

Меѓутоа, останува фактот дека целиот тој процес на трансформација, реструктурирање и стабилизирање на стопанските движења предолго трае, односно дека мерките и препораките за подобрување на ликвидноста, дури и преточени во законски решенија, не ги дадоа очекуваните резултати во изминатиов период. Проблемот е подолгорочен и поструктурен, што изискува поиздашни мерки како на макро така и на микро ниво, но и нивно исцелно прифаќање и имплементирање од сите страни вклучени во решавањето на истиот.

### **1. Мерење на ликвидноста на претпријатијата**

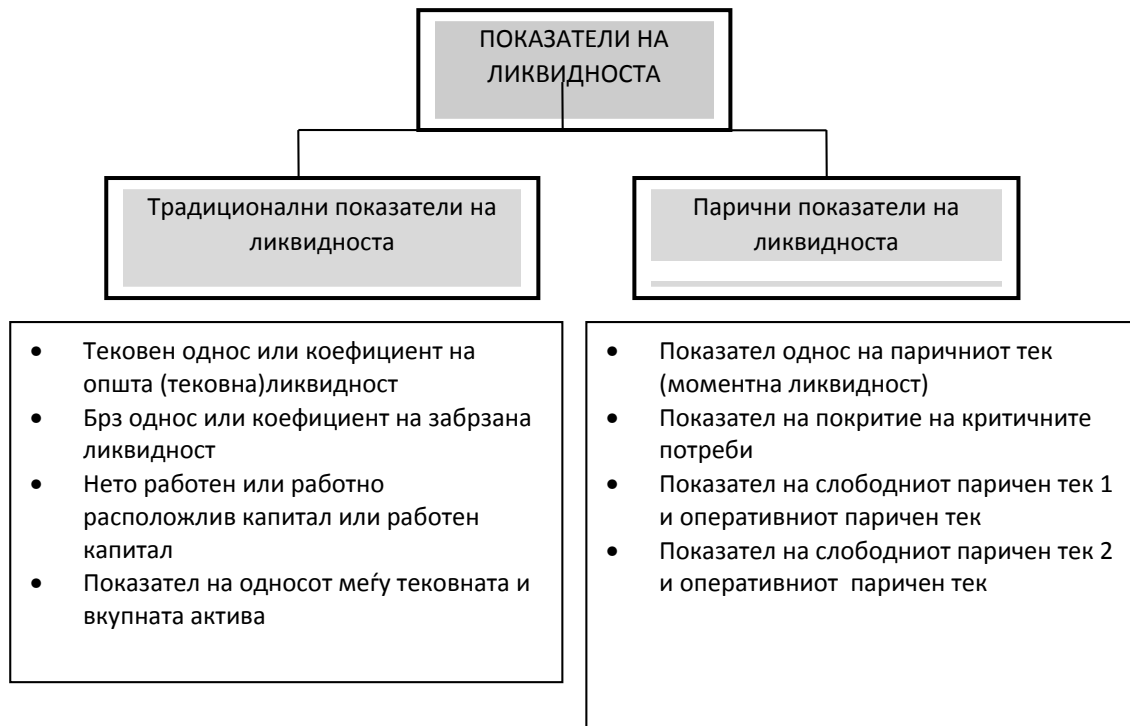
Во поглед на појмовното определување, дефинирање и мерење на ликвидноста може да се каже дека во литература се општо прифатени некои дефиниции каде генерално ликвидноста се поврзува со способноста на претпријатијата за навремено измирување на доспеаните обврски или расположливоста на готовина во краток временски интервал за подмирување на обврските. Во таа насока, може и да се даде појмовното определување на ликвидноста (Anthony и Reese) [2] под ликвидност на претпријатието подразбираат „... способност на претпријатието да ги измирува своите обврски“.

Анализата на финасиските извештаи со цел согледување на можностите на претпријатијата за навремено измирување на доспеаните обврски и оддржување на континуитетот во нивното работење, се спроведува преку показатели (индикатори) на ликвидноста. Показателите на ликвидноста (liquidity ratios) се неизоставен индикатор во управувањето со ликвидниот имот, мерка за способноста на претпријатието да може да ги подмири своите стасани обврски. Притоа, тие се фокусираат на изворите на ликвидни средства и тоа во најголе дел на пари и паричните текови од деловните активности.

**Neda Petroska** – *Angelovska* was born in 1974 in Skopje. In 1997, she graduated from the Faculty of Economics-Skopje, University “Ss. Cyril and Methodius”. She obtained the master’s degree in Monetary Economics in 2001, upon public defence of the master’s thesis “Financial Planning as a Component of the Management Process in Enterprises” from the Faculty of Economics-Skopje. In 2007, with the doctoral dissertation “Cash flow and Liquidity of Enterprises” she obtained Ph.D. in Economics. She joined the Institute of Economics-Skopje in 1997 and her current appointment is Research associate - Assistant professor in Financial Management. She has worked on national and international scientific and applied projects, including the FP7 Project - Market Factors, as a national coordinator. She has participated in scientific meetings, conferences, round tables and seminars in the country and abroad, and has published a significant number of papers. She teaches on the postgraduate programmes in Financial Management, Entrepreneurship, Agribusiness and Business logistics at the Institute of Economics – Skopje. Since 2013, she was placed on the head of study program Business logistics.



Показателите [3] на ликвидност ги делиме на традиционални и парични, што може да се види од сл. бр. 1



### Сл.2. Показатели на ликвидноста

(Рамљак Б: „ Користење на финансиските извештаи во функција на разоткривање и решавање на неликвидноста на деловните субјекти “, стр.8)

## 2. Ликвидноста на претпријатијата во реалниот сектор во Република Македонија-тековни состојби

Финансиската неликвидност и задолженост е најголем проблем на македонското стопанство и е еден од најгорливите проблеми во тековното стопанисување на субјектите од реалниот сектор. Како хроничен проблем присутна е низа години наназад, но особено се изостри во периодот по глобалната економска криза во 2009 и 2010 година.

Показателите на ликвидност на реалниот сектор по однос на целиот сектор за целиот посматран период на време генерално сите се под нивото на општо прифатените вредностни стандарди за поделните коефициенти.

показател	година					
	2010	2011	2012	2013	2014	2015
Показател за тековната ликвидност (тековни средства / тековни обврски)	1,28	1,24	1,25	1,28	1,23	1,25
Показател за ( забрзана) ликвидност (тековни средства- залихи) / обврски	0,90	0,88	0,89	0,90	0,87	0,89
Показател за паричната (моментна) ликвидност (парични средства и хартии од вредност/тековни обврски)	0,10	0,21	0,21	0,22	0,19	0,21
Нето работен капитал (во милиони денари)	77.738	105.957	119.735	130.445	119.322	136.678

**Табела бр. 1. Показатели за ликвидноста на реалниот сектор во Република Македонија**  
(Извор: Народна банка на Република Македонија, Извештај за финансиската стабилност во Република Македонија за соодветни години, дадени во анекси бр. 4,5,6,7 и 8)

Според податоците во табела бр. 1, во целиот анализиран период, висината на показателот за тековната ликвидност е нешто повисока во однос на вообичаено прифатената долна гранична вредност (1), но сепак е далеку од општоприфатеното задоволително ниво (2), додека пак нивото на показателот за забрзана ликвидност е малку под општоприфатената долна гранична вредност за овој показател (1).

Показателот за моментна ликвидност, исто така, е под нивото на долната општоприфатена вредност од 0,4. Тоа значи дека претпријатијата не биле во можност да ги измируваат обврските кои им пристигнувале во определен момент со парите и еквивалентите на пари, кои им биле на располагање во истиот момент.

Непроменетото ниво на показателите за тековна, моментна и парична ликвидност во скоро сите посматрани години се должи пред се на сличните годишни стапки на промена на тековните средства, односно на непроменетата структура на обртни средства во која доминираат залихите и побарувањата како помалку ликвидни средства чија трансформација во готовина е доведена во прашање во текот на целиот анализиран период. Имено, ниската ликвидна позиција е последица на зголемените проблеми при наплата на побарувањата и плаќањето на обврските на корпоративниот сектор, што се потврдува преку растот на залихите, побарувањата и обврските, како и преку намалувањето на паричните средства на годишно ниво.

Дел од проблемите во тој поглед секако се последица и на светската економска криза од почетокот на 2008 година што услови пад на цената на значајните извозни производи, откажување на нарачките на деловните партнери, како резултат на што се појавија состојби и на повремени прекини со производството на одделни ентитети од реалниот сектор во Република Македонија. Но останува фактот дека македонското стопанство низ целиот овој период на време од 1990 па до денес се соочува со постојани проблеми во поглед на ликвидноста.



Друг показател кој зборува за состојбата со ликвидноста во стопанството претставува нето обртниот фонд на реалниот сектор во Република Македонија. Нето обртниот фонд претставува разлика помеѓу обртните средства на претпријатијата од реалниот сектор и краткорочните обврски на истите. Во теоријата се смета дека идеална висина на работниот капитал би требало да биде еднаква на половина од краткотрајната актива. Вредноста поголема од нула зборува дека претпријатието е ликвидно, а во спротивно станува збор за неликвиден субјект, односно ако вредноста е нула значи дека претпријатието е гранично ликвидно.

Ниската ликвидносна позиција на реалниот сектор е во директна корелација со нискиот степен на искористување на средствата, што се потврдува со показателите за обрт, односно преку деновите на „врзување“ на средствата (побарувањата и залихите) и деновите на плаќање на обврските на реалниот сектор, прикажани во табела бр. 2.

Показател	година					
	2010	2011	2012	2013	2014	2015
<b>Денови на наплата на побарувањата:</b> (вредност на побарувањата X број на денови во годината) / приходи од продажба	132	120	125	123	126	120
<b>Денови на врзување на залихите</b> (апроксимација): (вредност на залихи X број на денови во годината) / приходи од продажба	72	61	65	66	65	63
<b>Денови на плаќање на обврските</b> (апроксимација): (вредност на краткорочни обврски кон добавувачи X број на денови во годината) / трошоци од редовно работење	180	171	174	169	172	175

**Табела бр. 2. Показатели за ефикасноста на користење на средствата во реалниот сектор на Република Македонија**

(Извор: Народна банка на Република Македонија, Извештај за финансиската стабилност во Република Македонија за соодветни години, дадени во анекси бр. 4,5,6,7 и 8)

Од горенаведените податоци, евидентно е дека во текот на целиот анализиран период било потребно подолго време како за наплата на побарувањата (период над 120 дена), а и за плаќање на обврските (период над 6 месеци) од што е очигледно дека е потребно релативно долго време за наплата на побарувањата и за исплатата на обврските на реалниот сектор, што може да се смета за уште еден показател за ликвидносните потешкотии со кои се соочени домашните претпријатија. [4] Ваквата состојба укажува на фактот дека не постои соодветна временска усогласеност на паричните приливи и одливи, посебно во делот на оперативните активности кои се поврзани со реализирање на основната дејност на претпријатијата од реалниот сектор.

Особено е карактеристична 2009 и 2010 година кога значително се пролонгира периодот на доцнење при наплатата на побарувањата и плаќање на обврските во рамки на реалниот сектор. Во истиот период, во реалниот сектор на Република Македонија се зголемува и бројот на претпријатијата со блокирани сметки, што секако придонесува и кон претходните констатации.

Дополнителна слика за ликвидноста, односно ниското ниво на ликвидност на претпријатијата од реалниот сектор во Република Македонија, може да се добие преку анализа на показателите за ликвидност на претпријатијата согледано според остварениот финансиски резултат во анализираниот период – табела 3.

Вид на субјекти	Год.	Тековна ликвидност	Моментна ликвидност	Парична ликвидност
Правни лица кои оствариле добивка	2010	1,37	0,96	0,27
	2011	1,45	1,04	0,28
	2012	1,49	1,07	0,29
	2013	1,47	1,02	0,27
	2014	1,46	1,02	0,25
	2015	1,42	0,99	0,24
Правни лица кои оствариле загуба	2010	0,82	0,82	0,14
	2011	0,76	0,63	0,13
	2012	0,79	0,58	0,11
	2013	0,92	0,68	0,12
	2014	0,81	0,61	0,68
	2015	0,79	0,60	0,11

Табела бр. 3. Ликвидност на субјектите според остварениот финансиски резултат  
(Извор: Народна банка на Република Македонија, Извештај за финансиската стабилност во Република Македонија за соодветни години, дадени во анекси бр. 4,5,6,7 и 8)

Во анализираниот период, од 2012-2015 година претпријатијата од реалниот сектор во Република Македонија што оствариле негативен финансиски резултат во работењето, во споредба со претпријатијата коишто работеле со позитивен финансиски резултат, очекувано се карактеризираат со далеку послаби показатели на ликвидност по сите три основи, тековна, моментна и парична ликвидност. Аналогно на тоа, претпријатијата што работеле со загуба се карактеризираат и со негативен нето работен капитал.<sup>175)</sup>

во мил. ден.

Вид на субјекти	Година					
	2010	2011	2012	2013	2014	2015
Правни лица кои оствариле добивка	110.399	138.811	164.781	143.251	153.930	166.320
Правни лица кои оствариле загуба	-24.853	-37.242	-34.830	-12.806	-34.608	-29.642

Табела бр. 4. Нето работен капитал на субјектите според остварениот финансиски резултат  
(Извор: Народна банка на Република Македонија, Извештај за финансиската стабилност во Република Македонија за соодветни години, дадени во анекси бр. 4,5,6,7 и 8)

Загубарите имаат и значително полоши показатели за задолженост и ефикасност во користењето на средствата во споредба со претпријатијата кои прикажале добивка во година.

Вид на субјекти	Год.	Денови на плаќање на обврските	Денови на наплата на побарувањата	Денови на врзување на залихите
Правни лица кои оствариле добивка	2010	164	112	65
	2011	147	112	60
	2012	149	117	63
	2013	143	109	65
	2014	140	103	60
	2015	144	107	60
Правни лица кои оствариле загуба	2010	272	152	64
	2011	268	162	61
	2012	261	158	64
	2013	254	172	69

<sup>175)</sup> Нето работниот капитал претставува разлика меѓу износот на тековните средства и износот на краткорочните обврски

	<b>2014</b>	313	206	80
	<b>2015</b>	397	234	90

**Табела бр. 5. Показатели за ефикасноста на користењето на средствата кај реалниот сектор според финансискиот резултат**

(Извор: Народна банка на Република Македонија, Извештај за финансиската стабилност во Република Македонија за соодветни години, дадени во анекси бр. 4,5,6,7 и 8)

Од податоците во табелата, очигледно е дека наплатата на побарувањата е значително потешка за претпријатијата кои работат со загуба, што следствено предизвикува подолг период потребен за исплата на обврските и со тоа претставува фактор којшто ја условува нивната помала ликвидност и пороблемито со нето обртниот фонд. Оттука, може генерално да се заклучи дека структурата на тековните средства и тековните обврски не забележува значителни позитивни промени и дека еден од поголемите предизвици на реалниот сектор во Република Македонија е преземање на мерки за управување со ликвидноста, како еден од предусловите за одржливо оперативно работење на претпријатијата. Можности за надминување на ликвидносните проблеми во претпријатијата

### **3. Можностите за надминување на ликвидносните проблеми на претпријатијата од реалниот сектор во Република Македонија може да се постават на две нивоа, и тоа:**

- Можности за надминување на ликвидносните проблеми со преземање на мерки на ниво на претпријатија (микро ниво) и
- Можности за надминување на ликвидносните проблеми преку зајакнување на институционалните капацитети (макро ниво).

#### **3.1. Можности за надминување на ликвидносните проблеми со преземање на мерки на ниво на претпријатија (микро ниво)**

Во решавањето на проблемите на неликвидноста, на претпријатијата на располагање му стојат и соодветни мерки кои е потребно поодделно да се анализираат, имајќи ја предвид можноста за нејзина имплементација од аспект на дејноста на која и припаѓа претпријатието, ризикот, временскиот фактор, можноста за дополнително делување и влијание врз успехот во работењето. Во таа смисла, може да се предложат следниве генерални мерки на микро ниво:

- мерки и активности во процесот на предвидување на ликвидноста на претпријатијата и
- мерки и активности поврзани со процесот на управување со ликвидноста.

Во активностите кои се поврзани со процесот на предвидување на ликвидноста може да се земат предвид следниве мерки:

- Забрзување на процесот на генерирање на готовина во однос на достасувањето и исплатата на обврските;
- Покривање на обврските со соодветна временска динамика;
- Краткорочно вложување на вишокот на готовински приливи над нивото на готовински одливи со пониско ниво на ризик;
- Политики и мерки поврзани со финансиската реализација, можности за плаќање на деловните партнери;

- Активности за едукација и тренинг-обуки на вработените насочени кои значењето на ликвидноста за континуирано и успешно остварување на деловните активности.


Иако, постојат различни можни начини за спроведување на успешен процес на управување со готовината и готовинските текови на претпријатијата, приоритет може да се даде на четири значајни активности:

- Активности поврзани со финансирање на претпријатијата – краткорочно и долгорочно;
- Активности поврзани со оптимализација на залихите на ниво на претпријатие;
- Активности поврзани со прибирање и анализа на податоци и информации за актуелните бизнис партнери (купувачи и доверители), особено поврзани со нивните финансиски капацитети и континуитетот во работењето.

Покрај веќе наведените фактори кои влијаат на нивото на ликвидност, односно мерките кои треба да се преземат за нивно позитивно влијание врз нивото на ликвидност, секако дека значајно е да се напомене дека за нивно имплементирање е потребна и институционална подршка на макро ниво во Република Македонија. Во таа смисла, потребни се и мерки за зајкнување на институционалните капацитети и законската легислатива и нејзина имплементација, како што се:

- Активности поврзани со перманентно прилагодување на законската регулатива од овој домен со состојбите и проблемите во Република Македонија, акако и соодветно залагање за нејзина имплементација во практиката;
- Активности поврзани со релаксирање на кредитните услови за претпријатијата од реалниот сектор;
- Симплифицирање на процедурите за доделување на кредити на претпријатијата од страна на финансиските институции;

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*She has taken active participation in national and international scientific and applied projects, including the FP7 Project – Market Factors, as a national coordinator. She has also participated in numerous scientific meetings, conferences, round tables and seminars in the country and abroad and has published a significant number of papers. She teaches on the postgraduate programmes in International Economics, Enterprenership, International Management and Business logistics at the Institute of Economics –Skopje. Since 2013, she was placed on the head of study program Business logistics.*

- Подобрување на условите и пристапноста до алтернативни извори на финансирање;
- Континуирано преземање на мерки за подобрување на деловното опкружување во Република Македонија и др.

Освен горенаведените активности, постојат и други потенцијални мерки и активности кои би требало да се предложат од релевантните институции, агенции и организации во Република Македонија, како една од повеќето можности за решавање на долгорочните проблеми поврзани со ликвидноста и нејзино одржување кај претпријатијата од реалниот сектор во Република Македонија.

## Заклучок

Од спроведеното истражување може да се согледа дека по сите три основи, тековна, моментна и парична ликвидност, показателите за претпријатијата од македонскиот реален сектор во анализираниот период (2010-2015), се далеку под општоприфатените стандарди гледани соодветно. Евидентна е и состојбата со поврзаноста на ликвидносните показатели и остварените финансиски резултати, позитивни, односно негативни. По сите основи, и нето обртниот фонд е на незадоволително ниво, а посебно кај претпријатијата со негативен финансиски резултат се манифестира негативен нето обртен фонд, односно непориенос на тековните средства со тековните обврски.

Ваквата состојба, се должи на повеќе фактори од макро и микро ниво, кои треба да се насочат со позитивно влијание врз ликвидносната позиција. Потенцијали за решавање на проблемот секако дека има, но потребен е подолг временски период и преземање на посериозни мерки и активности за нивно имплементирање на ниво на претпријатие и на институционално ниво во Република Македонија.

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<sup>8</sup>Извештај за финансиската стабилност во Република Македонија од 2013-2015, дадени во анекси бр. 4,5,6,7 и 8

## **ПОВЫШЕНИЕ ПРЕДПРИНИМАТЕЛЬСКОЙ КОМПЕТЕНТНОСТИ КАК УСЛОВИЕ РОСТА РЕГИОНАЛЬНОЙ ЭКОНОМИКИ**

### **INCREASE OF ENTREPRENEURIAL COMPETENCE AS A CONDITION FOR GROWTH OF THE REGIONAL ECONOMY**

**Irina Mavrina<sup>176</sup>  
Anna Mingaleva<sup>177</sup>**

*Одним из вызовов глобализации, оказывающих серьезное влияние на социально-экономическое развитие стран и регионов, является сокращение занятости в традиционных секторах экономики. Более того, во многих промышленно развитых регионах (к числу которых относится Свердловская область РФ) создание все большего числа новых рабочих мест, отвечающих современным требованиям, не прогнозируется. В этих условиях важным фактором развития общества является внедрение предпринимательской модели поведения, а обучение предпринимательству – фактором и условием повышения конкурентоспособности людей в жизни и на рынке труда, а также социально-экономического развития в целом. Исследование посвящено анализу роли предпринимательской компетентности в развитии экономики и общества, оценке качества подготовки российскими вузами кадров для малого и среднего бизнеса с точки зрения формирования у них профессиональных компетенций, соответствующих современным вызовам глобализации, в том числе задачам инновационного развития.*

*В основу исследования положены методы факторного анализа и статистический метод, которые использованы в процессе анализа внешней среды (внешнего окружения) анализируемых объектов, включая связь с другими системами, наличие и силу обратной связи и т.д. Директивный подход применен при разработке рекомендаций органам государственной власти и управления, руководству образовательных учреждений и различных общественных структур по регламентации деятельности в области подготовки кадров для предпринимательской сферы.*

*В процессе исследования доказано, что одним из требований успешного современного развития, усилившимся под влиянием процесса глобализации, является требование роста предпринимательской компетентности, особенно в сфере малого и среднего бизнеса, а также инновационном производстве. В свою очередь, предпринимательская компетентность в настоящее время формируется в процессе получения профессионального образования, в том числе высшего образования. В результате исследования доказана необходимость формирования и реализации территориальных аспектов в стратегиях деятельности университетов, действующих на территориях конкретных регионов, необходимость обеспечения координации интересов всех субъектов региональной экономики в конкретной экономической сфере. Установлено, что в настоящее время значимость предпринимательской деятельности для развития экономики и устойчивости развития общества непосредственно сказывается на процессе модернизации отечественного высшего образования. Доказано, что в сфере высшего профессионального образования России в последние годы сложились серьезные*

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предпосылки для интенсивного развития не только программ обучения предпринимательству, но и самого предпринимательства, как вида деятельности. По результатам исследования выявлено, что в условиях глобализации феномен предпринимательства характеризуется все большей многоуровневостью и многоаспектностью. В качестве процесса предпринимательство предполагает установление рационального взаимодействия производственных факторов, поиск новых управленческих и производственных возможностей, эффективных способов обеспечения общественных потребностей, в том числе на основе внедрения инноваций, достижение устойчивой конкурентоспособности экономических систем. В свою очередь, высокая предпринимательская компетентность способствует самореализации различных социальных групп – молодежи, женщин, студенчества, создает предпосылки ее конкурентоспособного функционирования в обществе и на рынке труда.

**Ключевые слова:** предпринимательство, предпринимательская модель поведения, развитие региональной экономики, высшее образование

**Abstract:** *The reduction of employment in traditional sectors of the economy is one of the challenges of globalization which has a serious impact on the socio-economic development of countries and regions. Moreover, the creation of new competitive jobs that need modern requirements is not planned in most industrialized regions of Russia, including the Sverdlovsk Region. The introduction of an entrepreneurial model of behavior becomes an important factor in the development of society in these conditions, and entrepreneurship education is a factor and a condition for increasing the competitiveness of people in the labor market.*

*The article is devoted to the analysis of the role of entrepreneurial competence in the development of the economy and society, the assessment of the quality of Russian cadres for small and medium-sized businesses training in terms of forming professional competencies corresponding to the contemporary challenges of globalization.*

*The system approach as a universal way of analyzing the structure of the social and economic system of the region as a set of interrelated components is the basis for the study. The method of factor analysis and the statistical method are used in the process of analyzing the external environment (external environment) of the analyzed objects, including communication with other systems, the presence and force of feedback, etc. The directive approach is applied in the development of recommendations to state authorities and management, the management of educational institutions and various public structures on the regulation of activities in the field of training staff for the business sector. The requirement of entrepreneurial competence growth is one of the requirements of successful modern development in conditions of globalization especially in the sphere of small and medium business. In the process of research it is proved that entrepreneurial competence is being formed in the process of obtaining vocational education, including higher education. Following interests have been revealed as the result of the study: the need of the formation and implementation of territorial aspects in the strategies of universities operating in the territories of specific regions and the need to ensure the coordination of interests of all subjects of the regional economy in a particular economic sphere.*

*The article proves that there are serious prerequisites for the intensive development of not only entrepreneurship training programs but also entrepreneurship as a kind of activity in the sphere of higher professional education in Russia in recent years.*

*According to the results of the research, it is revealed that the phenomenon of entrepreneurial activity is characterized by a multilevel and multidimensional nature and as the process of entrepreneurship presupposes the establishment of a rational interaction of production factors,*

*in accordance with new managerial and production capabilities, effective ways of ensuring public needs, achieving sustainable competitiveness of economic systems. In turn, high entrepreneurial competence contributes to the self-realization of various social groups - youth, women, students, creates prerequisites for its competitive functioning in society and the labor market.*

**Key words:** *Entrepreneurship, entrepreneurial behavior, regional economic development, higher education*

## 1. ВВЕДЕНИЕ

Важной задачей социально-экономического развития во всех странах мира является обеспечение занятости населения на безопасном для общества уровне. Одним из основных способов поддержания занятости является предпринимательство. Однако масштабы развития предпринимательства в России значительно отстают от мировых показателей. Согласно статистике вклад малого и среднего бизнеса в создание ВВП страны более чем в 3 раза меньше, чем в странах Западной Европы и других развитых стран мира (см.рис.1 составлено по [1]).

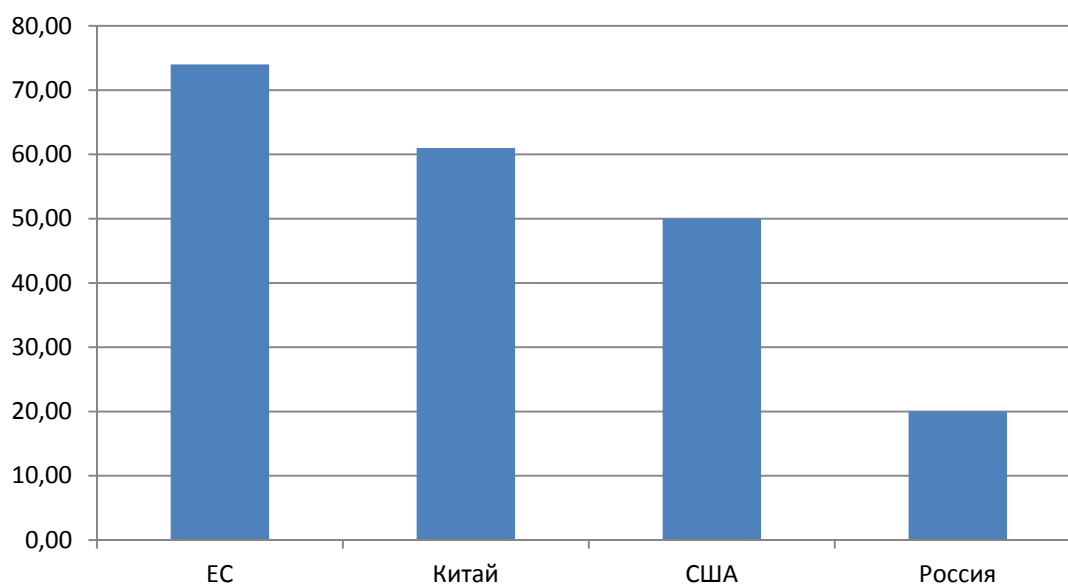


Рисунок 1. Вклад малого и среднего бизнеса в создание ВВП стран мира в начале XXI века

Такой низкий вклад малого и среднего бизнеса в ВВП России объясняется многими факторами, среди которых ведущими являются высокая потребность в финансировании и высокая потребность в получении специального образования. Так, согласно исследованию, проведенному в 2013 году компанией Ernst & Young Global Limited [2], 79% предпринимателей, опрошенных в России, испытывают потребность в специальных программах обучения в области предпринимательства, что поставило Россию в рейтинге из 20 стран только на 14 место с итоговой суммой баллов по данному показателю – 5,46 (максимальный балл у Франции – 6,58) [2, с.9]. При этом, согласно данным того же опроса, Россия занимает 1 место (итоговый балл 6,23) в рейтинге среди G20 по показателю согласованности работы по поддержке предпринимательства - 23%



опрошенных российских предпринимателей отметили, что за 2011-2013 гг. существенно расширился доступ к государственным программам поддержки стартапов (этот показатель в 4 раза превышает соответствующее среднее значение по G20) [2, с.10-11].

## 2. ИНСТИТУЦИОНАЛЬНАЯ ИНФРАСТРУКТУРА ОБУЧЕНИЯ ПРЕДПРИНИМАТЕЛЬСТВУ В РОССИИ

С целью оценки эффективности реализации мер поддержки предпринимательства в России, выявления потенциала предпринимательства, в том числе инновационного потенциала малого и среднего бизнеса было проведено исследование уровня активности вузов страны и специализированных организаций в области обучения предпринимательству. В качестве базы исследования были взяты учебные заведения, входящие в состав Национальной ассоциации обучения предпринимательству (РАОП) [3]. Национальная ассоциация обучения предпринимательству является в настоящее время главным институциональным субъектом, координирующим деятельность в области обучения предпринимательству в России и занимающимся обучением предпринимательству, была создана в 2008 году с целью преодоления формирования системы

предпринимательского образования в России. Основными партнерами РАОП являются Высшая школа менеджмента СПбГУ, факультет инженерного бизнеса и менеджмента МГТУ им. Н.Э. Баумана, лаборатория инновационного бизнеса и предпринимательства INNOVATIONSTUDIO МГУ, кафедра предпринимательства и коммерции Санкт-Петербургского государственного политехнического университета, институт государственного управления и предпринимательства УрФУ, Московский финансово-промышленный университет «Синергия», Центр предпринимательства, Фонд региональных социальных программ «Наше будущее», Европейский форум исследований предпринимательства (EFER), Международный совет по малому предпринимательству (ISCB), Ассоциация малого бизнеса и предпринимательства Соединенных штатов Америки (USASBE), программа «Шведское образование по предпринимательству» Шведского фонда обучения предпринимательству (SEED).

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Читаемые курсы: Бизнес-планирование, стратегии менеджмента, изучение феномена предпринимательства.

Автор более 20 научных и учебно-методических работ, в том числе коллективных монографий «Теория и практика профессионально-педагогического образования» (Екатеринбург, 2013), «Россия в ВТО: год после вступления ...» (Москва, 2014).

Автор более 10 учебно-методических работ, в том числе учебных пособий «Стратегический менеджмент» (2014), «Конкуренция и конкурентоспособность» (в соавт.с А.Г.Мокроносовым, 2014).

Сфера научных интересов: социально-экономическая сущность предпринимательства, подготовка рабочих кадров для инновационной экономики, региональные аспекты формирования и реализации предпринимательской стратегии субъектов экономики, предпринимательская деятельность вузов.

Является мастер-тренером по PR-технологиям проекта «Образ-студия» Центра личностного роста "Nika" Уральского федерального университета имени первого Президента России Б. Н. Ельцина.

Филиалы и подразделения РАОП действуют во всех федеральных округах России (основные представительства Национальной Ассоциации обучения предпринимательству в федеральных округах России отражены на рисунке 2, приведено по [3]).



Рисунок 2. Партнеры и подразделения Национальной Ассоциации обучения предпринимательству по федеральным округам России

Ведущим центром обучения предпринимательству в Уральском Федеральном округе является Уральский федеральный университет имени первого Президента России Б. Н. Ельцина (УрФУ), в первую очередь такое его структурное подразделение как Институт государственного управления и предпринимательства [4].

В рамках Института государственного управления и предпринимательства УрФУ в настоящее время реализуется 4 программы бакалавриата, 7 программ магистратуры, а также широкий спектр управленческих программ в рамках деятельности Центра дополнительного профессионального образования Института государственного управления и предпринимательства УрФУ, включая программы профессиональной переподготовки, программы повышения квалификации, различные тренинги и семинары для бизнесменов и предпринимателей (всего более трех десятков). Важной особенностью предпринимательского обучения, проводимого на базе УрФУ, является особый акцент, который делается на формировании компетенций.

В соответствии с моделью формирования различных компетенций и навыков у разных групп предпринимателей при разных формах обучения, разработанной в рамках исследований Всемирного Банка и опубликованной в 2014 году [5], нами была проведена оценка соотношения формируемых компетенций в разных программах обучения предпринимательству в УрФУ. В результате были получены следующие данные (см. рисунки 3-4, составлено авторами на основе анализа компетенций программ обучения предпринимательству в УрФУ).

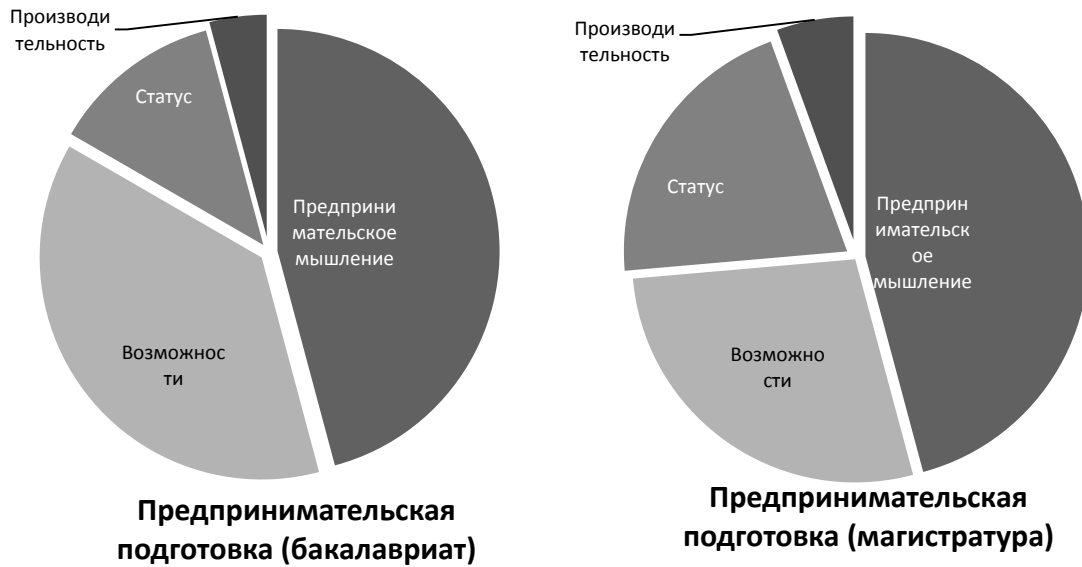


Рисунок 3. Основные предпринимательские компетенции, формируемые в рамках подготовки бакалавров и магистров

Как видно из рисунка 3, соотношение основных целей обучения предпринимательству и основных компетенций в рамках разных программ обучения (бакалавриат и магистратура) меняется достаточно значительно.

Еще большие изменения наблюдаются при переходе от программ высшего образования к программам подготовки и переподготовки предпринимателей (рисунок 4). В этих программах формирование предпринимательского мышления занимает все меньше места, а все больше внимания уделяется формированию инновационных компетенций (фактор «производительность»), а также статусу.

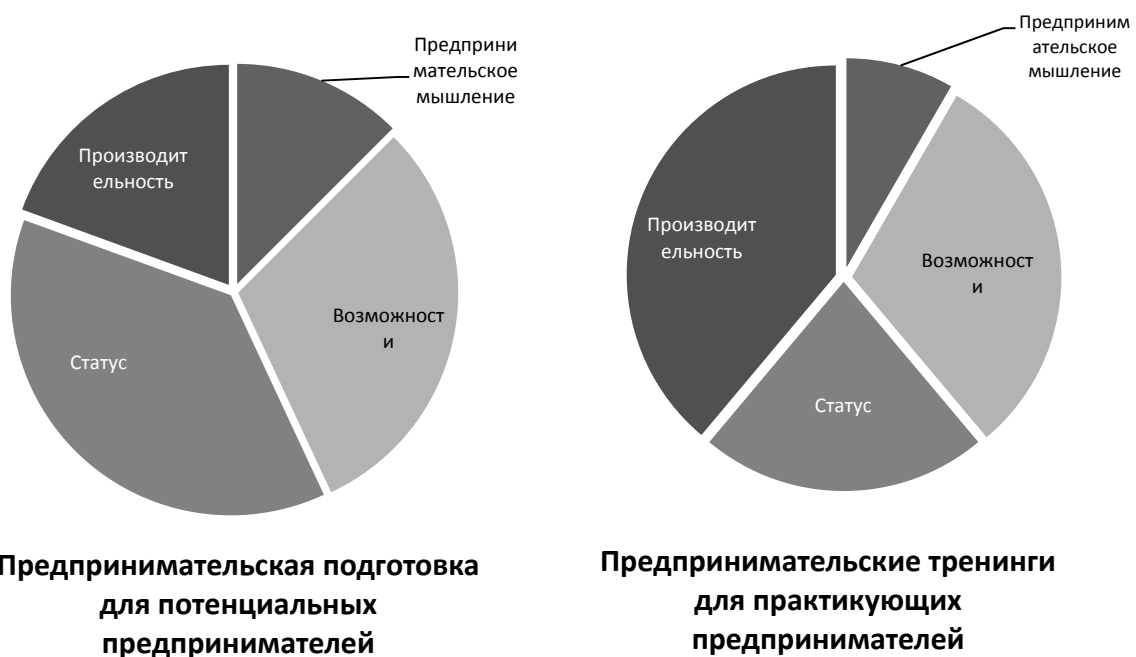


Рисунок 4. Основные предпринимательские компетенции, формируемые в рамках подготовки бакалавров и магистров

В результате формируются именно те профессиональные черты и личностными качествами предпринимателей, которые и определяют успех деятельности – инициативность, способность вести деятельность на свой риск и под свою ответственность, умение комбинировать факторы производства и координировать их взаимодействие с целью создания новых продуктов, новых товаров, новых видов услуг, желание внедрять в производство инновации передовые технологии, современные формы организации бизнеса [6] –[16]. А это в свою очередь способствует социально-экономическому развитию региона в целом, росту занятости и самозанятости населения, росту благосостояния и качества жизни людей.

### 3. РАЗВИТИЕ ПРЕДПРИНИМАТЕЛЬСТВА В СВЕРДЛОВСКОЙ ОБЛАСТИ

Исследование влияния наличия институциональных структур обучения предпринимательству было распространено на анализ основных социально-экономических показателей развития региона. С этой целью была проведена оценка динамики таких базовых показателей как уровень безработицы, уровень экономической активности населения и численность малых предприятий. Исследование показало положительную динамику всех этих показателей:

- уровень безработицы в Свердловской области он снизился на 34,8% к 2015 г. по сравнению с 2000 г.;

- наблюдался рост показателя уровня экономической активности населения в Свердловской области, который составил 4,2% (с 66,1% в 2000 г. до 70,3% в 2015 г.);

- наблюдался существенный рост числа малых предприятий и микропредприятий и численности занятых на них. Рост числа малых

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Сфера научных интересов: инновационное развитие экономики, поддержания занятости в экономике, методы стимулирования предпринимательской деятельности

Опубликовано более 10 научных работ, в том числе 2 работы в журналах, индексируемых в Web of Science, 4 статьи в журналах ВАК. Имеет 2 акта внедрения результатов научных исследований в учебном процессе российских вузов.

Принимает активное участие в международных научно-исследовательских конференциях. Имеет дипломы участника международных научно-практических конференций за лучший доклад в области анализа инновационного потенциала и инновационной восприимчивости.

Тематика опубликованных работ охватывает актуальные направления в области стимулирования инновационной деятельности, в том числе: анализ тенденций развития инновационной и патентной деятельности в Российской Федерации, выявление перспективных направлений инновационных исследований вузов в области экотехнологий и инновационных подходов к решению экологических проблем на основе применения «зеленых» технологии, изучение научных подходов к трактовке понятия инновационной восприимчивости, анализ феномена предпринимательства в современных условиях.

Активно занимается общественной работой, в качестве волонтера участвует в различных мероприятиях, проводимых в УрФУ и г.Екатеринбурге, в том числе в проведении различных олимпиад студентов и школьников на базе УрФУ в 2015-2016 гг.

Имеет именную стипендию им.Ельцина за отличную учебу и активную научную деятельность.

предприятий был весьма динамичным в Свердловской области (см.рисунок 5, составлено по: [1]).

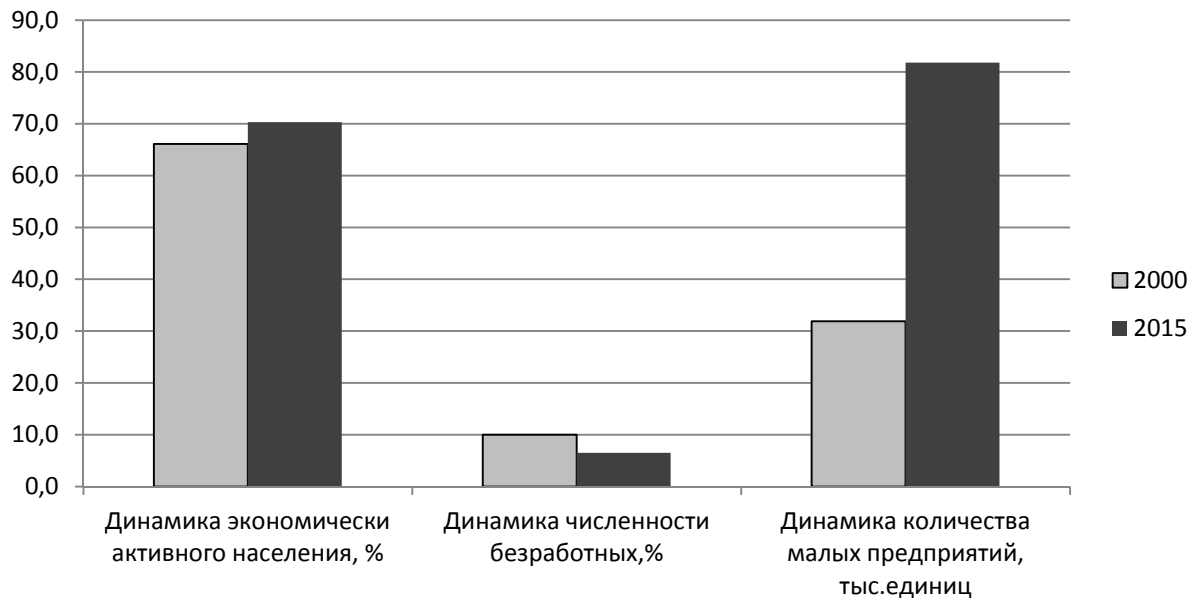


Рисунок 5. Динамика основных социально-экономических показателей в Свердловской области за 2000-2015 годы

Нужно отметить, что в Свердловской области динамика численности малых предприятий показывает два значительных пика роста их числа – в 2004 и 2009 годах, что полностью соответствует поведению бизнеса в кризисные годы. При этом пик прироста числа малых предприятий пришелся на 2009 год, что объясняется значительным высвобождением рабочей силы с предприятий и организаций вследствие финансово-экономического кризиса 2008 года (см.рисунок 6, составлено по: [1]).

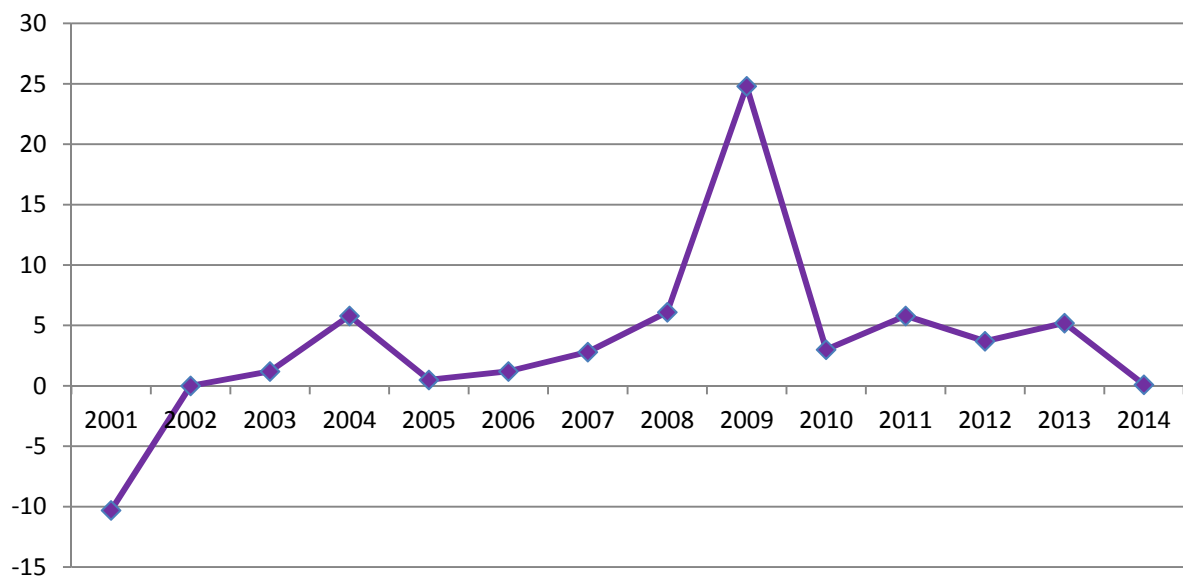


Рисунок 6. Динамика численности малых предприятий в Свердловской области за 2000-2015 годы

Многие из людей, которые были уволены в этот период, попытались найти себя в рамках самостоятельной экономической (предпринимательской) деятельности [17]. Однако, отсутствие опыта, знаний, предприимчивости, общая сложная кризисная экономическая ситуация привели к тому, что большая часть вновь созданных малых предприятий не смогла просуществовать и года - 2010 год показывает резкое сокращение числа малых предприятий, в ряде случаев, даже ниже докризисного периода.

Еще один прирост числа малых предприятий приходится на 2011 год, однако здесь ситуация несколько лучше и сокращение численности новых малых предприятий за год было меньше.

#### 4. ВЫВОДЫ

В заключении хочется отметить, что поскольку предпринимательство представляет собой особый вид человеческого капитала, постольку главным в предпринимательской деятельности является ее инновационный характер, а успех предпринимательства определяется личностными качествами предпринимателей – людей, осуществляющих эту деятельность на свой риск и под свою ответственность. Таким образом, осуществление предпринимательской деятельности в значительной степени зависит от множества качеств и умений, способностей и навыков предпринимателей, которые в свою очередь зависят от их профессиональной подготовки, а также от сформированных в процессе обучения профессиональных компетенций.

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## CHALLENGES IN EARLY STAGES OF LAUNCHING STARTUP WITH SPECIAL EMPHASIS ON BUSINESS BOOTSTRAPPING AND POTENTIAL BENEFITS OF CROWDFUNDING

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**Abstract:** *Popularity of entrepreneurial lifestyle lead to the opening of many jobs across the globe through self-employment. Additionally, new jobs for other people are created through company share based commissions to the first employees, along with traditional monthly paychecks, depending on the owners' preferences and available funds.*

*What is common for almost all companies based on this model is their uncertain future due to the lack of funding's that many of them can't or won't raise via traditional procedures. Their growth is possible by reinvesting profit if the base costs are low and roi is high. That is ideal scenario which enables companies to stay customer centered instead of bringing investors in the picture.*

*On the other side of the coin there is easy access to the global market and customer opinions on the crowdfunding platforms. This approach may give additional insights to the entrepreneurs regarding their business, and may even bring other resources in place with keeping the company in hands of its respectful owner.*

*This paper focuses on path that needs to be taken in order to establish quality bootstrapping and challenges that may be faced along the way. Additionally, the paper takes into consideration a moment where it may be of interest to companies to be customer centered during the development phase thus adapting the product to customers input and selling it in the same place via crowdfunding platforms.*

**Key words:** *startup, crowdfunding, alternative financing, Kickstarter, eman*

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### 1. INTRODUCTION

Many of entrepreneurs, especially from IT sector, all around the globe believe that their ideas will grow on the market and eventually become multimillion dollar companies such as Facebook, eBay, Microsoft, and similar. In order for them to reach that goal they start thinking of investment that will best suit the need of their startup. They are facing many different types of financing that are available on the market, from the traditional ones, to the modern and alternative, that are on the rise. Solution that many of them takes into consideration as they are growing is business bootstrapping that allows them to promote and nurture their business without seeking financial help from third parties. But sometimes that is not enough. Money generated from savings, and friends and family may vanish before the company manages to generate enough capital to enhance the product or fund their other endeavors. Solution that supplement bootstrapping and their needs to a certain point is crowdfunding, as it allows greater versatility in direct contact with targeted market than venture funding and angel investors support, although that is highly influenced by the type of product that is being developed for the market.

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## 2. BASIC IDEA OF CROWDFUNDING

Crowdfunding usually revolves around acquiring small amounts of capital from interested parties that are consisted in a large pool of investors, sometimes called backers (e.g. as on Kickstarter platform), that takes part in this type of funding. Since its beginning crowdfunding has been used to fund a wide range for-profit entrepreneurial ventures such as artistic and creative projects, medical expenses, travel, or community-oriented social entrepreneurship projects according to [1]. This concept and its current development path is strongly influenced by social media, and uses them in some cases in order to promote its activities and current projects. Benefits for parties that raise money this way for their projects and/or companies are: fundraising is done quickly and efficiently, and usually there are not many strings and obligations that they need to fulfil except to deliver what is promised.

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### 2.1. Who is in the picture?

Crowdfunding activities are usually done via crowdfunding platform that serves as a connection between project creator and potential investors. Therefore, there are parties that are involved in crowdfunding process: project creator that seeks funding, investors that are supporting the project and or concept for which they are investing money, and the platform that brings them together. This way of doing business is in ideal scenario win – win – win for all three sides. First one is getting funding for its project, second one is getting what has been promised to it, and platform is receiving small percentage of the money that is invested via it.

### 2.2. How it works and what are the benefits?

There are a number of different types of crowdfunding depending on the relation between creator and investor. There are two primary types of crowdfunding: reward crowdfunding and equity crowdfunding, although debt based is gaining more popularity in corporate setting, and donation based in charity setting respectively according to [2].

Reward crowdfunding is oriented on preselling a product or service in order to start a business without any debt and with full control over the company and product i.e. without giving any shares/equity. On the other side in [3] it is stated that equity crowdfunding is focused on selling some ownership in the company to the backer in exchange for the money that is pledged/invested.

Number one reason for opening up to crowdfunding is market that awaits there. There are many successful stories that are available on crowdfunding platforms that cover different areas for which you may seek funding. Categories that are available solely on Kickstarter platform covers these areas as stated in [4]: Film & Video, Music, Publishing, Technology, Games, Food, Design, Art, Fashion, Photography, Crafts, Comics, Theatre, Journalism, Dance.

Relatively quick and easy setup that is required for starting a crowdfunding campaign, that may serve as a guide to a creator, and help him to better craft his strategy and formulate marketing plan for his audience, and feedback that he may receive from them is one of the biggest advantages crowdfunding has to offer to the people that seek funding through its platforms.

And in the end one of the biggest benefits that crowdfunding has over other types of financing is the possibility to build customer base during the fundraising, and if necessary adapt a product to fit their needs better.

### **3. BOOTSTRAPPING – CORE CONCEPT**

Bootstrapping in entrepreneurship means starting a business without external help or capital. Startups fund the development of their company and project through internal financing and are highly cautious with money management. One of the main reasons that some entrepreneurs prefer bootstrapping is that because obtaining equity financing requires the entrepreneur to provide ownership shares to the investors. If the startup becomes successful in later stages, this type of financing could provide a huge gain for the investors and a huge loss for the entrepreneur, in case if he could have done that without their financial help.

Other problems that may arise if the investors have a significant stake in the company, are that they may be able to influence company strategy, management choice, and other important decisions. This is problematic since the investor and the founder might have different incentives regarding the vision of the company.

One of the bootstrapping definition such as in [5] sees it as "a collection of methods used to minimize the amount of outside debt and equity financing needed from banks and investors". Most commonly, entrepreneurs engaging in bootstrapping incur personal debts, mostly from friends and family, but they may utilize a wide variety of methods. While bootstrapping involves increased risk for entrepreneurs, the absence of any other stakeholder gives the entrepreneur more freedom to develop the company.

#### **3.1. How does bootstrapping works?**

Bootstrapping presents a situation in which an entrepreneur starts a company or project with limited financial resources, thus relying on money other than outside investments i.e. on internal financing. Bootstrapping a company occurs when a business owner starts a company with little to no assets. An entrepreneur is bootstrapping when he starts his company from personal finances or from the revenues of the new company if it happens in the latter phase.

Startups can grow by reinvesting profits in its own growth if bootstrapping costs are low and return on investment is high. This financing approach allows owners to maintain control of their business and forces them to spend with discipline. Additionally, bootstrapping allows startups to focus on customers instead on investors, therefore increases the possibility of creating a profitable and scalable business.

Major types of bootstrapping include: owner financing, sweat equity, minimization of accounts payable (e.g., delaying bill payment), joint utilization, minimizing inventory, subsidy finance, personal debt.

Compared to other financing options that are available, bootstrapping can be beneficial for the entrepreneur in sense that it allows him to maintain control over all decisions. Downside of this way of financing is that it may put him in unnecessary financial risk. On the other note, bootstrapping in some situations may not provide enough money for the company to become successful at a reasonable amount of time.

#### 4. CONCLUSION

Depending on the situation each of these two ways of financing has its advantages and disadvantages. Some entrepreneurs may see it as a two side of the same coin, and may use them interchangeably during the different lifecycles of their business. For the others, they may have to focus on their long-term goal and target market and see which one will suit them better. Crowdfunding is great choice for people that want to get in touch with their audience as soon as they can, and will eventually have a product that can presell, or a noble idea that may engage many people for greater good. Crowdfunding has the potential to modify the way entrepreneurs wanted to do business. Rather than creating product first and selling it second, crowdfunding gives businesses the opportunity to approach the process from other perspective, first (creating) and last (selling) simultaneously. Bootstrapping on the other hand is perfect for business to business and complex ideas. The most successful crowdfunded companies are focused on easy to explain concepts and ideas that appeal directly to consumers. Entrepreneur whose company targets other businesses or if its idea involves multiple layers, and possibly faces small number of interested parties due to its complexity or price/value challenge, may see bootstrapping as a much better fit. Possibilities for successful combining of these two ways, and examples from the past of the projects and companies that have done so will be in focus of the further research.

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## ZADACI, OVLAŠĆENJA, ODGOVORNOSTI I POSLEDICE DELOVANJA SUBJEKATA U REALIZACIJI INVESTICIONIH PROJEKTA U GRAĐEVINARSTVU

### ASSINGNMENTS, AUTHORITIES, RESPONSIBILITIES AND CONSEQUENCES OF PARTICIPANTS THROUGH THE INVESTMENTS IN CONSTRUCTION PROJECTS

Slobodan Jovović<sup>179</sup>  
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Dragan Nikolić<sup>181</sup>

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**Rezime:** Planiranje i upravljanje kapitalnim investicionim projektima u građevinarstvu je vrlo složen, obiman i odgovoran zadatak koji podrazumeva angažovanje velikog broja učesnika: investitora, finansijskih institucija, nadležnih ministarstava, javnih komunalnih preduzeća, projekatara, vršioca tehničke kontrole, izvođača radova, stručni nadzor, stručne konsultante, inspeksijske službe, komisiju za tehnički pregled i dr.

U našoj inženjerskoj praksi procesi planiranja, projektovanja i pribavljanja građevinske dozvole, za kapitalne investicione projekte, odvijaju se sporo i nesinhronizovano pa traju i više godina.

I pored toga što pripremne aktivnosti za izgradnju traju dugo, većina investicionih projekata se ne realizuje u okviru ugovorenog roka, definisanog budžeta, ni prema usvojenim projektnim rešenjima, već dolazi do značajnih izmena i prekoračenja.

Posledice ovih dešavanja su da se realizacija mnogih investicionih projekata prekida zbog probijanja budžeta, dolazi do prekoračenja roka izgradnje, a često i završeni objekti ostaju bez upotrebne dozvole jer je u toku izgradnje došlo do bitnih izmena u odnosu na usvojena projektna rešenja.

Državna administracija u Srbiji pokušava da reši ovaj problem čestim izmenama pravne regulative, prvenstveno Zakona o planiranju i izgradnji, razmatrajući samo fazu investicije do izdavanja građevinske dozvole.

Učešće državnih organa u fazi izgradnje svodi se na restriktivnu ulogu, što često otežava realizaciju investicije.

U radu su razmatrani zadaci, ovlašćenja, odgovornosti i posledice (ne)delovanja svakog od učesnika u realizaciji investicionog projekta i predlog preraspodele uloga učesnika.

**Ključne reči:** Investicioni projekti, ovlašćenja, odgovornosti

**Abstract:** In the construction industry, the process of capital investment projects planning and management is very complex, extensive and responsible task that involves hiring a large number of participants: Investors, financial institutions, relevant ministries, public utilities, designers, technical controls, contractors, supervisors, professional consultants, inspection services, the Commission for technical inspection and others.

In Serbian engineering practice, processes of planning, designing and obtaining a building permit, for capital investment projects, are carried out slow and not synchronized, thus lasting

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*for many years.*

*No matter that construction preparatory activities are long lasting, neither investment projects are not implemented within the agreed period, defined budget, nor according to the adopted design solutions, there come significant changes and overruns.*

*The consequences of these events are the interruption of many investment projects realization due to exceeding the budget, it comes to exceeding the construction time, and completed buildings often remain without use permit, because there are significant changes from the adopted design solutions through construction period.*

*The Serbian State Administration is trying to solve this problem by frequent changes of legal regulations, primarily the Law on planning and construction, scrutinizing only the phase of investment until the construction permit.*

*Participation of state authorities during the construction phase is reduced to a restrictive role on an annual basis, which often hinders the realization of the investment.*

*The paper discusses the tasks, authorities, responsibilities and consequences of (non-) operation of each of the participants in the realization of the investment project and the proposed redistribution of roles of participants.*

**Key words:** *Investment projects, authorities, responsibilities*

## 1. UVOD

**P**laniranje i upravljanje realizacijom kapitalnih investicionih projekata u građevinarstvu je vrlo složen i obiman zadatak. Sam proces realizacije investicionog projekta može se generalno podeliti na tri faze:

I Faza podrazumeva sve pripremne aktivnosti na **planiranju** (izrada i usvajanje urbanističke planske dokumentacije), **projektovanju** (izrada i tehnička kontrola tehničke dokumentacije) i završava se **pribavljanjem građevinske dozvole**.

II Faza predstavlja samu **fizičku realizaciju projekta** od izbora izvođača radova i stručnog nadzora, uvođenja izvođača u posao, izvođenja i završava se primopredajom svih radova na gradilištu.

III Faza obuhvata **tehnički pregled** objekta, ishodovanje **upotrebne dozvole, uknjižbu i predaju na korišćenje**.

Faza eksploatacije objekta, tekuće i investiciono održavanje kao i rušenje i uklanjanje objekta po završetku njegovog životnog veka nije predmet ovog rada. [1]

## 2. OKRUŽENJE U KOME SE REALIZUJU INVESTICIONI PROJEKTI

Granični uslovi u kojima se odvija realizacija kapitalnih investicionih projekata u građevinarstvu su:

- Zakonska ograničenja definisana kroz pravnu regulativu;
- Uslovi finansijskih organizacija;
- Stanje u građevinarstvu u Republici Srbiji.

Državna administracija pokušava da stvori povoljnije uslove za realizaciju investicionih projekata u građevinarstvu čestim izmenama pravne regulative prvenstveno Zakona o

planiranju i izgradnji.

U postupku izrade Zakona o izmenama Zakona o planiranju i izgradnji u 2014. godini vršena je analiza primene prethodnog Zakona o planiranju i izgradnji. [2]

Prema objavljenim rezultatima analize primene prethodnog Zakona o planiranju i izgradnji do 2014. godine, Ministarstva građevinarstva saobraćaja i infrastrukture Republike Srbije, ključni uzroci neefikasnosti sistema su:

1. Neuređenost svojinsko-pravnih odnosa;
2. Nedovoljna pokrivenost planskim dokumentima i njihov kvalitet;
3. Fragmentiranost nadležnosti i odgovornosti – država, lokalna samouprava, javna preduzeća, zavodi, direkcije, itd.;
4. Nedostatak vrednovanja efikasnosti postupanja javnog sektora i sankcionisanja kršenja rokova u postupanju;
5. Para-fiskalni karakter naknade za uređivanje građevinskog zemljišta.

Rezultati analize su uglavnom tačni posebno u odnosu na prva dva navedena uzroka.

### Neuređenost svojinsko-pravnih odnosa

U Srbiji je uređivanje svojinsko pravnih odnosa posao koji se sprovodi sporo sa polovičnim uspehom iako su donošenjem Zakona o državnom premeru i katastru stvoreni preduslovi i propisani rokovi za sređivanje evidencije nepokretnosti. [3]

Posledica neažurnosti svojinsko-pravnih odnosa je nemogućnost pribavljanja dokaza o vlasništvu što je uslov za dobijanje građevinske dozvole.

Poseban problem predstavljaju nezavršeni postupci eksproprijacije u prethodnom periodu posebno kada su vlasnici privatna lica među kojima nisu sprovedeni ostavinski postupci i podela imovine i kada ne postoji

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*inženjera za upravljanje investicijama. Od*

*1992. do 1994. radio u Stambenoj zadruzi*

*"UNIVERZITET" na mestu inženjera planera*

*programera. Od 1994. radio u Gradskom*

*društvenom fondu za građevinsko zemljište i*

*puteve na mestu Samostalnog referenta. Po*

*osnivanju Direkcije za građevinsko zemljište i*

*izgradnju Beograda radio kao vodeći inženjer*

*u sektoru za izgradnju i nadzor, rukovodilac*

*odeljenja za informatiku, Samostalni stručni*

*saradnik I u sektoru za izgradnju stanova.*

*Inicirao uvođenje i rukovodio razvojem IS*

*Direkcije kao i uvođenjem GIS tehnologija.*

*Bio inicijator za formiranje i koordinator*

*„WAN“ tima za razvoj IS Beograda tokom*

*2001 godine. Bio član radnog tima za izradu*

*Generalnog plana Beograda do 2021. sl. list*

*grada Beograda 27/03*

*Od 2002. godine radio u Gradskom zavodu za*

*veštačenja Beograda na mestu veštak-savetnik*

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*Od 2015. godine Predavač strukovnih studija*

*Visoke građevinsko geodetske škole za užu*

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*radova iz oblasti planiranja i praćenja*

*realizacije građevinskih radova, upravljanja*

*projektima i primene informacionih*

*tehnologija.*



utvrđen javni interes pa se rešenje traži na sudu.

Treba istaći i problem konverzije prava korišćenja građevinskog zemljišta u pravo svojine koji se nedovoljno brzo sprovodi.

### **Nedovoljna pokrivenost planskim dokumentima i njihov kvalitet**

Osnovni uzrok bespravne gradnje, pored neefikasnog postupanja inspeksijskih službi i sprovođenja postupka rušenja, je nedovoljna pokrivenost prostora planskim dokumentima i njihov kvalitet.

Ako ne postoji validni urbanistički plan kojim je određena urbanistička namena predmetnog zemljišta i položaj infrastrukturne mreže Investitor, ne samo što ne može dobiti građevinsku dozvolu, već ne može znati ni u kojim koridorima će biti predviđeni objekti komunalne infrastrukture pa ih često zauzme bespravnom gradnjom.

Kada bespravna gradnja na nekom području uzme maha i niknu čitava bespravna naselja izrada i realizacija detaljnih urbanističkih planova postaje nemoguća misija jer često zahteva rušenje više bespravnih objekata što izaziva socijalne i političke probleme.

Na pojedinim područjima postoje urbanistički planovi čija realizacija nije počela decenijama ali su na snazi pa vlasnici nepokretnosti ne mogu dobiti građevinske dozvole za dogradnju ili adaptaciju postojećih objekata niti izgradnju novih, a u isto vreme se ne sprovodi ni postupak eksproprijacije pa su vlasnici nepokretnosti u pat poziciji. U takvoj situaciji vlasnici se često odlučuju na bespravnu gradnju posebno imajući u vidu da do sada nije bilo ozbiljnih sankcija za takve postupke već su bili i nagrađivani donošenjem Zakona o legalizaciji odnosno sada Zakona o ozakonjenju, u vidu popusta za naknadu za komunalno opremanje građevinskog zemljišta.

Lokalna uprava pod maskom rešavanja socijalnih problema često u predizbornim godinama vrši asfaltiranje saobraćajnica i uvođenje komunalne infrastrukture vodovoda i kanalizacije u bespravnim naseljima što unosi još veću konfuziju.

### **Snežana Mitrović**

*Profesor univerziteta (5. maj 1973, Kraljevo, R. Srbija) – Osnovnu školu i gimnaziju završila je u rodnom gradu.*



*Diplomirala je na Građevinskom fakultetu u Nišu, R. Srbija, 1997. godine. Magistarsku tezu **Postupci optimizacije u teoriji mrežnog planiranja** odbranila je na Građevinskom fakultetu u Beogradu, R. Srbija, 2004., a doktorsku disertaciju **Optimizacija u projektovanju i izvođenju objekata visokogradnje sa aspekta materijalizacije** na Arhitektonsko-građevinskom fakultetu u Banjoj Luci, R. Srpska, Bosna i Hercegovina, 2009. godine.*

*Radila je u Saveznoj direkciji za robne rezerve u Beogradu, R. Srbija, kao samostalna savetnica u Sektoru za investicije, kao odgovorni rukovodilac radova i odgovorni projektant u više domaćih i stranih preduzeća (1998–2003). Profesor je Visoke građevinsko-geodetske škole u Beogradu, R. Srbija, od 2007. godine. Na Arhitektonsko-građevinsko-geodetskom fakultetu u Banjoj Luci, Republika Srpska, Bosna i Hercegovina, gde radi od 2006., izabrana je za vanrednog profesora 2015. za naučne oblasti: **Građevinske konstrukcije, kao i Menadžment u građevinarstvu. Njena uža orijentacija je tehnologija građenja, građevinski menadžment, metalne i drvene konstrukcije, konstruktivni sistemi i inteligentne tehnike u građevinarstvu.** Autorka je četiri udžbenika i 55 naučnih i stručnih radova.*

### **3. PRAVNA REGULATIVA**

**Pri prezentaciji Zakona o izmenama Zakona o planiranju i izgradnji u 2014. godini proklamovani su sledeći ciljevi reforme zakona:**

1. Povećanje konkurentnosti i olakšavanje investicija uz obezbeđenje pogodnog poslovnog ambijenta u građevinarstvu;
2. Usklađivanje sa savremenim međunarodnim standardima i praksom, sa aspekta efikasne realizacije građevinskih projekata i primene profesionalnih i etičkih standarda;
3. Obezbeđenje mehanizma transparentnosti kroz jasno i nedvosmisleno utvrđivanje procedura, odnosno kroz postupak objedinjene procedure;
4. Skraćivanje vremena i smanjenje troškova izdavanja upravnih akata;
5. Omogućavanje primene „FIDIC“ i drugih savremenih modela ugovaranja u oblasti izgradnje objekata;
6. Uvođenje elektronske uprave u oblasti izgradnje objekata;
7. Redefinisanje procesa protoka informacija, od dobijanja početnih uslova za projektovanje, preko izrade projekata, ishodovanja građevinskih dozvola do dobijanja upotrebne dozvole;
8. Precizna klasifikacija objekata radi prilagođavanja obima kontrole stepenu rizika koji ti objekti nose;
9. Jasna raspodela odgovornosti između administracije i profesija;
10. Uvođenje obaveze osiguranja od profesionalne odgovornosti radi potenciranja odgovornosti svih učesnika u procesu izgradnje.

Zakoni o izmenama Zakona o planiranju i izgradnji u 2014. godini donose više novina i ubrzanje procedure izdavanja građevinske dozvole, ali nisu otklonjene sve neusklađenosti i ostalo je još mnogo posla na unapređenju svih faza realizacije investicije. [2]

Da bi se Investicioni projekat u građevinarstvu uspešno realizovao neophodno je da se uspostavi sinergija između svih ključnih učesnika u njegovoj realizaciji.

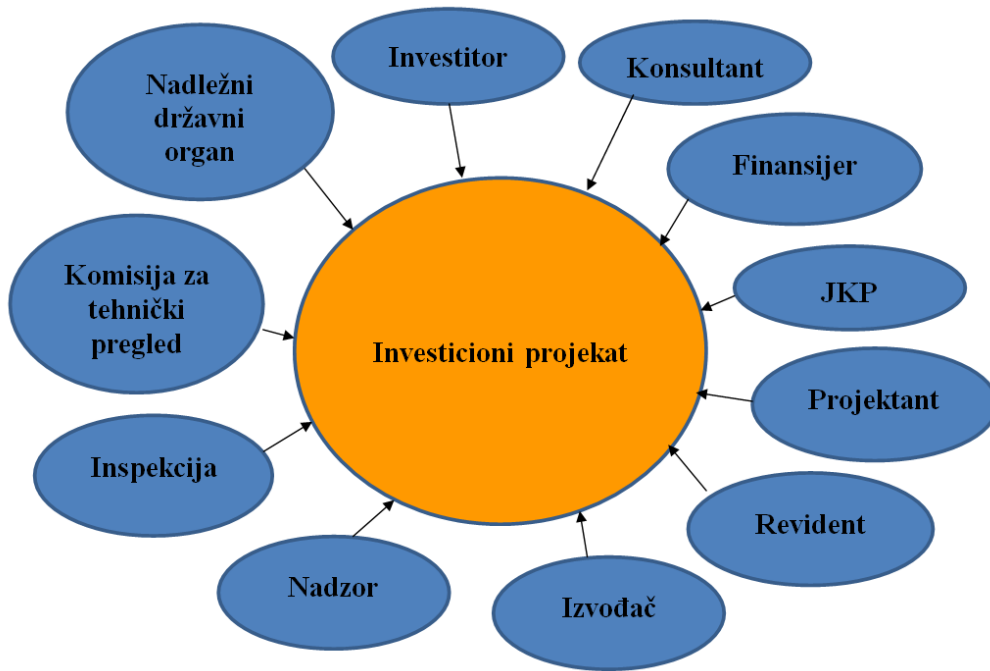
### **4. UČESNICI U REALIZACIJU INVESTICIONIH PROJEKATA**

**Ključni učesnici u realizaciji investicionih projekata u građevinarstvu su:**

1. Državni organ nadležan za izdavanje dozvola (Ministarstvo, lokana uprava);
2. Investitor;
3. Stručni konsultant;
4. Finansijer (Finansijske institucije);
5. Javna komunalna preduzeća (JKP) – zadužene za izdavanje uslova i saglasnosti;
6. Projektant;
7. Vršilac tehničke kontrole (Revident);
8. Izvođač radova;
9. Stručni nadzor;
10. Inspeksijske službe;
11. Komisija za tehnički pregled.

Na Slici 1. Šematski su prikazani ključni subjekti koji neposredno učestvuju u realizaciji investicionih projekata u građevinarstvu





Slika 1.

Pored nabrojanih ključnih učesnika u realizaciji investicionih projekata u građevinarstvu važnu ulogu imaju i strukovne organizacije kao što su Inženjerska komora Srbije, Savez inženjera i tehničara.

Posebno značajnu ulogu u rešavanju sporova ima sudstvo čija ažurnost nije na zadovoljavajućem nivou.

## 5. KRITIČKA ANALIZA ULOGA SVIH UČESNIKA U REALIZACIJI INVESTICIONIH PROJEKATA

**Analiza sadašnjih uloga svakog učesnika u realizaciji Investicionog projekta sa kritičkim osvrtom na posledice (ne)delovanja svakog od njih.**

### 1. Državni organ nadležan za izdavanje dozvola (Ministarstvo, lokana uprava)

Izmenama Zakona o planiranju i izgradnji u 2014. godini pooštreni su uslovi rada državne administracije koja je označena kao najveći krivac za sporost u pribavljanju građevinskih dozvola. Sa jedne strane propisani su izuzetno kratki rokovi za obradu predmeta i sankcije za svako kašnjenje, a sa druge strane administracija je oslobođena od odgovornosti za proveru ispravnosti i kvaliteta tehničke dokumentacije, odnosno vrši se samo provera kompletnosti podnete dokumentacije u formalnom smislu.[4]

Sva odgovornost za ispravnosti i kvalitet tehničke dokumentacije prebačena je na odgovorne projektante i vršioce tehničke kontrole za koje je predviđena i profesionalna i materijalna odgovornost.

Ako u toku građenja dođe do izmena koje predstavljaju odstupanja od položaja, dimenzija, namene i oblika objekta, kao i drugih parametara i uslova utvrđenih u građevinskoj dozvoli i izvodu iz projekta za građevinsku dozvolu i koji se ne mogu „pokriti“ Projektom izvedenog

objekta Investitor je dužan da obustavi radove i podnese zahtev za izmenu građevinske dozvole.

Pošto procedura izmene građevinske dozvole često znači vraćanje na početak procesa, odnosno izmenu planskog akta i pribavljanje novih lokacijskih uslova Investitori nerado podnese zahtev za izmenu građevinske dozvole već rešavanje problema odlažu do kraja izgradnje. Kada su radovi završeni nije predviđena mogućnost za podnošenje zahteva za izmenu građevinske dozvole.

Pri postupku izdavanja upotrebne dozvole opet se sva odgovornost prebacuje na „struku“ odnosno Komisiju za tehnički pregled, a državna administracija opet vrši samo proveru kompletnosti podnete dokumentacije u formalnom smislu.[5]

## 2. Investitor

Investitori infrastrukturnih objekata su preduzeća koje je osnovala država i koja trpe veliki pritisak da se projekti realizuju u roku, sa ograničenim budžetom, uz poštovanje međudržavnih sporazuma i svih ograničenja koja nameću finansijske institucije i u zakonskim okvirima.

U uslovima hroničnog nedostatka novca investitor često olako prihvata zahteve izvođača za „optimizacijom“ usvojenih projektnih rešenja, pošto se ušteda deli po pola, bez kompletne analize posledica takve odluke na dalji tok i mogućnost uspešnog (legalnog) završetka investicije. U postupku odlučivanja se gotovo uvek traži mišljenje Stručnog nadzora i Stručnog konsultanta, koji najčešće razmatraju samo tehnički aspekt ponuđenog rešenja, često izostaje saglasnost Projektanta i gotovo nikad se ne traži mišljenje Komisije za tehnički pregled o posledicama predloženih izmena.

Zahtevi privatnih investitora diktirani su uslovima tržišta pa se često postavljaju uslovi koji nisu definisani našom pravnom i tehničkom regulativom. Najčešće se zahteva promena broja i strukture stambenih jedinica, tehnički prijem poslovnog prostora u „sivoj fazi“ koji će kupac kasnije sam opremiti po svojim potrebama, fazni tehnički prijem objekata koji nije predviđen građevinskom dozvolom i dr.

## 3. Stručni konsultant

U ugovorima vezanim za međunarodnu investicionu izgradnju, najčešće se primenjuju opšti uslovi koje je izdala Međunarodna federacija inženjera konsultanata „FIDIC“. U FIDIC-ovim aktima se, pre svega, insistira na ranom uključivanju konsultanata u posao tj. u izradu

### **Dragan Nikolić**

*docent, profesor strukovnih studija (19. maj 1978, Tuzla, BiH) – Osnovnu školu završio u Ugljeviku, BiH, a Građevinsku tehničku školu u Beogradu. Diplomirao je na*



*Građevinskom fakultetu u Beogradu, Doktorsku disertaciju **Primena genetskih algoritama u optimizaciji greda od betona visokih i ultra visokih čvrstoća sa aspekta nosivosti na savijanje i smicanje** odbarnio na Fakultetu tehničkih nauka u Novom Sadu, R. Srbija, 2012. godine.*

*Radio je u Institutu IMS a.d. Beogradu, R. Srbija, kao istraživač saradnik (2006-2012) i naučni saradnik (2012-2013). Profesor je Visoke građevinsko-geodetske škole u Beogradu, R. Srbija, od 2013. godine. Na Arhitektonsko-građevinsko-geodetskom fakultetu u Banjoj Luci, Republika Srpska, Bosna i Hercegovina, gde radi od 2015. godine. Uža naučna oblast je tehnologija betona i betonske konstrukcije. Posедуje višegodišnje iskustvo u primeni metoda mekog programiranja u građevinarstvu. Autor je preko 50 naučnih radova, od kojih su 7 objavljeni u časopisima na SCI listi.*

predinvesticionih studija, jer se smatra da se oko 85% od mogućih ušteda na jednom projektu ostvaruje u fazama rada do izrade tendera za izbor izvođača radova, a da se preostalih 15% mogućih ušteda može ostvariti tokom izgradnje i opremanja investicionih objekata i to kontrolom troškova i kvaliteta izvedenih radova. Nivo odluka koje se mogu prepustiti konsultantu zavisi od slučaja do slučaja, ali se pri realizaciji projekta, Investitor nikada u potpunosti ne isključuje i to ne samo u pogledu ključnih odluka, već i u pogledu odgovornosti za projekat. U Srbiji ne postoji zakonska regulativa koja bi definisala ulogu (ovlašćenja i odgovornosti) stručnog konsultanta pa se njegova uloga često zamenjuje za ulogu stručnog nadzora na gradilištu. U Srbiji postoji više domaćih i stranih firmi koje se bave ovim poslovima.

#### **4. Finansijer (Finansijske institucije)**

Finansijer je lice koje pored investitora ima pravo u postupku, ali ne stiče pravo svojine niti na objektu, niti na zemljištu

Međunarodne finansijske institucije kao što su:

- IBRD – Svetska banka za obnovu i razvoj,
- EBRD – Evropska banka za obnovu i razvoj,
- EIB – Evropska investiciona banka,
- EAR – Evropska agencija za rekonstrukciju imaju svoja stroga pravila za odobravanje i praćenje realizacije investicije koja se oslanjaju na FIDIC-ove uslove ugovaranja koji nisu uvek u skladu sa domaćom pravnom i tehničkom regulativom. Finansijske institucije rade sa fiksnim i unapred isplaniranim budžetima pa svaka promena cene ili roka realizacije investicije, implicira poremećaje u planiranom plasmanu novčanih sredstava.

U finansijskim institucijama odluke uglavnom donose ekonomisti koji nemaju razumevanja za objektivne probleme tehnike prirode koji su neminovni pri realizaciji velikih infrastrukturnih projekta.

#### **5. Javna komunalna preduzeća (JKP) – zadužena za izdavanje uslova i saglasnosti**

Javna komunalna preduzeća koja upravljaju komunalnom infrastrukturom često kroz izdavanje uslova za priključenje kapitalnih objekata pokušavaju da reše i svoje tekuće probleme pa nije redak slučaj da Elektro distribucija postavlja uslov za izgradnju trafo stanice i rekonstrukciju instalacija čiji kapaciteti daleko prevazilaze potrebe snabdevanja objekta koji se gradi. Uslovi Železnice i vodoprivrednih organizacija za izgradnju mostova često zahtevaju nerealno velike gabarite koji mogu znatno da poskupe investiciju.

#### **6. Projektant**

Projektant ima presudnu ulogu na racionalnost rešenja, mogućnost izvođenja, cenu i kvalitet investicionog projekta iako cena projekta ne prelazi 5% od vrednosti investicije.

Posebno treba istaći probleme sa kojima se suočavaju projektanti infrastrukturnih objekata a to su:

- Nametanje izuzetno kratkih rokova za izradu projekta od strane državne administracije jer je uslov za dobijanje međunarodnih kredita urađena tehnička dokumentacija i rešen postupak eksproprijacije, a u posao se obično kreće sa zakašnjenjem.
- Neažurne i nepotpune podloge za projektovanje (posebno geotehnički i geodetski

elaborati) kao i uslovi JKP koji nemaju uvek realnu osnovu.

- Naknadni zahtevi za izmenama već usvojenih projektnih rešenja.

Za ovakvo stanje u projektovanju delimično su krivi i sami projektanti koji usled nedostatka posla i oštre konkurencije, pristaju na nerealne rokove i nisku cenu, a ni strukovne organizacije ne utiču dovoljno na promenu stanja.

Ovakvo stanje u projektovanju se neminovno odražava i na kvalitet projekata prvenstveno na izbor optimalnog projektantskog rešenja, što zahteva mnogo vremena i truda, pa projektanti često primenjuju standardna rešenja koja nisu uvek i optimalna.

Često se dešava da već urađeni projekti čekaju godinama na usvajanje od strane Državne revizione komisije ili obezbeđivanje sredstava za realizaciju, pa izgube na aktuelnosti usled promena situacije ne terenu, kao i pravne i tehničke regulative.

## **7. Vršilac tehničke kontrole (Revident)**

Tehnička kontrola tehničke dokumentacije deli sudbinu projekta u pogledu rokova i vrednovanja posla. Uobičajena cena tehničke kontrole iznosi 10% od cene projekta, što nije u skladu sa odgovornošću koju ovaj posao nosi. Pribavljanje pozitivnog izveštaja tehničke kontrole na projekat je završna aktivnost pre konačnog prihvatanja projekta pa revidenti trpe veliki pritisak da prihvate projekte u što kraćem roku.

Ovaj problem se može prevazići vršenjem tehničke kontrole u toku izrade projekta kada se sve primedbe otklanjaju u toku rada a konačni pregled završenog projekta je samo formalnost.

## **8. Izvođač radova**

Izvođač radova posao dobija na konkursu, prema uslovima javnih nabavki ili finansijskih organizacija, i ne može da utiče na uslove iz konkursa. Pošto je sistem postavljen po principu „uzmi ili ostavi“ ponuđači se retko odlučuju da stave primedbe na projekat ili uslove u konkursu čak i ako uoče ozbiljne greške i nelogičnosti. Svaka usvojena primedba najčešće znači izmenu uslova konkursa i odlaganje početka posla za više meseci.

Pri potpisivanju ugovora Izvođač mora da potpiše da prihvata projekat i da je spreman da ga realizuje za ponuđenu cenu i u ponuđenom roku.

Pošto su ponuđena cena i rok cesto na granici rentabilnosti Izvođač će učiniti sve da popravi svoju poziciju tokom izgradnje. Pod formom „optimizacije“ projekta Izvođač često predlaže Investitoru izmene koje će pojeftiniti radove i olakšati izvođenje.

U analizama Izvođača se, nekad opravdano a nekad neopravdano, kritikuju usvojena projektna rešenja i favorizuje tehnologija koju poseduje izvođač. Razmatraju se samo tehnički aspekti rešenja sa stanovišta izvođača radova bez sagledavanja posledica na celokupni tok investicije.

## **9. Stručni nadzor**

Zakonom o planiranju i izgradnji i Pravilnikom o sadržini i načinu vođenja stručnog nadzora jasno je definisana uloga, odgovornost i ovlašćenja stručnog nadzora pri izgradnji investicionih objekata. Obaveza stručnog nadzora je da vrši kontrolu da li se građenje vrši prema građevinskoj

dozvoli, odnosno prema tehničkoj dokumentaciji po kojoj je izdata građevinska dozvola. U slučaju odstupanja izvođenja radova od tih projekata stručni nadzor bez odlaganja obavestava Investitora radi preduzimanja odgovarajućih mera i posledicama koje mogu nastupiti ako te mere ne budu preduzete.

U poslednje vreme se za kapitalne investicione projekte ugovaranje vrši po „FIDIC“-ovim uslovima ugovaranja koji nisu u potpunosti usaglašeni sa domaćim zakonodavstvom.

Ovlašćenja „Inženjera“ po „FIDIC“-ovim uslovima su bitno veća od ovlašćenja stručnog nadzora po našim propisima posebno po pitanju izmene tehničke dokumentacije u toku građenja.

Problem je posebno evidentan kada su i izvođač i stručni nadzor inostrane firme koje ne vode dovoljno računa o domaćem zakonodavstvu, zaboravljajući da se objekat po završetku izgradnje mora primiti po domaćim propisima.

## **10. Inspekcijske službe**

Građevinska inspekcija, Inspekcija rada i druge inspekcijske službe imaju vrlo važnu ulogu u uvođenju reda u oblast građevinarstva a posebno u sprečavanju nelegalne gradnje. Problem je u malom broju inspektora, blagoj kaznenoj politici i neefikasnom sprovođenju postupka rušenja.

## **11. Komisija za tehnički pregled**

Komisija za tehnički pregled kao poslednji učesnik u procesu izgradnje, ima i najveću odgovornost za otklanjanje svih nedostataka na objektu i usklađivanje tehničke dokumentacije i uslova komunalnih kuća na osnovu kojih je izdata građevinska dozvola sa izvedenim stanjem. Sve učinjene propuste u toku realizacije investicionog projekta komisija mora posmatrati na racionalan i inženjerski način, ali u skladu sa obavezujućom pravnom i tehničkom regulativom.

### **Propusti se mogu podeliti na više oblasti:**

- Nepotpuna atestna i gradilišna dokumentacija,
- Nedostaci u dokazivanju zahtevanog kvaliteta,
- Izmene izvedenog stanja u odnosu na odobrenu projektnu dokumentaciju.

Ovi problemi se mogu preduprediti korišćenjem zakonske mogućnosti da se radi tehnički pregled u toku izgradnje objekta. Za preporuku je da se Komisija za tehnički pregled u rad uključi što ranije, najbolje na samom početku izgradnje, i da se sa Odgovornim izvođačem radova i Stručnim nadzorom vrši kontinualno usaglašavanje svih spornih pitanja u toku realizacije investicionog projekta.

Najbolji rezultati se postižu kada Komisija za tehnički pregled delimično preuzme i ulogu konsultanta Investitora pa vrši proveru svake isporuke materijala i opreme u pogledu usaglašenosti prateće dokumentacije pre isporuke na gradilište. Na taj način se unapred eliminišu sve moguće štetne posledice i naknadni troškovi koji mogu nastati kada se neatestirani materijal i oprema dopreme na gradilište i ugrade u objekat.

Poseban problem predstavlja odstupanje od usvojenih projektnih rešenja u toku izgradnje objekta. Ako se vrši tehnički pregled po završetku izgradnje objekta mogućnosti za rešenje

problema su ograničene. Ukoliko odstupanja nisu izašla iz okvira koji je definisan pravnom i tehničkom regulativom radi se projekat izvedenog objekta i ako su svi ostali tehnički uslovi zadovoljeni formira se pozitivan zapisnik o tehničkom prijemu.

Kada odstupanja od usvojenih projektnih rešenja u toku izgradnje objekta prelaze dozvoljene okvire, a radovi su završeni, ne može se dobiti pozitivan izveštaj o izvršenom tehničkom pregledu, niti je moguće ići na izmenu građevinske dozvole. U takvim slučajevima moguće je primeniti samo odredbe Zakona o ozakonjenju (legalizaciji) objekata.

Problem je najefikasnije rešavati u vreme nastanka, kada se odlučuje o odstupanju od usvojenih projektnih rešenja, u saradnji sa svim relevantnim učesnicima u poslu i to: Investitorom, Izvođačem, Stručnim nadzorom, Komisijom za tehnički pregled u saradnji sa Nadležnim državnim organom koji je izdao građevinsku dozvolu.

## **6. PRIMER IZ PRAKSE:**

Na realizaciji investicionih projekata izgradnje mostova na Koridoru X uočeni su sedeći problemi koji su uticali na uspešnost realizacije investicije.

### **Podloge za projektovanje:**

Geodetski elaborati

Za pojedine deonice geodetski elaborati su urađeni pre više godine pa kada nije izvršena detaljna kontrola ažurnosti tehnička dokumentacija, urađena na osnovu ovih podloga, nije u potpunosti odgovarala stanju na terenu što se konstatovalo tek na početku izgradnje.

Geotehnički elaborat:

Zbog nepristupačnosti terena u Grdeličkoj klisuri nije bilo moguće izvršiti detaljna geotehnička ispitivanja terena na pojedinim deonicama. Predviđeno je da se istražne bušotine na stubnim mestima urade po izgradnji pristupnih puteva kada će se precizno odrediti nosivost tla. Projektant je u projektu predvideo da se konačan način fundiranja definiše po dostavljanju kompletnog geotehničkog elaborata što je impliciralo nepreciznost ukupne cene i roka izgradnje predmetnih objekata usled većeg obima nepredviđenih radova.

### **Izmene projekta prema zahtevima investitora**

Kvalitet projekata je direktna posledica raspoloživog vremena, kvaliteta podloga za projektovanje i iskustva i stručnosti projektantskog tima. Od posebne je važnosti sveobuhvatnost i potpunost projektnog zadatka. Ako projektni zadatak nije dobro definisan na početku posla investitor često vrši izmene kada je realizacija projekta već u poodmakloj fazi. Promene se zahtevaju usled povećanih zahteva za ekološkom zaštitom (zidovi za zaštitu od buke, prolazi za divlje životinje...), dodavanjem novih sadržaja (biciklističke staze, pretvaranje zaustavne trake u žutu traku) ili usled promene propisa (drugi tipovi ograde, promena širina revizionih i pešačkih staza). Svi ovi sadržaji su korisni i potrebni ali prave velike probleme projektantima ako se njihovo uvođenje zahteva naknadno kada je projekat urađen ili je u završnoj fazi. Kod ovakvih izmena se najčešće dešavaju greške i neusaglašenosti koje se otkrivaju tek u fazi izvođenja ili tehničkog prijema objekta kada je njihovo ispravljanje najteže i najskuplje.

## Izmena projekata u toku izgradnje

Na jednoj deonici Investitor je prihvatio predlog Izvođača za izmenu projekata više mostova u cilju „racionalizacije“ bez saglasnosti projektanta i sagledavanja svih posledica takve odluke. Radovi su izvedeni po novim projektima koje je obezbedio izvođač i za koje nije tražena izmena građevinske dozvole. Pošto su izmene bile značajne nije bilo moguće da se problem reši izradom Projekta izvedenog objekta. Posledica takve „racionalizacije“ je da je rok značajno probijen, a cena nije značajno umanjena. Obzirom da nije bilo moguće dobiti pozitivan izveštaj za tehnički pregled jedino rešenje za pribavljanje upotrebne dozvole je legalizacija (ozakonjenje) objekata.

## 7. ZAKLJUČAK

Izmenama Zakona o planiranju i izgradnji stvoreni su uslovi za poboljšanje efikasnosti rada administracije pri izdavanju upravnih akata. Mnogo manje pažnje je posvećeno sinhronizaciji rada i zajedničkom rešavanju problema administracije i profesije u kasnijim fazama investicije. Uključivanjem ključnih učesnika u sve faze realizacije investicije ostvarila bi se sinergija u radu. Problemi se najefikasnije rešavaju u vreme nastanka, uz učešće svih relevantnih subjekata, kada njihovo rešavanje, izaziva najmanje troškove i eliminišu se negativni uticaji na dalji tok investicije. Preraspodelom zadataka, ovlašćenja, odgovornosti moguće je ubrzati proces realizacije investicionog projekata, ostvariti zadati kvalitet u okviru usvojenog budžeta i obezbediti pozitivan izveštaj o tehničkom pregledu i uspešan završetak investicije.

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## THE ELECTRONIC RECORDS OF SALES

Martina Černá<sup>182</sup>  
Iveta Pištěková<sup>183</sup>

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**Abstract:** *Tax evasion and the resulting unfair competition, place a burdon of the economy of every country, and the Czech Republic is no exception in this respect. The problems of dealing with these adverse events are faced both by the state authorities as well as by the theoretical academic community. Hence, the common goal is to develop sufficient effective tools for the prevention of tax evasion and fraud. The Czech Republic found it advantageous to learn from the Croatian experience, as well as from other EU countries that have experienced similar introduction of electronic sales records. This experience could not however be assumed automatically and had to be adapted to the specific conditions of the Czech economy.*

*Based therefore on the introduction of the electronic records of sales in Croatia in 2013, the Ministry of Finance developed its own system whereby its financial management could record the payment transactions of business. Officially, this project was first introduced as the Electronic Records of Sales in July 2014.*

*This system was then officially launched in the Czech Republic, for selected services only, on December 1st 2016. But its introduction was accompanied by a negative campaign from the business community, and it is nowadays still subject to both strong debates and sharp criticism within society at large and amongst poliicians.*

*Two opposing sides are now seen to confront one other. On the one hand, there are the proponents who by introducing this new system are supporting the fight against the grey economy, and who support the setting up of fair competition between entrepreneurs. There are however, on the other hand, the detractors who are opposed to the financial burdon caused by obtaining the necessary technical equipment, and who fear the leakage or misuse of the data which the tax administrations receive. Ultimately they fear the actual liquidation of small businesses.*

*The main aim of this contribution to the international conference is thus to analyze the best conditions for the development and implementation of these electronic records of sales, of which the most important part was the approval of the Law on the register of receipts No. 112/2016 Coll., which regulates the rights, obligations and procedures applicable to such sales records and the procedures related to them. In this paper we analyse the launch of the electronic records of sales in the Czech Republic, and their gradual application in the practical business environment, including all positives and negatives. In connection to the above, we also compare the Czech and foreign experience of this implemenation.*

*The conclusion of this contribution will be dedicated to the evaluation of the two previously completed phases of this introduction of electronic records of sales in practice. These conclusions may then be used by our politicians for any further improvements to this system.*

**Key words:** The Electronic Records of Sales, Czech economy, the Ministry of Finance

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## THE ELECTRONIC RECORDS OF SALES

**E**lectronic records of sales as an efficient tool to prevent tax evasion and fraud in the Czech Republic was officially launched December 1, 2016. Starting EET preceded the approval of the law on EET no. 112/2016 Coll., Which regulates the rights and obligations and procedures related to EET. The main reason was the introduction of more efficient tax collection in order to quickly and accurately respond to fraudulent practices.

The introduction of EET was accompanied by a negative campaign and so far has been the subject of sharp social and political debates. Among the most discussed drawbacks include bullying businessmen worsening business environment, spending entrepreneurs to buy equipment that is used to check them and, not least, doubts about the ability of financial management control large volumes of data to the electronic cash registers come and business fears of abuse these data.

Based on these negatives, we performed an analysis which we have based on the survey in which randomly selected respondents (businesses and entrepreneurs), answered questions concerning the opinion on the introduction of EET and increase the cost of doing business in connection with the acquisition and subsequent use of electronic cash registers.

We conducted survey among 100 respondents in the Czech Republic by means of questionnaires sent to the email addresses of companies and entrepreneurs.

In Table. 1 presents the opinion of the respondents to the question: "Will the introduction of EET in a more efficient collection of taxes?"

<i>Legal form</i>	<i>Yes</i>	<i>No</i>	<i>I don't know</i>	<i>Total</i>
Legal person	20	34	7	61
Natural person - entrepreneurs	6	24	9	39

Table 1: Results of respondents

When converting this data into graphic form in the percentage of the graph no. 1 that the two study groups with more than 50% EET sees as a way to improve tax collection. Which undoubtedly may be subject to financial management to search for the other two sides more acceptable ways of improving tax collection. If we follow the EET is supporting the introduction of legal persons twice higher than for employed individuals. The number of respondents whose attitude to the introduction of EET is not yet clear, it is for both groups essentially the same.

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- Field: Finance and Tax
- 2007-2011: Business Academy in Uherském Hradišti



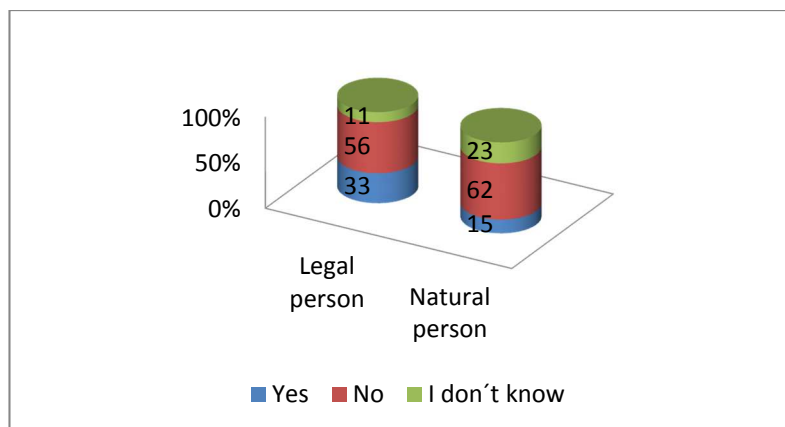


Figure 1: Graphical representation of the results

Table no. 2 shows respondents' answers to the question: "You mean to introduce EET increased costs of business?"

<i>Legal form</i>	<i>Yes</i>	<i>No</i>	<i>I don't know</i>	<i>Total</i>
Legal person	35	19	7	61
Natural person - entrepreneurs	27	8	4	39

Table 2: Results of respondents

If you transfer the data in the chart and numbers expressed in percentages, we see that the costs of introducing EET is most reflected in the management of individuals - entrepreneurs. The reason is undoubtedly different technical skills of small traders, who unlike large companies have an annual turnover of less, which does not provide sufficient resources for investment spending on technical and software. In both groups of respondents, about the same number of them have been treated calculate related costs introduce EET.

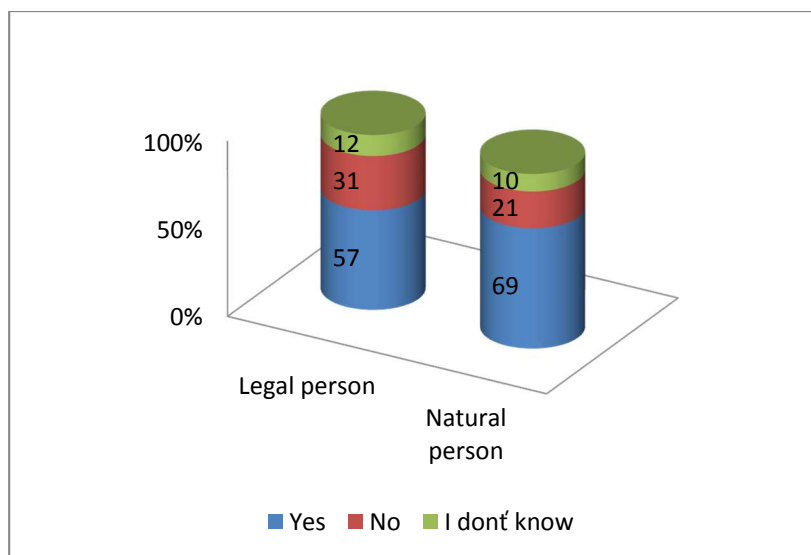


Figure 2: Graphical representation of the results

E-sales in various forms in European countries have for some time now. When studying Czech and foreign experience with the implementation of EET in the business environment, we found that the primary concerns associated with the introduction of EET in all countries are very similar - negative campaign focused on fears of leakage and information theft, destruction of small business financial burden for entrepreneurs like the following maps is clear which

countries have already EET works. In different countries different records of sales calls, but the goal is the same - to prevent tax evasion.



Figure 1: Countries that use electronic records of sales

When comparing Czech and foreign experience with the application of the system, we focused on Croatia and Slovakia.

Slovakia has experienced sales records since 1995, when it began to use cash registers. Since the year 2008, in order to circumvent this system were introduced special electronic cash register with fiscal memory. In 2015, we launched online sales reports. Records of sales development in the Slovak Republic was indeed different from the Czech road, but the result, according to the current assessment eliminate tax fraud.

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EET inspired the Croatian Ministry of Finance in the implementation of EET especially in technical solutions and communication methods and ways of phasing in these records. It should be noted that the Croatian model and experiences can not be adopted automatically, but need to be adapted to the conditions of the Czech Republic. After the introduction of EET in Croatia was reduced VAT rate to restaurant services from 25% to 10%, as in the Czech Republic has so far ignored.

Although EET in the Czech Republic just beginning not clearly say whether they really bring expectations in terms of better tax collection. It is already clear that the government increasingly by law interferes with the freedom of establishment, which is not right and the law on EET is the direct evidence. The state to prevent unlawful conduct small group of unidentified entrepreneurs elect convenient solution reduces security for all. Penalties for offenses against this law are disproportionately high and, for many businesses liquidation, which may create the impression that the law processors assume that tax evasion does all taxpayers.

On the other hand, it is necessary to take into account many politicians announcement that the credibility of the gradual introduction of EET contribute too. These include information about

quitting Commercial unspecified "large" number of small entrepreneurs who dealt with opposition to the establishment EET this way and not that of the state conclusively disproved. The statement further finance minister, argued that an annual increase in revenues of 100% due to the introduction of EET, which was then based on the information of the Czech Statistical Office adjusted to only 8%.

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# SELEKCIJA HIDROELEKTRANA REPUBLIKE SRBIJE NA BAZI OSNOVNIH PARAMETARA TURBINA PRIMENOM VIŠEKRITERIJUMSKOG ODLUČIVANJA

## SERBIAN HYDROPOWER PLANTS SELECTION BASED ON ELEMENTARY TURBINE PARAMETERS USING MULTI- CRITERIA DECISIONS MAKING

Žarko Rađenović<sup>184</sup>  
Tatjana Boshkov<sup>185</sup>  
Andela Pantić<sup>186</sup>

**Sadržaj:** *Problem deficita električne energije i neadekvatna iskorišćenost postojećih vodenih kapaciteta, kao i nedovoljna analiza hidro potencijala Srbije, dovešće do pojave sve većeg uvoza električne energije. Naime, kreatori politike elektroenergetike bi trebalo da obrate više pažnje na svetske trendove u proizvodnji električne energije. Tu se pre svega misli na povećanje proizvodnje izgradnjom manjih, lokalnih hidroelektrana, koje će svojim potencijalom zadovoljiti potrebe na mikro nivou. Ovim se postiže ne samo smanjenje gubitaka u distributivnoj mreži već i smanjenje troškova distribucije električne energije, a veliki hidro centri se oslobađaju pritiska nedovoljnog kapaciteta da snabdeju čitav region, pa i državu. Neiskorišćenost hidro potencijala i shodno tome kupovina električne energije podižu njenu cenu pa se postavlja pitanje efikasnosti postojećih hidrosistema. Predmet ovog rada jeste analiza efikasnosti postojećih hidroelektrana, njihova selekcija i rangiranje na osnovu ključnih tehničkih i proizvodnih karakteristika. Selekcija ovih hidroelektrana biće sprovedena metodom višekriterijumskog odlučivanja baziranoj na softveru Expert Choice. Naime, softver koristi AHP metodu (Analytical Hierarchy Process) kao osnovu za određivanje međusobnog značaja datih kriterijuma i njihovog prioriteta i kasnije rangiranje alternativa. Ovaj softver ima mogućnost sprovođenja i vizualizacije analize osetljivosti koja se temelji na jednostavnom interaktivnom načinu izmene težina kriterijuma i alternative. Takođe, on omogućuje donosiocima odluka prioritarno sortiranje alternativa, kako bi se izabralo najbolje moguće rešenje, u ovom slučaju najefikasniji model hidroelektrane u Srbiji.*

**Ključne reči:** *energija, efikasnost, hidroelektrane, selekcija*

**Abstract:** *The problem of electricity deficit and inadequate utilization of existing water facilities, as well as insufficient analysis of hydro potential of Serbia, has led to the emergence of increasing electricity imports. Specifically, policy makers of power industry should pay more attention to global trends in the production of electricity. There are primarily related to increase production by building small, local hydropower plant, which will meet the needs with its potential at a micro level. This is achieved not only reducing the distribution network losses and costs of electricity distribution, but also large hydro centers relieve pressure of insufficient capacity to supply the whole region and even country. Unused hydro potential and consequently electricity purchasing raise its price so the efficiency of existing hydro system is questionable. The subject of this paper is therefore efficiency analysis of existing hydropower plants and their*

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*selection and ranking, based on key technical and production characteristics. The selection of these hydropower plants will be implemented by the method of multi-criteria decision-making based on the software Expert Choice. The software uses AHP method (Analytical Hierarchy Process) for determining the mutual importance of given criteria and their priorities and subsequent ranking of alternatives. This software has the possibility to conduct sensitivity analysis and visualization based on a simple interactive mode, shift the weight of criteria and alternatives. Also, it allows decision makers priority sorting alternatives in order to choose the best possible solution, in this case the most efficient model hydropower plants in Serbia.*

**Key words:** *energy, efficiency, hydropower, selection*

## 1. UVOD

**T**rend korišćenja obnovljivih izvora energije predstavlja jednu od važnih tema na globalnom nivou, kada je u pitanju postizanje energetske efikasnosti, a i iskorišćavanje eventualnih potencijala za dodatnu proizvodnju električne energije, njenu distribuciju i izvoz. Nedovoljna istraženost konkretno vodenih potencijala i nedovoljno ulaganje u istraživanje dovodi do uvozne zavisnosti kada je reč o električnoj energiji, što se može videti i na primeru Republike Srbije. Kreatori energetske politike su tek u skorije vreme, postavili neke od smernica za ostvarivanje ciljeva kada je u pitanju elektroenergetski potencijal. Naime, proces pridruživanja Evropskoj uniji zahteva analizu potencijala prirodnih resursa za proizvodnju električne energije i ekonomsku isplativost ulaganja u iste.

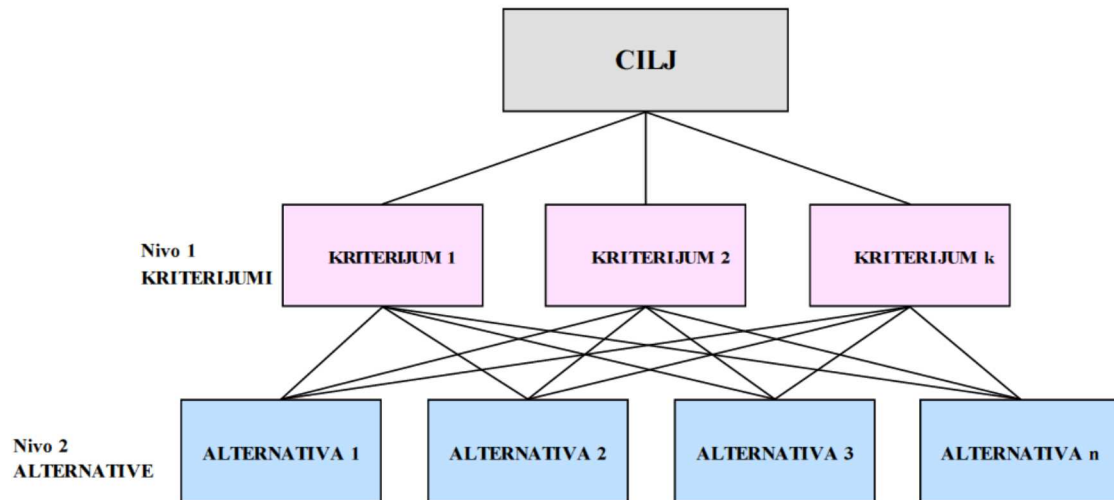
Imajući u vidu geomorfološke i hidrološke uslove u Srbiji, može se reći da ukupni raspoloživi vodni potencijal nije ni malo zanemarljiv, kao i da Srbija spada u vodom bogate regione Evrope. Više od polovine ovog potencijala je iskorišćeno izgradnjom većih sistema hidrocentrala. Međutim, povoljna geografska pozicija u smislu vodotokova Republike Srbije, dovela je do toga da se unapređenje postojeće proizvodne električne energije sagledava iz ugla mikro hidroenergetike. Male hidroelektrane često mogu unaprediti snabdevanje električnom energijom pojedine regione i na taj način osloboditi veće hidro centre od pritiska intenzivnijeg snabdevanja. Na ovaj način dolazi i do smanjenja kupovne zavisnosti zemlje u energetskom smislu, pada cene električne energije kao i troškova distribucije iste.

Shodno prethodno rečenom, cilj ovog rada jeste sagledavanje osnovnih tehničkih karakteristika turbina, hidro centara Srbije, koji imaju najveće učešće u proizvodnji električne energije. Njihovim rangiranjem, primenom AHP metode za višekriterijumsko odlučivanje, može se doći do zaključka koji je to model hidroelektrane koji je najviše isplativ, i da li se takvo tehničko rešenje može primeniti i na mikro nivou, uz naravno modifikaciju određenih tehničkih karakteristika. Korišćenjem softvera Expert Choice hidro centri, odnosno ogranci velikog hidro kompleksa Republike Srbije, rangiraju se prema postavljenim kriterijumima, kako bi se, analizom osetljivosti, odredio eventualni model hidroelektrane na kome bi se trebala bazirati politika mikro energetike.

## 2. METODOLOGIJA I PREGLED LITERATURE

Kada govorimo o metodologiji korišćenoj za istraživanje tematike koja je predmet ovog rada, autori su pre svega bazirali svoje proračune na višekriterijumskom odlučivanju. Primenom afirmisane AHP metode (Analytical Hierarchy Process- Analitički hijerarhijski proces) i njenih alata, stvorena je čvrsta osnova za pronalazeje najbolje rangiranog modela hidroelektrane, koja

pripada onom ogranku vodotokova, koji doprinosi najvećoj godišnjoj proizvodnji električne energije u Srbiji. Metoda Analitički hijerarhijski proces omogućuje fleksibilnost u procesu donošenja odluke, naročito kada je važno uzeti u obzir i kvalitativne i kvantitativne atribute istovremeno (Slika br.1). Bazirana na Saaty-jevoj skali, uz softversku vizuelizaciju putem softvera Expert Choice koristi se za rešavanje kompleksnih problema pri evaluaciji, alokaciji resursa, planiranju i razvoju, ali i u područjima kao što su industrija, inženjerstvo, politika, obrazovanje i mnoga druga.



Slika br.1: Alternative i kriterijumi višekriterijumskog odlučivanja

Izvor: Alphonse, C. B., (1997) Application of the Analytic Hierarchy Process in agriculture in developing countries, *Agricultural Systems*, 53, 97-112 str.

Primena AHP metode ima svoj tok odvijanja, gde je neophodno odrediti značaj kriterijuma jedan u odnosu drugi, kao i po alternativama međusobno za svaki kriterijum posebno, naravno primenom Saaty-jeve skale. Autori su pregledavanjem literature i značaja turbinskih karakteristika hidroelektrana, sa pravom donosioca odluke-eksperta, utvrdili međusobni značaj karakteristika lokacije, kapaciteta hidroelektrane, turbinskih karakteristika i to pre svega: instalisani protok, snagu hidroelektrane, ukupnu proizvodnju, maksimalni pad, broj turbine i broja obrtaja.

### 3. UTICAJ TEHNIČKIH KARAKTERISTIKA TURBINE NA KAPACITET PROIZVODNJE HIDROELEKTRANA

Ako kao polaznu tačku naglasimo činjenicu da snaga hidroenergetskog postrojenja i produkt procesa - proizvedena električna energija, prvenstveno zavise od karakteristika lokacije, raspoloživog pada i protoka vode, dolazimo do zaključka da sama turbina predstavlja osnovnu komponentu procesa, i polazni korak u vrednovanju efikasnosti postrojenja.<sup>187</sup> U svetlu navedenog, u oblasti malih padova a velikih protoka, Kaplanova i cevna turbina predstavljaju primat u izboru. Sa druge strane, oblast primene Francisove jesu srednji padovi i veliki protoci, dok je Peltonova kao predstavnik akcijskog tipa izbor kod velikih padova a malih protoka.<sup>188</sup> Međutim, postavlja se pitanje koliko navedene karakteristike i klasifikacija utiču na stepen efikasnosti u procesu transformacije.

<sup>187</sup> [https://www.researchgate.net/publication/267451929\\_](https://www.researchgate.net/publication/267451929_)

<sup>188</sup> Raabe J., (1985) *Hydro Power. The design, use and function of hydromel - chanical, hydraulic and electrical equipment*, VDI Verlag GmbH, Düsseldorf.

Turbinska kompleksnost ne dozvoljava pružanje odgovora isključivo na bazi pomenute selekcije. Stoga, jedan od elementarnih segmenata u sprovođenju analitičkih postupaka jeste analiza osnovnih parametara turbine od kojih se u domenu rada bitno izdvajaju instalisana snaga, broj obrtaja i maksimalni pad. Sasvim relevantan zaključak jeste da veći pad uslovljava veći broj obrtaja ali veliki broj obrtaja nužno ne rezultira većim kapacitetom proizvodnje. Uticaj naglašenih parametara može se uočiti na bazi analiziranih HE i osnovnih parametara njihovih turbina koje su prikazane u narednoj tabeli. (Tabela 1)

	HE Đerdap 1		HE Đerdap 2		Vrla 1		Vrla 2		Vrla 3		Vrla 4		HE Pirot
Broj turbina	3	3	8	2	2	2	1	1	1	1	1	1	2
Tip turbine <sup>189</sup>	K	K	K	K	P	P	F	F	F	F	F	F	F
Instalisana snaga (MW)	194	205	62,5	62,5	12	15	11	14	13	17	12	15	42
Broj obrtaja (o/min)	72	72	28	28	600	600	500	600	600	600	500	600	500
Maksimalni pad (m)	30	31,5	12,5	12,5	338	337,9 6	153,9	153,9	197,4	192,3	164,2	158,7	243
Minimalni pad	17,5	18	2,5	2,5	314	314,1 0	136,7	136,7	168,3	168,3	145,7	146	180
Instalisani protok (m <sup>3</sup> /s)	4800		4200		18,32		18,5		18,4		18,4		45
Snaga HE (MW)	1026		270		50,66		24		28,95		24,84		80
Ukupna proizvodnja (GWh)	4994		1536		250		51		73		63		87

Tabela 1: Parametri turbina hidroelektrana Srbije i njihove međusobne vrednosti

Izvor: <http://www.djerdap.rs/sr/page/33/HE+%C4%90erdap+1>

Kako proizvedena električna energija zavisi od niza tehničkih karakteristika, između ostalog i snage hidroelektrane, primenom AHP metode bliže će se sagledati uticaj istih na efikasnost transformacije energije.

### 3.1 Hidroelektrane u Srbiji, razvoj i proizvodnja

Na teritoriji Republike Srbije, pod okriljem Elektroprivrede Srbije koja raspolaže najvećim proizvodnim energetskim postrojenjima, trenutno se nalazi 16 hidroelektrana sledećih kapaciteta: 5 velikih, snage > 100 MW, 9 srednjih od 10 - 100 MW i 2 male, snage < 10 MW. Na osnovu tehničkog izveštaja samo 30% proizvodnje električne energije proističe iz hidropotencijala, tome doprinosi 20% proizvodnje ogranaka društva "HE Đerdap" dok preostalih 10% proizilazi iz Drinsko-Limskih HE.

Period stagnacije u pogledu investiranja u nova postrojenja zastupljen je od 1990. godine nakon izgradnje HE "Pirot". U domenu navedenog, bitno je pomenuti stopiran proces izgradnje HE Đerdap 3 sa projektovanom snagom od 2400 MW. Stoga, kada je reč o razvoju, osim revitlizacija postojećih HE, drugih značajnijih ulaganja nije bilo.

Prema nacrtu strategije razvoja energetike RS, jedan od ciljeva Države jeste podizanje svesti o značaju obnovljivih izvora energije i iskorišćenje preostalog hidropotencijala izgradnjom malih hidroelektrana (MHE) na lokacijama prema Katastru iz 1987. godine. MHE predstavljaju pozitivan korak u razvoju hidroenergetike poslednjih godina a u skladu sa uredbom o merama

<sup>189</sup> Kaplanova turbina- K, Francisova turbina- F, Peltonova turbina-P



podsticaja za povlašćene proizvđaće, otkup proizvedene električne energije po podsticajnim tarifama vrši Elektroprivreda. Ovim se postiže više efekata, prvenstveno povećanje kapaciteta proizvodnje iz obnovljivih izvora energije, mogućnost ograničenja snabdevanja na manje regione (čime se smanjuje opterećenja većih hidrocentara) i što je najbitnije pozitivna konotacija u pogledu izvoza. Sledstveno, energetska politika i razvoj neophodno je intenzivnije nastaviti u navedenom smeru.

#### 4. PRIMENA AHP METODE U SELEKCIJI HIDROELEKTRANA KORIŠĆENJEM SOFTVERA EXPERT CHOICE

Analitički hijerarhijski procesi (AHP) služe za rešavanje kompleksnih problema od strane donosioca odluka, kada je u pitanju višeatributivno odlučivanje. Proces rešavanja određenog problema često je vrlo kompleksan s obzirom na izraženu konfliktnost ciljeva zbog diverzifikovanog skupa kriterijuma i alternativa čije se poređenje sprovodi. Koncept balansa analitičkih hijerarhijskih procesa bazira se na utvrđivanju relativnog značaja odnosno važnosti datih kriterijuma, određivanjem njihovih relativnih težina, korišćenjem matrica. Evaluacija atributa i hijerarhijsko postavljanje alternativa prema njihovom značaju, na bazi međusobnog odnosa atributa (kriterijuma) i međusobnog odnosa alternativa u odnosu na neki atribut, olakšana je primenom softvera Expert Choice. Ovaj softver omogućuje i grupno odlučivanje, gde više donosioca odluka sintetizuju svoje zaključke o relativnoj važnosti kriterijuma, odnosno alternativa. Neophodno je naglasiti da su autori u ovom radu izvršili prioritizaciju kriterijuma na bazi istraživanja relevantne literature iz oblasti hidro energetike, pri čemu je sama prioritizacija, u softveru, određena primenom Saatijeve skale.

Softverska realizacija analitičkog hijerarhijskog procesa može se realizovati definisanjem odgovarajućeg modela i to unošenjem podataka iz matrica odlučivanja ili poređenjem parova alternativa. Softver Expert Choice omogućuje rešavanje problema višekriterijumskog rangiranja primenom matrice odlučivanja, sabirajući relativne težine svakog kriterijuma za datu alternativu, ali i po alternativama ponaosob. Ovo se može ilustrovati sledećim formulama.

$$s_j = \sum_{i=1}^m a_{ij} \quad a_{ij}^* = \frac{a_{ij}}{\sum_{i=1}^m a_{ij}}, \quad (j = 1, \dots, n)$$

Selekcija hidroelektrana primenom višekriterijumskog odlučivanja, uz softversku realizaciju sprovedena je određivanjem relativnih težina sledećih kriterijuma:

- ukupna proizvodnja,
- broj turbina,
- instalisani protok,

**Žarko Rađenović** rođen je 23.05.1989. godine u Leskovcu. Gimnaziju je završio 2008. godine kada upisuje Ekonomski fakultet, Univerziteta u Nišu. Nakon završenih osnovnih (sa prosečnom ocenom 9.38) i master studija (sa prosečnom

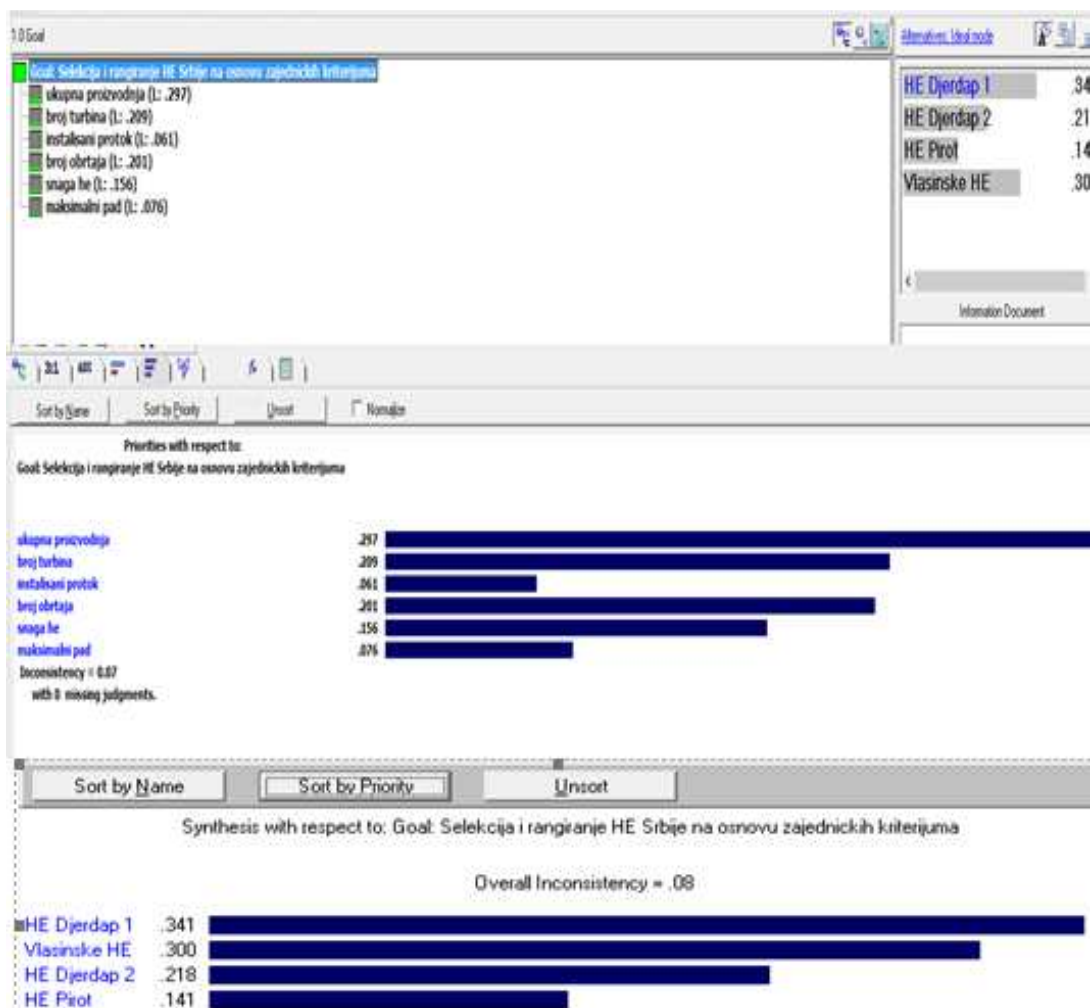


ocenom 10.00) na pomenutom fakultetu, upisuje i doktorske studije 2013. godine na smeru Finansije i bankarstvo. U periodu od 2015. do 2017. na Ekonomskom fakultetu u Nišu, bio je saradnik u nastavi na katedri za Informatiku, informatiku i kibernetiku u ekonomiji. U toku je izrada doktorske disertacije na temu „Razvoj i implementacija sistema za podršku elektronskom poslovanju zdravstvenih organizacija.“ Takođe, 2016. godine završio je master studije na Mašinskom fakultetu, Univerziteta u Nišu, i postao master industrijskog menadžmenta (sa prosečnom ocenom 9.73). Autor je brojnih radova iz ekonomije kako u domaćim tako i u inostranim časopisima. Redovni je učesnik naučnih skupova u zemlji i inostranstvu

- broj obrtaja,
- snaga hidroelektrane i
- maksimalni pad.

Za svaki od ovih kriterijuma, kao što se može videti sa slike br. 2, softver je preračunao relativne težine kriterijuma i odredio njihovu prioritizaciju (na primer vrednost težinskog koeficijenta za broj obrtaja iznosi 0.201). Takođe, direktnim uparivanjem ovih kriterijuma sa međusobnim odnosom alternativa, određen je relativni značaj hidroelektrana, na osnovu tehničkih karakteristika turbina. Neophodno je naglasiti, da se kod analitičkih hijerarhijskih procesa validnost modela ocenjuje njegovom konzistencijom, odnosno takozvanim indeksom konzistentnosti koji ne bi trebao da bude veći od 0.1.

U datoj analizi se vidi da indeks konzistencije iznosi 0.07 što znači da je evaluacija modela opravdana. Sa slike br.2 se vidi da je trenutno, na bazi datih kriterijuma, model hidroelektrane Đerdap 1 najbolji što je i logično s obzirom na to da postiže najobimniju proizvodnju. Međutim, i model manjih hidroelektrana Vlasinske HE ne zaostaje za Đerdapom 1 s obzirom na to da ima optimalne vrednosti ostalih kriterijuma. Odavde se može zaključiti da se model Vlasinske HE možda može iskoristiti za izgradnju manjih hidrocentrala, kao dopuna postojećem snabdevanju električnom energijom u Republici Srbiji, zbog postizanja značajnog broja obrtaja.



Slika br.2: Definisane kriterijuma, relativne težine, prioritizacija alternativa kao i određivanje indeksa konzistentnosti  
Izvor: Autori

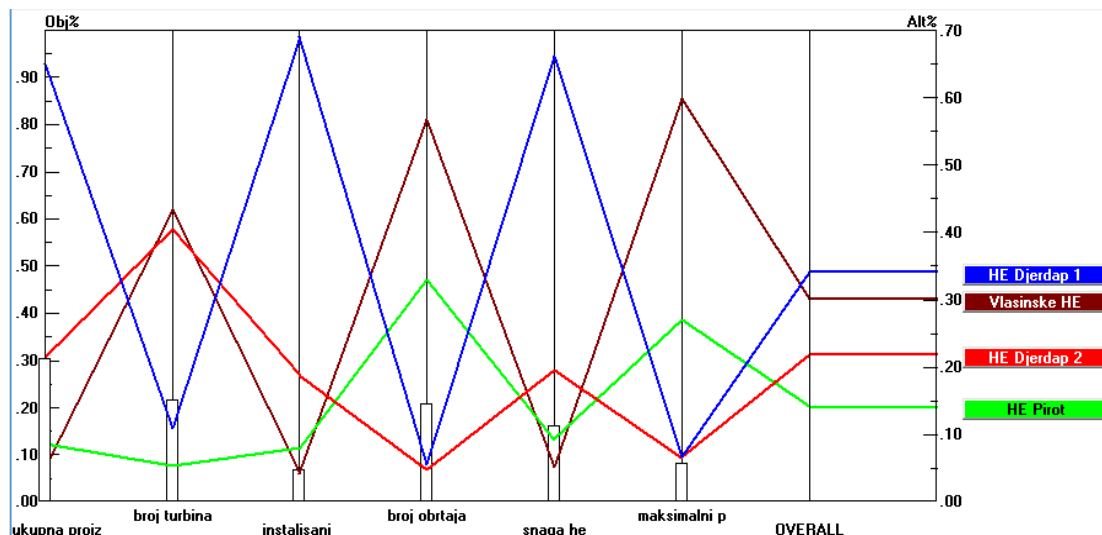
#### 4.1. Analiza osetljivosti i dinamička analiza selekcije hidroelektrana

Analizom osetljivosti identifikuju se takozvani “osetljivi” ulazni parametri koji dovode do promene u proceni optimalnog rešenja modela ukoliko se oni sami menjaju. Zato je važno odrediti ove parametre odnosno kriterijume što je preciznije moguće. Kako bi model ostao na optimalnom nivou, i odredio najbolje rangiranu alternativu, potrebno je “osetljivim” parametrima odrediti interval kretanja njihovih vrednosti, u kome ne mogu narušiti valjanost modela.

Slika br.3 prikazuje tzv. *Performance* grafički prikaz. Na njemu se ogledaju uticaju pojedinih težina kriterijuma na trenutni i ukupni poredak alternativa. Trenutni poredak alternativa predstavlja promenu prioriteta alternative pod uticajem težine jednog kriterijuma, a ukupni poredak alternativa predstavlja hijerarhiju alternativa pod uticajem težina svih kriterijuma. Težine pojedinih kriterijuma su prikazane na levoj strani y-ose, a na x-osi su prikazani kriterijumi i njihov uticaj na pojedinu alternativu. Tako je vidljivo da na alternativu Đerdap 1 pozitivno utiču ukupna proizvodnja, instalisani protoka i snaga hidroelektrane.

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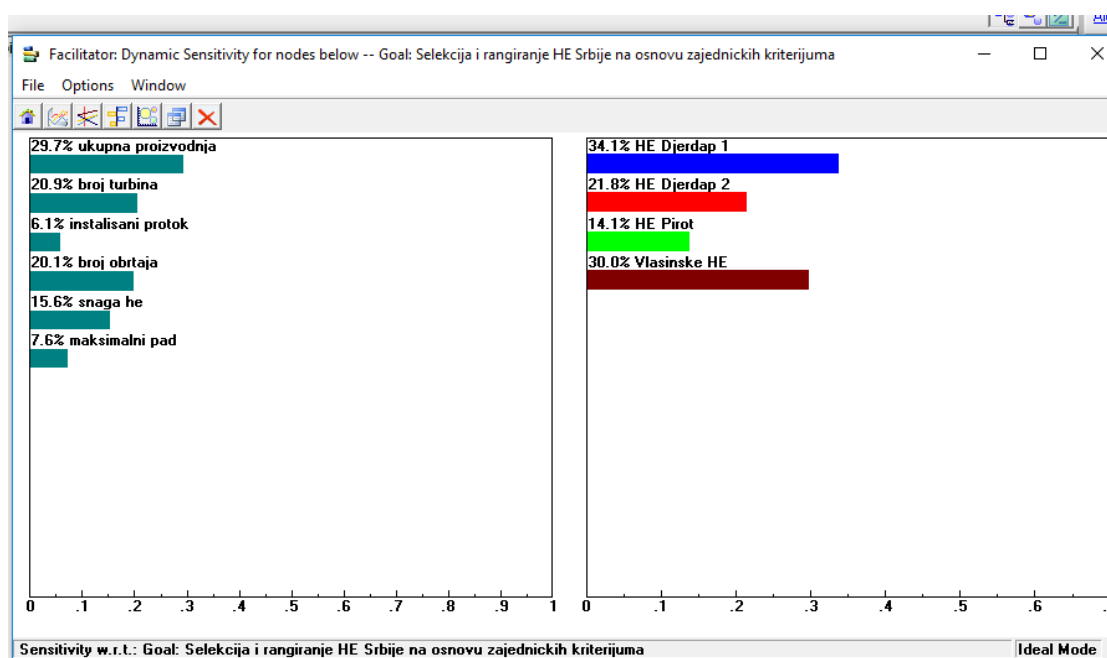
Slika br.3: Analiza osetljivosti  
Izvor: Autori

Slika br.4 prikazuje dinamički grafički prikaz u kojem se mogu videti kako se dinamički menjaju prioriteta alternativa pri promenama težina pojedinih kriterijuma. Ovakav prikaz omogućava nam pregled ukupnog doprinosa težina pojedinih kriterijuma u prioritizaciji alternativa. Ukoliko promenimo težinu jednog kriterijuma, ostale težine se menjaju proporcionalno u odnosu na početne

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težine kriterijuma. Na levoj strani su prikazane procentualne vrednosti uticaja pojedinih kriterijuma na prioritete alternativa. Vidi se da kriterijum ukupna proizvodnja sa 29.7%, broj turbina sa 20.9%, broj obrtaja sa 20.1% utiču na prioritizaciju alternative i dominantniji su u rangiranju tih alternativa, u odnosu na ostale tehničke karakteristike turbina.



Slika br.4: Dinamička analiza

Izvor: Autori

## 5. ZAKLJUČAK

Na osnovu prethodne analize parametara turbina hidroelektrana Srbije, putem višekriterijumskog odlučivanja, može se zaključiti da bi dalji razvoj hidroenergetike trebalo usmeravati u pravcu izgradnje manjih hidroelektrana. Naravno, ove hidroelektrane bi trebalo graditi po dominantnim modelima onih hidrocentrala koje imaju najveći doprinos u proizvodnji električne energije u Srbiji. Neke od ključnih negativnih odlika energetskog sektora Republike Srbije kao što su:

- Niska energetska efikasnost u proizvodnji i potrošnji;
- Zastarelost tehnologije u proizvodnom sektoru;
- Nizak nivo investicija;
- Volatilitet cene električne energije usled potreba za kupovinom i nemogućnosti postojećih kapaciteta da zadovolje tražnju;
- Nizak udeo obnovljivih izvora energije.

Ovo zbog toga što značajan procenat neiskorišćenih kapaciteta vodenih tokova Srbije eliminiše i anulira efikasnost u proizvodnji velikih hidro centara, s obzirom da ovi centri, ne mogu podneti pritisak sve većih potreba za snabdevanjem električnom energijom, na teritoriji Srbije. Kako bi se uspešno iskoristili postojeći hidropotencijali Republike Srbije, za proširenje kapaciteta proizvodnje električne energije, neophodno je eliminisati pre svega administrativne prepreke za dobijanje dozvola izgradnje. Na ovaj način bi se podstakli investitori da ulažu u izgradnju hidrocentrala, pogotovo onih na lokalnom nivou. Takođe, subvencionisanje od strane države je od izuzetne važnosti za dalji podsticaj proizvodnje električne energije. Kao poseban problem u izgradnji hidro postrojenja može se navesti i nedovoljna koordinacija nadležnih institucija. Monitoring hidropotencijala i pronalaženje novih izvora za optimalnu proizvodnju morali bi postati uobičajena i ustaljena praksa koja vodi ka povećanju energetske efikasnosti u zemlji, korišćenjem vodenih kapaciteta.

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## TRŽIŠNOST SEKTORA VODA U UPRAVLJANJU VODAMA

### WATER SECTOR MARKETABILITY IN WATER MANAGEMENT

Marko Bajčetić<sup>190</sup>

Zvonko Brnjas<sup>191</sup>

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**Apstrakt:** *Upravljanje vodama predstavlja proces donošenja odluka za kombinacije i načine angažovanja resursa sektora voda za ostvarivanje optimalnog raspolaganja, korišćenja, zaštite vodnih resursa i životne sredine, očuvanje zaštićenih područja i zaštite od voda. Cilj odlučivanja je da se u prostoru i vremenu ostvari sigurna, kvalitetna i dovoljna količina vode i vodnih resursa koji su potrebni živim bićima, stanovništvu i privredi. Istraživanje u radu je postavljeno da se iz ekonomskih analiza dobara, resursa, sredstava i procesa i njihove korelacije sa potrebama, zahtevima i interesima stanovnika i privrede doprinese unapređenju ponude i tražnje u sistemu za upravljane vodama. Metodi primenjeni u istraživanju su ciljno određeni u finansijskim i faktorskim analizama iz osnova koje su nastale iz tranzicionih i integracionih procesa. Uspostavljanje tržišnosti zahtevalo je primenu metoda indukcije i dedukcije, odnosno određivanje i uspostavljanje indirektnih kao opštih, induciranih i direktnih ili pojedinačnih ponuda i tražnji u sistemu voda. Direktne ponude pokazuju karakteristike koje su ukomponovane u sistem integrisanog upravljanja vodama za koja su primenjeni opšti stavovi i mišljenja o vodi i vodnim resursima.*

*Rad je nastao i iz dugogodišnjih teorijsko - praktičnih istraživanja, sa ciljem da se doprinese efikasnijem sistemu za upravljanje vodama. Ostvarivanje efikasnijeg upravljanja vodama je moguće u definisanim procesima ili ponudama sektora voda koje nastaju iz primene funkcija planiranja, organizovanja, vođenja i kontrole u oblastima upravljanja vodnim resursima, upravljanja vodnim objektima, aktivnostima sa javnošću i u upravljanju odnosima sa korisnicima. Za odnose ponude i tražnje vršena je analiza identifikovanja i merenja prirodnih i drugih faktora (u zaštitama i korišćenju voda) koji utiču na mogućnosti i osnove za upravljanje vodama i pružanje vodoprivrednih usluga prema potencijalima stanovništva, privrede i države. U uspostavljenim funkcijama za upravljanja vodama se koriste različita ekonomska dobra, sredstva i resursi za koje je potrebno ostvariti efikasnost u administrativnim i poslovnim procesima. Procesi u sistemu voda osnovne veze i relacije imaju u ponudama i tražnjama za korišćenje direktne, indirektno i nematerijalne upotrebne vrednosti vode i vodnih resursa. Upotrebne vrednosti se ispoljavaju od izvora vode i sprečavanja štetnih dejstava vode do ostvarivanja vodnih resursa u zaštiti kvaliteta voda, zaštićenih područja, okruženja i životne sredine i obezbeđenju uslova za korišćenje vodnih resursa. Postojanje i korišćenje ekonomskih instrumenata i mera su u funkciji zadovoljavanja osnovnih ljudskih i opštih potreba, javnih i poslovnih zahteva i interesa korisnika, odnosno tražnji stanovnika i privrede. Zadovoljavanje korisnika i tražnje se vrši putem upravljanja višenamenskim objektima u sistemima za određena integralna stanja i statuse voda i vodnih resursa. Stanja i statusi voda i vodnih resursa su u odnosu na korisnike ekonomski izraz ponude sektora voda, odnosno izraz tržišne koordinacije ili tržišnosti sektora voda (razmenske vrednosti, robnost).*

**Ključne reči:** *tržište, upravljanje, ponuda, tražnja, vodoprivredne usluge, cene.*

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**Abstract:** *Water management represents the process of decision-making in terms of combinations and manners of engaging water sector resources for the achievement of optimal allocation, use and protection of water resources and the environment, conservation of protected areas, as well as protection from the adverse effects of water. The goal of the decision-making is to achieve, in time and space, a safe, quality and sufficient quantity of water and water resources that are needed by living beings, the population and the economy. The research in the paper is set to utilize economic analyses of goods, resources, tools and processes and their correlation with the needs, demands and interests of the population and the economy, in order to contribute to the improvement of supply and demand within the water management system. The methods applied in the research are target specific within the financial and factor analyses from the bases that have emerged from transition and integration processes. The establishment of marketability required the application of induction and deduction methods, i.e. the determination and establishment of indirect, as general and induced, as well as direct or individual offers and demands within the water system. Direct offers exhibit characteristics that are embedded into a system of integrated water management, for which general attitudes and views about water and water resources are applied.*

*The paper is also the result of many years of theoretical and practical research, with the aim of contributing to a more efficient water management system. The realization of a more efficient water management is possible within defined processes or offers of the water sector that arise from application of the functions of planning, organization, management and control in the fields of water resources management, water facilities management, activities with the public, as well as management of relationships with customers. The relationship between supply and demand was analyzed through identification and measurement of natural and other factors (in the protection and use of water) that affect the capabilities and bases for water management, as well as the provision of water services according to the potentials of the population, economy and the state. Within the established water management functions, various economic goods, assets and resources are used for which it is necessary to achieve efficiency in administrative and business processes. Processes in the water system have their basic connections and relations in the offers and demands for the utilization of direct, indirect and non-material use value of water and water resources. Use values are manifested ranging from the water source and the prevention of the adverse effects of water, to the realization of water resources in the protection of water quality, protected areas, the environment and surroundings, as well as securing conditions for the use of water resources. The existence and use of economic instruments and measures are in the function of satisfying basic human and general needs, the public and business demands and interests of the users, i.e. demands of the population and the economy. Satisfaction of customers and demand is achieved through management of multipurpose facilities within systems for certain integral states and statuses of water and water resources. In relation to the users, the states and statuses of water and water resources are an economic expression of the water sector supply, i.e. an expression of market coordination or the marketability of the water sector (exchange values, merchantability).*

**Key words:** *market, management, supply, demand, water management services, prices.*

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## UVOD

**U** teoriji i praksi postoji dilema u određivanju i primeni uticaja državne regulative i/ili tržišta za optimalno funkcionisanje sistema u upravljanju vodama [1]. Dilema je izražena zbog nepotpuno definisanih vrsta i karakteristika dobara, resursa i sredstava,

principa i ciljeva koji zahtevaju efikasnu primenu upravljačkih procesa iz određenih tranzicionih i integracionih okvira i funkcija.

Dobra, resursi i sredstva su prirodna voda, vodni resursi i vodni objekti nastali za usluge koje postoje za opšte potrebe, prihvaćene zahteve za ostvarivanje javnih interesa i za privredne i privatne interese. Ponudena voda, vodni resursi i vodne usluge u procesima ostvaruju određene novčane iznose u porezima i naknadama za vodu i vodne resurse i cenama usluga.

U osnovi tržišnosti sektora voda se nalaze posebne vodne, odnosno vodoprivredne usluge koje predstavljaju seriju zadataka i aktivnosti u administrativnim i poslovnim procesima u upravljanju objektima i vodnim merama.

## **KARAKTERISTIKE TRŽIŠNOSTI U SEKTORU VODA**

Tržišna struktura u sektoru voda kao i u drugim sektorima, čiji su osnovni predmeti upravljanja u delatnosti prirodna dobra, zavisi [5] od državne intervencije, monopola i konkurencije. Određivanje tržišne strukture nastaje od zahtevanog nivoa upravljanja vodama; broja ponuđača; planiranog rasta upravljanja vodama; vrsta i obima usluga; broja i tipova korisnika; kvaliteta usluga; vrsta cena i načina kontrole cena glavnih, pojedinačnih i pomoćnih usluga; elastičnosti ponude i tražnje; odnosa troškova i koristi; načina i izvora sredstava za finansiranje; cena vodoprivrednih usluga i faktora i merila u poslovnim procesima.

Kod tržišnih rešenja polazi se od vremenskog i prostornog raspolaganja vodama, sposobnosti korišćenja upotrebni vrednosti vode i ostvarivanja akcija i procesa koji donose koristi. Iz svojstava vode u procesima nastaju različiti načini za korišćenje upotrebni vrednosti ili potencijala vodnih resursa. Upotrebne vrednosti za korišćenje, u određenom vremenu i prostoru, nastaju transformacije i razlike u promenama jednog stanja i statusa vode u drugo stanje i status. Ukupne upotrebne vrednosti vode dele se na direktne, indirektno i nematerijalne koristi od vode. Upotrebne vrednosti predstavljaju zbir pojedinačnih vrednosti koji su sadržani u životnim koristima (za čoveka, živi svet u vodi, vodosnabdevanje), zdravstvenim koristima (zdravlje, mikroklima), biološkim koristima za biljke i životinje (odvodnjavanje, navodnjavanje, ribarstvo), proizvodnim koristima (za stanovništvo i privređivanje), imovinskim koristima (stanovništva, javnog i realnog sektora), energetskim koristima (korišćenje vodnih snaga i vode), transportnim koristima (plovidba), sportskim koristima (rekreacija, razonoda, zdravlje) i drugim koristima (zadovoljstva).

U središtu tržišnog odnosa sektora voda nalazi se razmenski odnosi upotrebni vrednosti vode iz usluga i posebno usluga za svakog pojedinačnog, zajedničkog i kolektivnog korisnika. Za upotrebne vrednosti vode i usluga potrebno je u razmeni sektora voda i korisnika uspostaviti da [2] „u njegovom okviru valja jedna upotrebna vrednost tačno koliko i svaka druga, samo ako je u pravoj srazmeri.“ Iz kvantitativne srazmere i razmenskog odnosa nastaju prometne vrednosti usluga i vodnih resursa. Upotrebne vrednosti vode i vodnih resursa moguće je koristiti u zavisnosti od izgrađenih kapaciteta objekata i potencijala ljudskih resursa koji su angažovani u upravljanju vodama.

Cena kao izraz tržišnosti određena je vrednosnim odnosom razmene između korisnika (kupaca) i davaoca (prodavaca) usluga, odnosno lica koja zadovoljavaju interese i lica koja to omogućavaju. Odnosno, cena je pokazatelj nedostatka kvaliteta vode i nedovoljne količine vode ili odražava fizička ograničenja za vodu u vremenu i prostoru, uz uticaje iz posebnih ograničenja koja su posledica negativnih eksternalija.



Tržišni odnosi u sektoru voda mogu se uspostaviti iz odluka u demokratskim procesima i iz osnova odnosa sa javnošću [11] i sistema marketinga [9] sa posebnim odnosima prema korisnicima [10]. Odnosi sa javnošću su u funkciji upravljanja voda, a u marketingu odnosi su određeni predmetom i kvalitetom, cenom, distributivnim i promotivnim karakteristikama vodoprivrednih usluga.

## OSNOVNI ELEMENTI ZA ODREĐIVANJE TRŽIŠNOSTI U SEKTORU VODA

Tržišnost u sektoru voda, predstavlja odnos ukupnih tražnji i ponuda koji su u određenom prostoru i vremenu uspostavljaju povodom neupravljivosti ili upravljivosti, neupotrebljivosti ili upotrebljivosti voda, odnosno zbog zahteva za pružanje vodoprivrednih usluga korisnicima. Ponuda i tražnja nisu izolovane pojave i fenomeni s obzirom da funkcionišu u uzročno – posledičnoj vezi sa velikim brojem faktora u kojima tražnja utiče na ponudu i obrnuto ponuda utiče na tražnju.

Tražnju u sektoru voda predstavljaju potrebe i zahtevi iskazani od strane stanovništva i privrede za vodom i uslugama za optimalno raspolaganje i korišćenje vode, zaštitu vode, zaštitu od vode i zaštitu životne sredine i zaštićenih područja. Tražnje u upravljanju vodama opredeljene su društvenim i privrednim vrednostima i pokazuju namere za svrsishodnu i organizovanu akciju, koja se ispoljava u uslovima demografskih promena i privrednog razvoja. Kod određivanja tražnji, polazište je u iskazanim interesima stanovništva i privrede da iz različitih voda, velike i male, visoke i niske, čiste i zagađene i elemenata, u načinima izbora mogu u različitim procesima iz alternativnih rešenja poboljšati koristi u sadašnjosti i budućnosti. Tražnja u sektoru voda se može podeliti na **indirektnu (opštu, izvedenu), induciranu (uslovljenu) i direktnu tražnju.**

Indirektna ili izvedena tražnja za vodom i vodoprivrednim uslugama nastaje kada se ne ostvaruju direktne veze između korisnika vode i usluga i davaoca usluge. Tražnja se pojavljuje iz analize davaoca usluge o uticaju prirodnih i ljudskih faktora na vode, a sa druge strane u iskazanim opštim i posebnim potrebama stanovništva i privrede za sigurnost od vode, kvalitet vode i korist od vode.

Posebna, inducirana ili uslovljena tražnja nastaje kada davaoci usluga sa korisnicima definišu zahteve za razvijanje određenog nivoa upravljanja vodama, odnosno određuju potreban obim i kvalitet vodnih resursa. Korisnici iznose zahteve, odnosno tražnju, jer žele ostvariti interese u rastu obima proizvodnje i usluga iz kvalitetnih i dovoljno raspoloživih voda i posebno zbog sigurnosti privređivanja. Inducirana tražnja je poseban pokretački predlog davaoca usluge potencijalnim i stvarnim korisnicima vode i usluga da koriste upotrebne vrednosti vode, i posebno da učestvuju u stvaranju uslova da se spreče štete od vode.

Direktna tražnja nastaje od korisnika vode i usluga i izražava se kao kupovina vode i usluga pre, za vreme i nakon korišćenja i zaštita vode. Tražnja je izvedena iz indirektna i inducirane tražnje koju je moguće zadovoljiti neposrednim pružanjem vodoprivrednih usluga. Osnovna karakteristika direktne, ili neposredne tražnje je u konkretno izraženoj volji korisnika vode, objekata i sistema za korišćenje upotrebni vrednosti vode i usluga, putem specifičnih objekata, sistema i preuzetih vodnih mera (fizičke, hemijske, biološke i ekološke).

Ponuda sektora voda je sadržana u stalno raspoloživoj vodi i uslugama u kojim se za mnoge pritiske i uticaje na vodu i za različite potrebe i zahteve dolazi do rešenja koja se nude

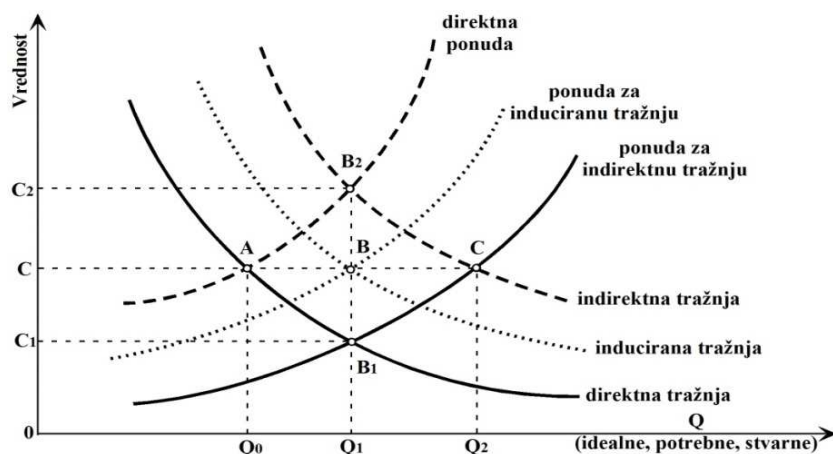
stanovništvu, realnom i javnom sektoru privrede u regionima i državi. Vrste i struktura objekata i sistema za upravljanje vodama (mreža), i hemijske biološke, fizičke i ekološke mere, čine kompleks ponude sektora voda.

Ponuda za zadovoljavanje indirektna tražnje sastoji se u istraženim problemima u rešenjima za osnovne postupke koji se iz funkcija sistema voda određuju u stabilnim, sigurnim i efikasnim upravljanjima vodama. Za najefikasnije ponude u sektoru voda se vrše izbori zasnovani na modelima koji se mogu podeliti na [8]: statistički model, model linearnog programiranja, model celobrojnog programiranja, model dinamičkog programiranja, višekriterijumske optimizacije, dinamičke višekriterijumske optimizacije i simulacione modele. Izgradnja i korišćenje objekata u ponudi su usmereni na ostvarivanje efikasnog upravljanja vodnim objektima (Asset Management).

Ponuda za zadovoljavanje inducirane tražnje zasniva se na programiranju i planiranju promena površinskih i podzemnih voda koje utiču na upravljanje vodama, i zavise od vrsta i namena vodoprivrednih objekata i sistema. Različiti prirodni i iz ljudske aktivnosti i privređivanja pritisci i uticaji na vode, zahtevaju ponudu za koja se daju rešenja i određuje opravdanost u izgradnji i korišćenju vodoprivrednih objekata.

Ponuda za direktnu tražnju vrednosno odražava izmerene pritiske i uticaje na vodu, stvarne, ili potrebne kapacitete objekata i sistema i potencijale ljudskih resursa u vodoprivrednoj usluzi. Direktnu ponudu usmeravaju davaoci usluga koji prema opštim, pojedinačnim, zajedničkim i kolektivnim korisnicima u oblastima zaštite od voda, zaštite voda, korišćenja voda i zaštite životne sredine.

Različitost odnosa ponuda i tražnji proističe iz (ne)proporcionalnosti upravljanja vodama, razvijenosti infrastrukture i primenljive vodoprivredne usluge. Odnosi ponuda i tražnji, dobijeni iz merljivih veličina u dati su u slici broj 1.



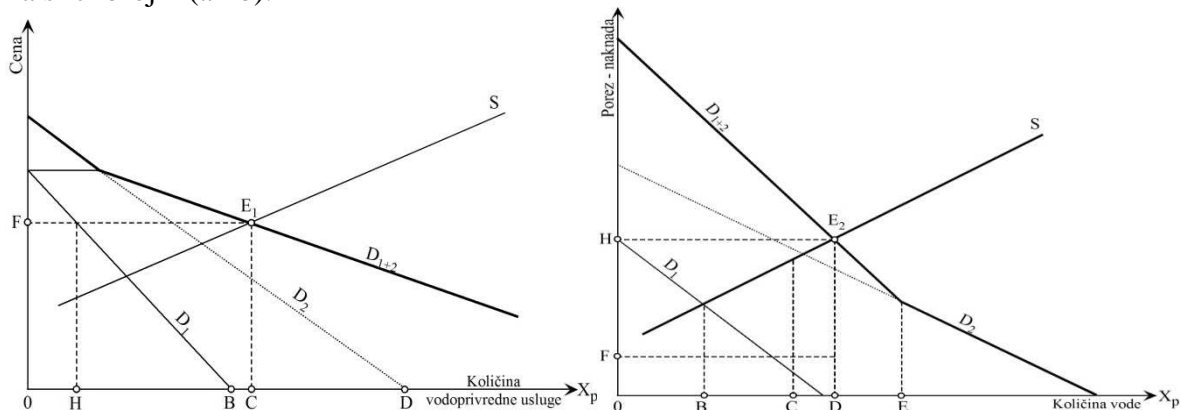
Slika broj 1: Odnosi različitih ponuda i tražnji u vodnom sektoru

Odnosi tražnji i ponuda su različiti kada su i vrednosti različite. Pri istom odnosu vrsta, obima i intenziteta uticaja prirodnih i ljudskih faktora sa kapacitetima objekata i potencijalima zaposlenih za određene obime usluga mogu se ostvariti i ispuniti tražnje kada je cena ista, i obrnuto

## TRŽIŠNI ODNOSI U SEKTORU ZA UPRAVLJANJE VODAMA

Problemi u upravljanju vodama rešavaju se na osnovu mera iz analiza odnosa ponude i tražnje sektora voda. U analizama je osnova sadržana u upotrebnim vrednostima vode. Upotrebne vrednosti za korisničke interese iz vode određuju pojedinci koji u sektoru voda moraju biti u funkciji ukupne korisnosti iz različito razvrstanih namena vode iz upravljanja vodama. Potrebe korisnika ne posmatraju se pojedinačno već zajednički i kolektivno, a pojedinačni odnosi u zajedničkom i kolektivnom odlučivanju direktno zavise od nivoa stabilnosti i sigurnosti za vode. Stvaranje zajedničkog i kolektivnog jedinstva u društvu za sektor voda, postiže se pravičnošću kod izbora vrsta upravljanja i upotreba vode, a čija je osnova sadržana u prethodno ostvarenoj efikasnosti. U sektoru voda protivrečni odnosi pravičnosti i efikasnosti uravnotežuju se u progresivnim porezima i naknadama koji se određuju na osnovu cenovnih karakteristika vodoprivrednih usluga.

Potrebe ili tražnje za korišćenje vode i vodoprivrednih usluga [4] grafički se mogu prikazati kao na slici broj 2 (a i b).



a) Tražnja za vodoprivrednim uslugama

b) Tražnje za vodom

Slika broj 2: Tražnje za vodoprivrednim uslugama i vodom

Ukoliko se posmatraju krive tražnje (krive  $D_1$  i  $D_2$ ) za vodoprivredne usluge uočava se da je tražnja dva različita privredna subjekta (kriva  $D_{1+2}$ ) ostvarena u tački  $E_1$  (Slika 11 a). Tačka ravnoteže  $E_1$  označava graničnu korist prvog lica koja je jednaka graničnoj koristi koju usluga daje drugom licu, odnosno za koje je jednaka cena usluge. Prvo lice u ravnotežnoj tački  $E_1$  dobija količinu  $OH$ , a drugo u količini  $HC$ . Ukupna neto korist jednaka je u površini ispod krive tražnje  $D_{1+2}$  i iznad krive ponude  $S$  i obuhvata višak potrošača (korisnika). Za usluge ravnotežna količina je u prikazanom obimu duži  $OC$  i nivou cene u visini  $F$ .

Za razliku od tražnje za uslugama, tražnja za vodom ostvaruje se nezavisno od direktnog dejstva tržišta i dejstva klasičnog mehanizma cena. Obzirom da istu količinu vode mogu koristiti, u ovom slučaju dva lica, kriva tražnje ( $D_{1+2}$ ) je kriva granične spremnosti za plaćanje koja se posmatra zbirno dajući „pseudo-krivu“ tražnje („pseudo“ jer se zasniva na nerealnoj pretpostavci da potrošači dobrovoljno izražavaju svoje stvarne preferencijale). Granična korist od vode za prvog korisnika za tražnju (na krivi  $D_1$ ) prelazi granične troškove ponude (kriva  $S$ ) do količine  $OC$  (Slika broj 2 b). Maksimalna količina koju kupuju korisnici vode je u količini  $OB$  odnosno  $OC$ . Međutim, količina  $OB$  nije moguća za korišćenje samo prvog, već je na raspolaganju i drugom korisniku. Ako prvi korisnik kupi količinu  $OB$ , drugi korisnik želi kupiti korišćenje vode za dodatnu količinu od  $OB$  do  $OC$ . Kada je drugi korisnik spreman platiti za količinu  $OC$ , tada prvi korisnik ne mora da bude zainteresovan za drugu količinu u korišćenju vode. Dakle, kupovinom korišćenja vode, prvi korisnik utiče na drugog korisnika i obrnuto, a niz se kreće prema drugim korisnicima izazivajući nastanak kolektivne i zajedničke tražnje.

Povećanje ponude iznad količine tražnje izražena je u količini OB koja donosi poboljšanje, jer je granična vrednost koristi veća od graničnih troškova za dodatne količine vode. Da bi se mogli odrediti porezi, ili naknade, potrebno je da zbir učešća u finansiranju iz tražnje (OF+FH) odgovara zbiru procenjene granične korisnosti. U suprotnom, svaki od korisnika vode želi da se ponaša kao “slepi putnik”, odnosno želi da izbegne plaćanje jer se nalazi između velikog broja obveznika - korisnika.

U tački ravnoteže E<sub>2</sub> odnosno tački preseka kriva zajedničke tražnje i ponude (Slika 2 b), zbir graničnih koristi za oba lica jednaka je zbiru poreza i naknada sa graničnim troškovima. Pojedinačne granične koristi su različite, što znači da obveznicima - korisnicima treba obračunati različite poreze – naknade. Granični troškovi odnose se na promene količine vode, a ne na promene broja korisnika (potrošača), što ukazuje da je u tražnji vode odlučujuće zajedničko ili kolektivno korišćenje. Poseban odnos za određivanje novčanih izdataka i troškova za vode i usluge nastaje kada su voda i usluge inputi u proizvodnji i uslugama korisnika.

Iz grafikona u slici broj 2 može se zaključiti da tražnja za uslugama i tražnja za vodom se znatno razlikuju, jer se kod usluga očekuje odgovor na pitanje: “Koliko iznosi ukupna količina tražnje uz različite cene?,” a kod vode pitanje je: “Koliko su pojedinci spremni da plate za različite količine voda ako se ne rukovode principom opšte korisnosti?.” Znači za usluge je karakteristična pojedinačna (individualna) tražnja i potrošnja, dok su kod korišćenja vode tražnja i potrošnja zajedničke (kolektivne), odnosno odvijaju se na bazi odluka svih, ili većeg broja građana na vodnom području i šire na rečnom slivu. Za vodu nije moguća tržišna instrumentalizacija jer nije tržišna roba, već dobro koje ima vrednost koja se javno ispoljava. Međutim, potrebe i zahtevi stanovnika i privrede su specifične tražnje za upotrebne vrednosti vode i vodnih resursa koje teže ravnoteži prema određenim ponudama. Za vodoprivredne usluge moguće je uspostaviti tržište koje odražava troškove funkcionisanja objekata, okoline i resursa, odnosno cenu oskudnosti vode, upravljanja, korišćenja i zaštite voda i usluga.

## ZAKLJUČAK

Tržišnost u sektoru voda prikazuje se različitim procesima kroz delovanje ekonomskih resursa, procesa, principa, instrumenata i mera, koji se zasnivaju na ponudi, tražnji i cenama. Odnosno, resursi su rezultat potreba, zahteva i kupovine korisnika koji su sadržani u funkcijama tražnji, a sa druge strane u skrivenim, potencijalnim, stvarnim i prodajnim funkcijama ponude, koje se ukrštaju u posebnim novčanim iznosima i cenama usluga u upravljanju vodama.

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## BLUE ECONOMY AND SUSTAINABLE DEVELOPMENT: CROATIA CASE<sup>192</sup>

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**Abstract:** *Maritime activities, especially shipping and shipbuilding, are among the main drivers of Europe's growth in terms of jobs, competitiveness and prosperity. The continuous growth of shipping sector has however introduced some environmental concerns. Every year, nearly 3.8 billions tonnes of freight are loaded and unloaded in European ports, and 90% of all the European Union (EU) external trade passes through the sea ports. The activities related to shipping, ports and shipbuilding alone represent more than 2% of the EU's gross domestic product (GDP), with 25% of the world tonnage under European flags.*

*Shipbuilding in Croatia is an important industrial sector in the last decade according to the employment rate (2% – 5%, with subcontractors up to 10%) in GDP (0,8% – 1,8%) and export (10% do 15%).*

*Due to size and construction complexity, a considerable part of Croatian industry, especially small and medium enterprises are directly related to shipbuilding. Nonetheless there are no clear measures for sector's future sustainable development. One of the obstacles to further intensive development is the absence of „blue growth“ strategic framework for the Adriatic sea.*

*The aim of this paper is to analyse existing strategic documents and developmental guidelines globally, in the EU and Adriatic region related to the „blue economy“ and the „blue growth“. The „blue economy“ concept has been viewed in terms of sustainable ocean-based economic model that is largely dependent on coastal and marine ecosystems and resources, environmentally sound and innovative infrastructure, technologies and practices, including institutional and financing arrangements.*

*The Republic of Croatia is unique in terms of natural heritage – more than thousand islands, woods, rivers, mountains and consequently amazing biodiversity. There is no complete „blue economy“ programme in spite of great potentials. However, regardless to significant „blue economy“ developmental potentials, there are still no clear strategic frameworks nor measures to emphasize the innovations for its further reinforcement.*

*Beside „blue growth“ strategic framework, the paper presents existing capacities and potentials for „green technologies“ development and reinforcement in shipbuilding in the Adriatic region, especially potentials and capacities in the Republic of Croatia to implement the „blue growth“ strategy. Main guideline described is the association of Adriatic region countries in a „blue technologies“ cluster that would enable cooperation, skills and knowledge exchange as well as innovative solutions in new business initiatives.*

**Key words:** *sustainable economy, bioeconomy, blue growth, cluster shipbuilding, Adriatic region*

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## 1. INTRODUCTION

### 1.1. Theoretical background

**B**lue bioeconomy („blue growth“) is a global process related to economic growth based on marine resources which are focused on finding new and more efficient sustainable ways to benefit from the enormous wealth of ocean resources in order to contribute to the economic growth and welfare of coastal societies worldwide [1]. FAO has launched a ”Blue Growth Initiative” as a follow up to Rio+20 Agenda in order to help combat poverty in coastal societies.

Advantages of implementing blue economy are manifold: sustainable approach that promotes growth and employment by supporting innovation and new industries development; it enables more developed enterprises enhance their maritime zones and open up new opportunities for developing market economy; positive response on global megatrends such as climatic changes and changes in demographic structure.

The blue economy represents 5.4 million jobs and an annual gross value added of nearly 500 billion euros. It has the potential of creating more jobs and employ 7 million by 2020. [2]. As a consequence many of its habitats are deteriorating, species are threatened with extinction, and the chemical nature of oceans is changing due to pollution and ocean acidification. Moreover, much of the value of ocean and coastal ecosystems has been lost due to poor management and overuse [3].

In the European context the maritime economy is considered as a crucial driver for growth and jobs for the EU economy in the present economic context facilitating greater European cohesion. European Union adopted long term Blue Growth Strategy to support sustainable growth in all marine and maritime sectors recognizing that seas and oceans are fundamental drivers for the European economy aiming for the balanced use of the regional seas. It represents the maritime dimension of Europe 2020 Strategy for smart, sustainable and inclusive growth.

Blue growth is defined by Ehlers [4] as sustainable growth in the marine and maritime sectors and can only be accepted if the principles of sustainable development are applied alongside balancing the economic and sociopolitical needs of the people. He highlights the need of comprehensive ocean governance which will make a balance between the use and protection of the seas. He also refers to the WBGUs<sup>196</sup> three guiding principles for managing the seas in a sustainable way: the oceans as a common heritage of mankind - the conservation and use of the oceans requires a management of sustainable stewardship, the systemic approach instead of the present sectoral and the precautionary principle.

Until the middle of the last century, European shipbuilding dominated the world. The ship industry is regarded as a strategic, dynamic and competitive sector important from an economic and social perspective. It is also connected with other sectors, including transportation, security, energy, research and the environment. The competitiveness of the European shipbuilding industry is still based on excellence, as defined in LeaderSHIP 2020 – Strategy of the European shipbuilding industry. The initiative is based on a vision of shipbuilding that would be based on innovation, green technology, specialization in high technology, energy efficiency and diversification in other markets.

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<sup>196</sup> German Advisory Council on Global Change

The total gross weight of goods handled in the EU ports is estimated at just above 3.8 billion tonnes in 2015, an increase of 1.3 % from 2014. According to the latest figures, the EU port freight activity seems to have resumed on a slight path towards recovery in 2014, a trend that was sustained in the four quarters of 2015. Even so, the gross weight of goods handled in EU ports in 2015 was still lower than the volumes handled in the years immediately preceding the economic downturn in Europe in 2009. The Republic of Croatia among other eight of the 23 maritime member states recorded decreases in port freight activity in the five-year period between 2010 and 2015 for 22.2 % [5].

The Republic of Croatia is primarily Adriatic and Mediterranean country facing maritime transport and sea which ports are integrated into a network of European transport corridors representing developmental potential in terms of trade flows to the European and world market. In the last few years the activities of the Croatian Government were focused on increasing the overall competitiveness of Croatian shipbuilding industry securing the business environment equal or at least close to the standards prevailing in the EU shipbuilding industry. Shipbuilding is an important industrial sector, which is evident by the share in GDP from 0.8% to 1.8% and exports from 10% to 15% in the last ten years. The share of employees in the shipbuilding industry in the economy amounts from between 2% and 5%, and with subcontractors to 10%. By the end of September 2016 Croatian shipyards had contracted to construct 46 vessels with a value around \$1,9 billion. Additionally, in 2016 Croatian shipyards have signed contract for the construction of six vessels valued around \$280 million [6].

The paper deals with possibilities of introducing blue economy in Croatia as sustainable growth driver. Research on resources and readiness for blue economy

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implementation was carried out mainly by available documents analysis. The achieved results were verified by semi structured interviews with key stakeholders during summer 2016.

## **1.2. Strategic framework**

During the 2014. the EU Strategy for the Adriatic and Ionian region was adopted and confirmed and has entered the phase of full implementation. EUSAIR is a macro - regional strategy, which includes eight countries and four members of the European Union (Croatia, Italy, Greece and Slovenia) and four non-member states (Montenegro, Serbia, Albania, Bosnia and Herzegovina) in order to bridge the frequent common challenges and to create synergies among the member states, achieve social and economic growth and prosperity in the region by improving their competitiveness, cohesion and attractiveness [7].

One of the EUSAIR's objectives is the Blue Growth Strategy promoting innovative marine growth in the Adriatic and Ionian region covering a variety of topics: blue energy; aquaculture; marine, coastal and cruise tourism, marine mineral resources and blue biotechnology.

North Adriatic ports are a natural access road to Central and Western Europe and it is predicted that by the year 2030 they could have over 10% market share of container traffic in the EU. To improve connectivity within the region and beyond requires a coordinated approach, frequent exchange of information between the coastal countries through joint Adriatic-Ionian system for maritime traffic control and communication with the ships. By 2050, it is necessary to ensure that all the basic seaports are sufficiently connected to the rail freight transport and inland waterways system [8].

The Republic of Croatia encourages cooperation with neighbouring countries in order to make joint emergency preparedness plans in the event of an accident that causes pollution of the marine environment. Croatian Government brings Strategy maritime development, the integrated maritime policy and strategy to preserve, protect and improve the marine environment. The so called Maritime Code establishes the marine and maritime space of the Republic of Croatia and regulates the legal relationships between them, safety of navigation in internal waters, environmental and natural marine resources protection etc.

The term of bioeconomy in Croatia is encountered in the Smart specialization strategy of the Republic of Croatia for the period from 2016 to 2020. Cluster policies carried out in the framework of economic policy, both in Europe and in Croatia, aim at enhancing the competitiveness of the economy. In order to achieve this goal and increase competitiveness of the Croatian economy, the Government has adopted a Strategy of cluster development in the Republic of Croatia for the period 2011-2020 [9].

## **DISCUSSION AND RECOMMENDATIONS**

The quality of the environment is essential for ensuring the economic and social wellbeing of the inhabitants of the region. In order to protect the environment, the cooperation is important at the regional level, and by 2020 the goal is to ensure the good environmental status of the marine coastal environment altogether.

It is important to develop entrepreneurship and find investors who believe that sustainable business is a good opportunity. According to Kathijotes [10] blue economy describes the

desirable future of the human society. Using innovative technologies will generate new cash flow and create jobs through a truly sustainable process.

The transition to the new blue economy cannot be achieved by large international organizations alone. It will require innovation and adaptation at all levels. The transition to a new blue economy will also require governments to take risks in developing new approaches to managing marine pollution and finding ways to partner with industry to foster innovation that may not occur on its own. It will also increase the public awareness of marine and maritime issues, and give NGOs possibility to influence and put pressure on states' policies and practices for marine and maritime management [11]. Jones *et al.* [12] pointed out that to achieve blue growth in maritime sectors, all policies and initiatives should be consistent with the achievement of Good Environmental Status (GES), with integration between Marine Strategy Framework Directive (MSFD) as well as 'Directive 2014/89/EU of the European Parliament and of the Council establishing a Framework for Maritime Spatial Planning' (MSP).

The challenge is to try to optimize sustainable and environmentally friendly fisheries and competitive European aquaculture in the context of the global economy. The specific objective is to turn conventional industrial processes and products in the green and environmentally friendly resources, develop integrated bio-refineries, use of biomass from primary production and open new markets through supporting standardization and regulation of the surveyed activities. The aim of the EU is to reduce the impact of transport on the environment and climate through increased use and efficiency of energy from natural sources and reduce dependence on fossil fuels.

The prerequisite of blue growth is in transboundary cooperation and establishment of a networking platform of the regional clusters in order to ensure the economic growth, social

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*graduated in 1993 from the University of Zagreb, Natural Sciences Faculty at the Department for Ecology-Biology. In 1996 she obtained a Master's degree in Oceanology, Marine Biology from the University of Zagreb,*



*Faculty of Sciences. In 2001 Anamarija Pisarović obtained PhD in Biology-Ecology from the University of Zagreb, Faculty of Agriculture. She spent two years at the Institute "Ruđer Bošković", Center for Marine Research in Rovinj, Croatia working on the international project "Effect of anoxia on benthic marine systems" in collaboration with the University of Vienna. She gained broad fieldwork experience in benthos protection and ecological hotspots of the northern Adriatic Sea working in the Laboratory for ecology and benthos systematics. The same year she joined UNIDO, Industrial Sectors and Environmental Division in Vienna, as an intern for three months where she experienced teamwork in multicultural environment. Since 1997 Anamarija Pisarović has been working as researcher at the Institute for Development and International Relations in the Department for Resource Economics, Environmental Protection and Regional Development and her activities are focused on ecology, environmental policy and environmental engineering. Since then she has been working on several international projects like "Investigation of the Effectiveness of Special Natural Substrates on the Improvement of Degraded Soils in Tyrol Austria", "Karst Ecosystem Conservation Network", "European Forest Ecosystem Research Network EFERN" as well as on national project "Ecological and Economical Utilization of the Natural Mineral Zeolite in the Environmental Protection". She is the author of scientific papers and studies from multidisciplinary fields. In her professional career she attended various international conferences and seminars. She fluently speaks English, German and Italian language.*

benefits, welfare and safety through innovation and competitiveness enabling the SMEs and start-up companies to have better access to financing and promotion.

In 2013 twelve Croatian competitiveness clusters (CC) were established that networked academic and scientific research institutions, private sector and government institutions in charge of making economic policy. The purpose is to improve Croatia's industrial production by connecting stakeholders, exchange experiences and knowledge transfer between entities operating in the maritime industry related to the blue economy.

Croatian cluster competitiveness of the maritime industry (MarC) is one of the thirteen established by the Ministry of Economy (Table 1). The aim of the cluster is to stimulate innovation activities and to strengthen small shipbuilding and related industries products and services operating in the Adriatic region with the integration and cooperation entities of small shipbuilding sector, the academic sector and public administration.

Table 1. Number of CCC and planned projects

<b>Croatian competitiveness clusters (CCC)</b>	Private sector	Public sector	Support institutions	Research sector	Number of planned projects
<b>CCC maritime industry</b>	15	3	5	6	3

Source: Ministry of Economy (Smart Specialisation Strategy of Croatia for the period from 2016 to 2020).

Clusterization process started in the macro region from 2004 and improved in following years until nowadays (Figure 1 and Figure 2). All clusters have developed important relations with research centres and universities in the reference territory. Clusters are increasingly recognized as key players to support and contribute to definition of local smart specialization strategies. Main networking actions are developed on regional, national and European level and rely on respective policies. The Adriatic Ionian macro regional area already recognizes collaboration among Croatian cluster MarC and Maritime Technology Cluster FVG.

In the Adriatic and Ionian region, the advantages of blue technologies currently are not exploited enough, which would be possible if there were better cooperation between the countries. To encourage the development of blue technologies macro-regional researches should be implemented and innovative platforms developed in areas such as green mobility at sea, biotechnology and bio-safety.

In the strategy perspective, the opportunity to develop maritime technologies clusters is identified as a priority in the GUSAIR Strategy and underlines the primary importance of this instrument for the diffusion of the rising technologies and SMEs internationalization. The aim is to establish the Adriatic Ionian Maritime Technology Cluster. In relation to the perspective of realizing a cluster in the Adriatic-Ionian basin, two experiences are the main references in this sense – the Waterborne European Technology Platform and the National Technology Cluster Trasporti Italia 2020 [13].



Figure 1: Maritime clusters in the Adriatic-Ionian macroregion

Source: <http://www.bluetechproject.eu/deliverables>

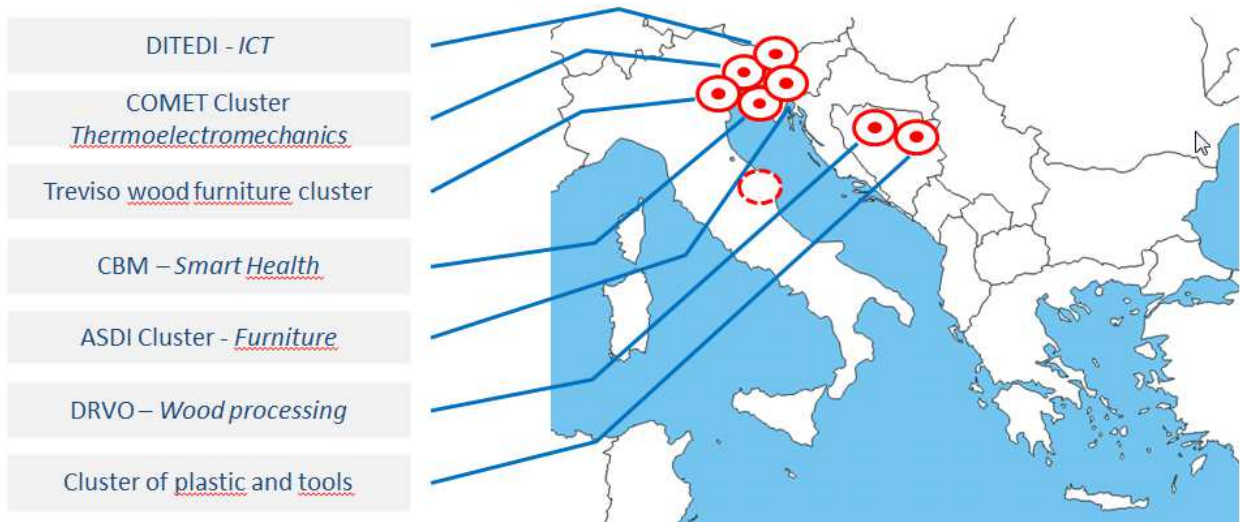


Figure 2: Clusters connected to maritime sector in Adriatic – Ionian macroregion

Source: <http://www.bluetechproject.eu/deliverables>

The blue economy is in initial phase in Croatia since it has only been described in the above mentioned Strategies but without any distinctive guidelines nor priority statements. Is it our developmental challenge for sustainable development? It is assumed that Croatia follows the European trends given the natural resources. The efforts should be focused on more effective cluster interconnection between the stakeholders interested in blue economy as well as creating national guidelines that connect intersectoral fields and distinctive ministries (Ministry of Economy, Ministry of Environment, Ministry of the Sea, Tourism, Transport and Development, Ministry of Environment and Energy) in order to successfully cooperate in the blue economy implementation.

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## NEW ECONOMY OR METAMORPHOSIS OF SOCIETY?

Oldřich Kratochvíl<sup>197</sup>

Iveta Hashesh<sup>198</sup>

Iva Matušíková<sup>199</sup>

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**Abstract:** *We live in the age of globalization, which is the manifestation of unification of the world of our planet. Globalization is affecting the world markets, the financial system, manufacturing companies, political and social sphere, science and research, educational systems etc.*

*Academia differs according to the view of globalization on a scale of sceptics through radical globalists to transform nationalists.*

*Globalization is closely associated with the technical and technological changes, which have an impact on the economy and society.*

*Already J. A. Schumpeter and N. D. Kondratev pointing out that technological progress and innovation activity are cyclical in nature and determine the long waves of economic activity - or long-term Kondratev cycles.*

*Contemporary globalization is accompanied by the globalization of economic activities, networking markets, developing of the size and power of transnational corporations, limiting the decision-making responsibilities of governments and the new international division of labour. Globalization thus has an impact on the organization of the world and aims to creation of a core and periphery countries in the world economy. The two-phase development of globalization can lead to conflicts between countries in the north and the south. Moreover, globalization processes are leading to the emergence of two huge economic units, Russia and Asian groups and US European grouping. Both of these groups have their own strategy for achieving global competitiveness.*

*One of the paradigms of contemporary globalization is the advent of digital technologies, above all, the project Industry 4.0, which of 30% growth of efficiency of our civilization is expected. Another factor is the Internet of things. 25 billion devices will be connected to, the Internet and there is the advent of the digital economy in 2020.*

*It seems that these grandiose changes appear automatically as the result of the last Kondratev wave, in which the Kondratev predicted peak around the year 2020-2030.*

*Why nowadays are the world economy and global financial system facing one crisis after another? It seems that the global economic crisis in 2008, launched processes of a new division of the world. The US, Russia and China seek for hegemony. After this year, China launched a transfer of investment in the world economy and thus helps the world economy. Today, it is clear that China has generated excessive global capital resources and along with financial derivatives we have another threat to the world economy development here. The 2008 crisis is not over it goes on only in latent form.*

*How to explain it? So far, we have approached the economy deterministically. However, if the economy starts to be seen as a natural and spontaneous self-organizing system, we must admit that evolution started. Evolution does not know cyclicity, it is one way. This means that each time we go through situations we have experienced never before. Because we are always adhered to the principle of cyclical crises and do not believe in the evolution of contemporary society, we put on a crisis management tools against cyclical crises that do not work.*

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**Key words:** *Document, conference, paper (sorted by importance)*

We live in an age of globalization, which reflects the unification of the world of our planet. The term "globalization" began to be commonly used in the 90's of the 20th century.

Globalization is a collection of many different processes, which contain economic, social, cultural and political aspects. These processes are interdependent and mutually determined.

Scientists are trying to describe the patterns of development of society and the economy. Already J. A. Schumpeter and N. D. Kondratiev discovered that technical progress and innovation activity in capitalist society are cyclical in nature. We often talk about the so-called Kondratiev cycles and K-waves.

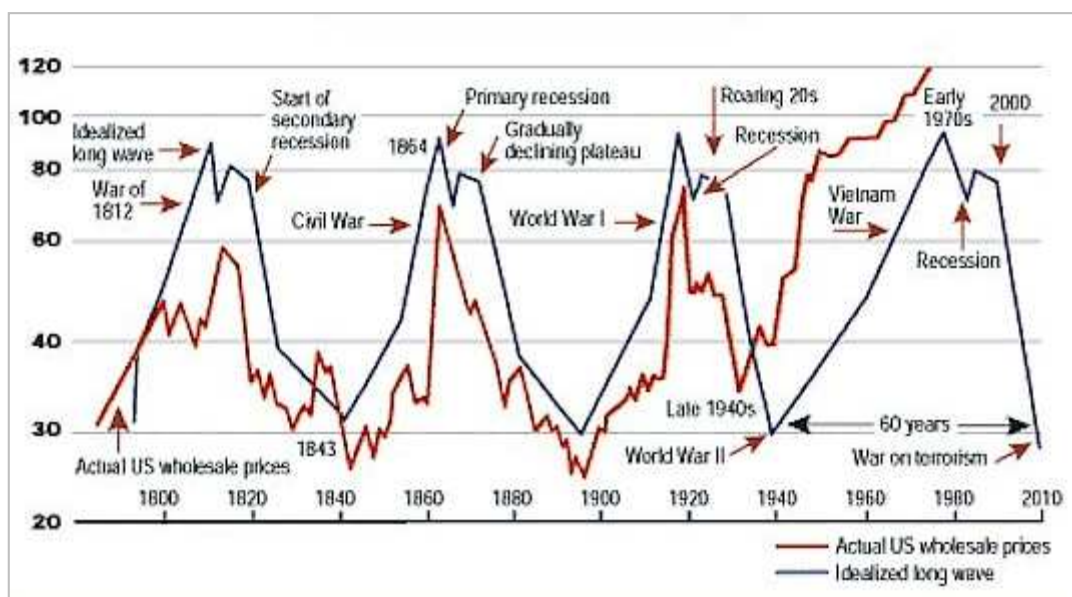


Figure 1: Kondratiev Waves  
Source: [1]

According to the theory of K-wave economic and social phenomena in the capitalist economy are repeated with a period of approximately 50 years. Emerging technologies are the stimulator of K-waves. The upper phase of each wave is determined by the massive development of technologies that draw large proportion of labour into the production process and lead to the prosperity of economy. [2]

The fourth K-Wave began in Western countries after World War 2. In the 70s of last century the technologies intensive in labour were replaced by less intensive ones. But Western countries are still unable to break away from the end of the fourth K-wave, its lower phase. The fifth-wave does not appear. We have got the technology needed for the transfer for long time, but their mass application is not possible as institutional conditions for the application have not been created.

Society elites know that nowadays new technologies based on digital technologies and artificial intelligence would lead to such a fundamental change that the current system of society would become unsustainable and would thus become a threat to today's advanced capitalism. Elites of

developed countries "buy time" currently. They artificially extend the last phase of K- cycle by growing debt. [2]

The following chart shows the ten most indebted countries in the world:

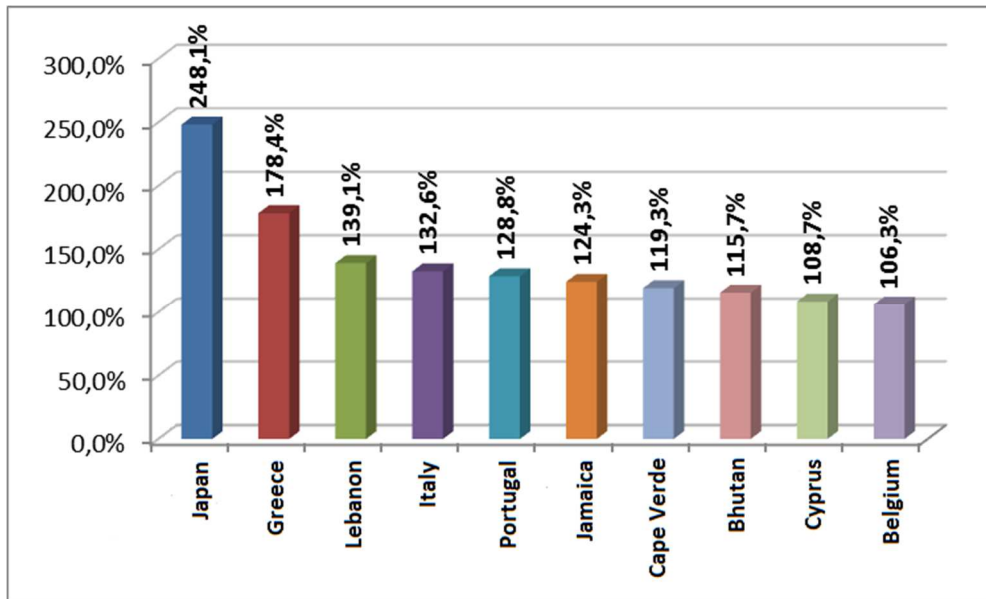


Chart. 1: The most indebted countries in the world.

Source: [3]

The real economy no longer brings revenues as high as before and therefore artificial revenues are generated, in the financial sphere by printing money and by financial derivatives. Nevertheless, this is not sustainable.

The US attempted to jump into another K-wave through so-called new economy, but the experiment was not successful. We cannot use the technologies of the fifth K-wave entirely in the existing system. Once we fully utilize them then many jobs performed by humans become redundant. The elites are afraid of the consequences of such a state. Therefore, even though we have the needed technologies the decision is missing. Tools and nonstandard measures do not work and they cause other crisis.

So that the fourth wave could move to the development stage, social conditions for this application have to be changed. We need a redefinition of work that would also appreciate social activities such as caring for children, the elderly, etc.

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*Currently he lectures and publishes specialized texts in the fields of pedagogy, didactics, management, marketing, strategic and international marketing, human resource management, and knowledge management.*





Constantly new crisis in recent at least 20 years indicate that something is wrong in the system for long time. The 2008 crisis does not seem to be over and the current economic recovery is small. We are looking for a country which takes the decisive step first. It could have been Japan already twenty years ago. But Japan, as the following chart shows, does not know how to proceed for 20 years. It has been stagnating for twenty years.

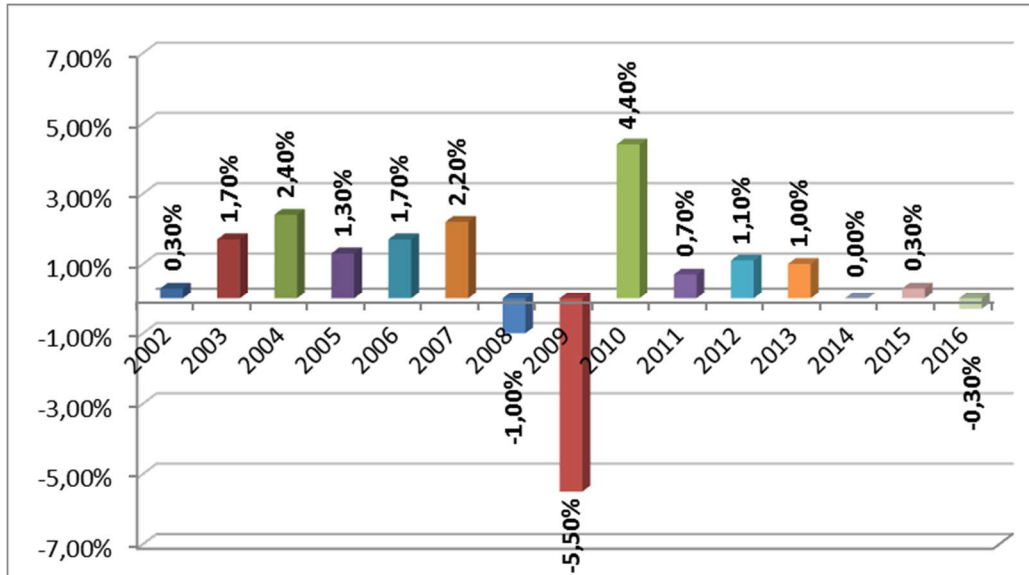


Chart 2: Annual growth in Japan's GDP  
Source: [3], [4]

It is not able to skip to the next wave that would give it new impetus.

Not only individual countries, but also major integration blocks are looking for an answer to the question, how to unlock a fourth K-curve. They realize the current globalization by the globalization of economic activities, networking markets, developing the size and power of transnational corporations, limiting the decision-making responsibilities of governments and new international division of labour. Globalization has an impact on the organization of the world and aims to creation of core and periphery countries in the world economy. The core and peripherals strive for a rapid transition to a new quality. The two-phase development of globalization can lead to conflicts between north and south countries. Globalization processes lead to two huge economic units. Russia and Asian groups and US European block. Both of these groups have their own strategy for achieving global competitiveness.

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*program at the Philosophical Faculty in Ostrava - in English and French as a second language, and then she completed her PhD. and MBA studies at Rushmore University in the USA. In 2012 she was appointed as a professor at Rushmore University, USA. She now lectures and publishes specialized texts in the fields of pedagogy, didactics, management, leadership, human resources and time management.*



One of the paradigms of contemporary globalization strategies of our civilization and our civilization transition to a new quality is the advent of digital technologies. Above all, the project Industry 4.0, which is expected to bring the 30% performance grows of our civilization.

Another factor is the Internet of things. 25 billion of devices will be connected to internet in 2020. The digital economy starts. The world will launch cooperation of natural and artificial intelligence. People will cooperate with artificial intelligence the machines. So the human environment will fundamentally change and people will adapt to this change.

The digital economy is gradually linking all the countries, all the institutions, manufacturers and the whole EU population. It will fundamentally alter the public administration, increase convenience for citizens and using big data will give new opportunities for managing such blocks as the EU, the US and Nafta. These processes will change everyone's life within a decade.

It seems that these grandiose changes in technology automatically unlock the last Kondratev wave, in which the Kondratev predicted the peak around 2020 and 2030. However, in the previous K-waves, fundamentals of social organization neither human beings did not have to change with the technology. Now it will be needed.

Therefore, if we plant the technological and economic development in developing of social relationships, the contours of a new social order as a result of the evolution of society appear. This process began with the fall of the Berlin Wall in 1989, the unification of Germany, the re-entry of Russia into world politics and economics. USA were unable to use the fall of the Berlin Wall, so Asia became the winner of the fall of the Iron Curtain and the Cold War. The processes were completely unpredictable, not cyclical ones.

The fall of the Berlin Wall on November 9, 1989, signified a major change in the geopolitical system, the emergence of new global structures in the global financial system and starting the process leading to the end europecentrism.

Ninth November 1989 was not only the end of the Cold War. It marked the beginning of a new phase of globalization and emergence of the new world order with the new role of China, India, Russia and developing Asian countries. Therefore, China and India are the real winner of the new world order. Europecentrism loses momentum and the world needs a new organizational structure. BRICS enter the world scene.

After the 11<sup>th</sup>, September 2001, the US had a second big chance to use its unique power to reorganize the world. Countries of the world, including those in the Arab world were prepared to take transformational steps. However, even this opportunity was squandered.

The global economic crisis in 2008 launched processes of a new division of the world. United States, Russia and China are striving for hegemony. None of these countries itself can further control the destinies of the world. These countries are therefore trying to create a new grouping the aim of which is a new organization of economic and political world.

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*In 1997 she graduated from the College of legislation in the field of commercial law and won the degree Qualified specialist. She completed the bachelor's degree in Business in 1997 at IT Sligo.*

*In 2007 she ended her master degree in Personnel Management at the University of Alexander Dubcek in Trenčín, Slovak republic. In 2013 she graduated MBA study on Carolus Magnus University in Brussel, Belgium.*

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A new world order gradually promotes. The notion of a new world order or the new world rules is used to refer to a new period of history in which there is a dramatic change in world political thought and the balance of forces.

Since 2007, something unusual has happened in the global economy. Why is economic growth so slow and accompanied by so many sub crises?

We begin to understand that in order to go to a higher quality of K-curve nowadays, it is necessary to answer the following questions:

- How to deal with human resources released from production and service activities?
- How to solve the distribution of wealth in the newly emerging society?
- How to transform the financial sector?
- How to organize and manage the global world economy?
- How to maintain the new society's human rights and dignity?
- How will the lifestyle of the population change?
- How to fundamentally curb corruption and to return ethics into society?
- How will the profile of the person and his place in nature with regard to cooperation with digital technology and artificial intelligence change?
- How should the education system of the entire population be changed so that the transition to a new quality civilization is continuous?

It is not only the change in the quality of technology, as it was in previous processes K-waves. Now this is a complex change in the quality of human life, the man's environment and the man's place along with artificial intelligence. It seems that we are approaching the core of a metamorphosis of civilization, which marks itself by the general turmoil.

Our current failure in combat with the effects of the 2008 crisis lies in the misunderstanding of the running processes. So far, we have approached the economy deterministically. Always in the development of a new crisis, we learn from previous mistakes. But economics is a natural and spontaneous, self-organizing natural system. We must admit that evolution can affect both nature and similarly the economy with our entire civilization. Evolution, however does not know cyclicity. It is one way. This means that we are going through situations that we have never experienced. As we have not abandoned the principle of cyclical crises and do not believe in the evolution of contemporary society, we put on a crisis solution the management tools for cyclical crises that do not work. Evidence that these tools do not work is that America's GDP growth is minimal after eight years of state intervention. Metamorphosis is to be understood and adapted to developments. Solution of the current situation must be creative and totally innovative in its content of civilization existence.

Installation of new digital technologies and artificial intelligence will change labour market and it will release a large portion of the workforce from manual activities. But where will these people go?

Human economic activity has known four basic activities; Agriculture, industry, services and public sector. Nowadays we have no other sector where the freed labour from newly emerging processes would move.

Originally, the entire workforce was concentrated in the agricultural sector. Share of agriculture has been gradually declining and nowadays agriculture in America needs only half a percent of the total workforce.

Increasing labour productivity in industry caused that currently in the US industry only about 11% of the total workforce are employed.

After World War II the service sector arose. Today the service sector goes through the same processes as the previous sectors. The services gradually grow, they get to their maximum, and today the number of people employed in serving in America drops significantly. It used to be 80%, but today it has dropped to 70% of the total workforce, especially due to internet, digitization, etc.

Special sector of state employees - unemployed takes a certain amount of manpower, too. An unemployed person is principally a state employee because he receives from the state salary, various allowances. This group cannot increase because it is unbearably burdensome for the state.

Due to increasing productivity, the labour force is always released and it will no longer have a chance to succeed, as even the administration will soon be filled. And there is no fifth sector, where the mass could go. Developed societies have reached a phase in which they have never been in history. There are three regions at this stage of development: the United States, Japan and EU. In the EU, these are the more advanced countries. The younger ones, like the Czech Republic, Slovakia, Poland and others are still developing in some of the existing sectors and BRICS have a long way to go to reach this goal.

Developed countries, such as Germany, Great Britain, France and others have been investing in the EU's strategy to achieve the same level in all EU countries. The idea of a two speed Europe could accelerate the whole process in these countries. Immediately, the question of the existence of two so qualitatively different systems in one single united group arises.

The EU develops only a little, as shown in Chart no. 3.

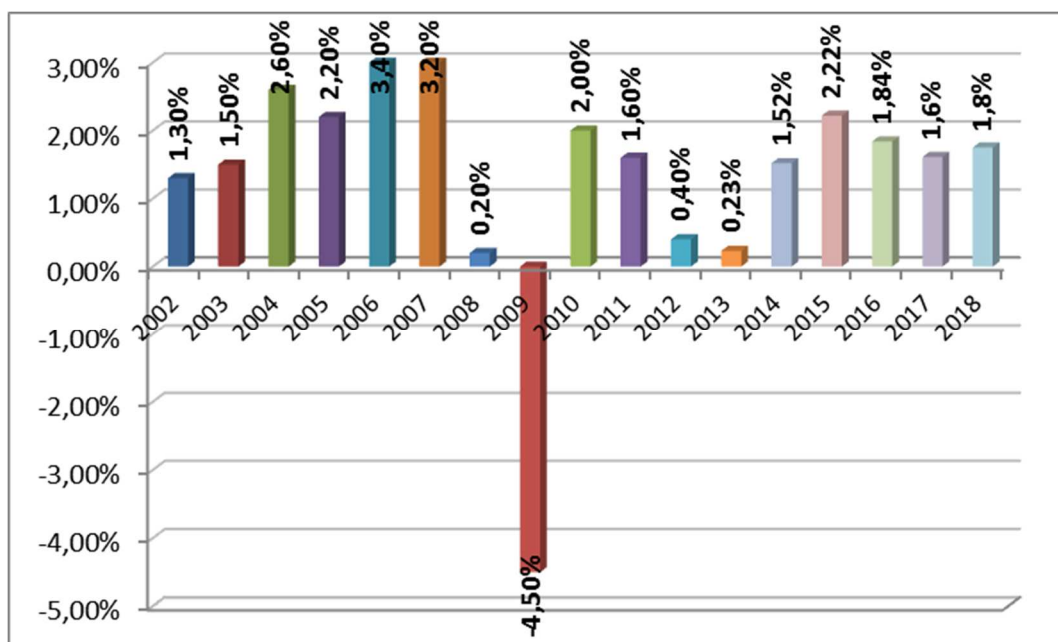


Chart 3: Annual GDP growth in the EU-28

Source: [4]

Even if what we are going through is not a cyclical crisis, which then disappears, we deploy instruments against cyclical crisis to solve the problems of natural evolution. What we do is that we try to get the system, which has made a progress, back on the track. Naturally, that is impossible. We can see it on US and the EU GDP growth after eight years of state intervention.

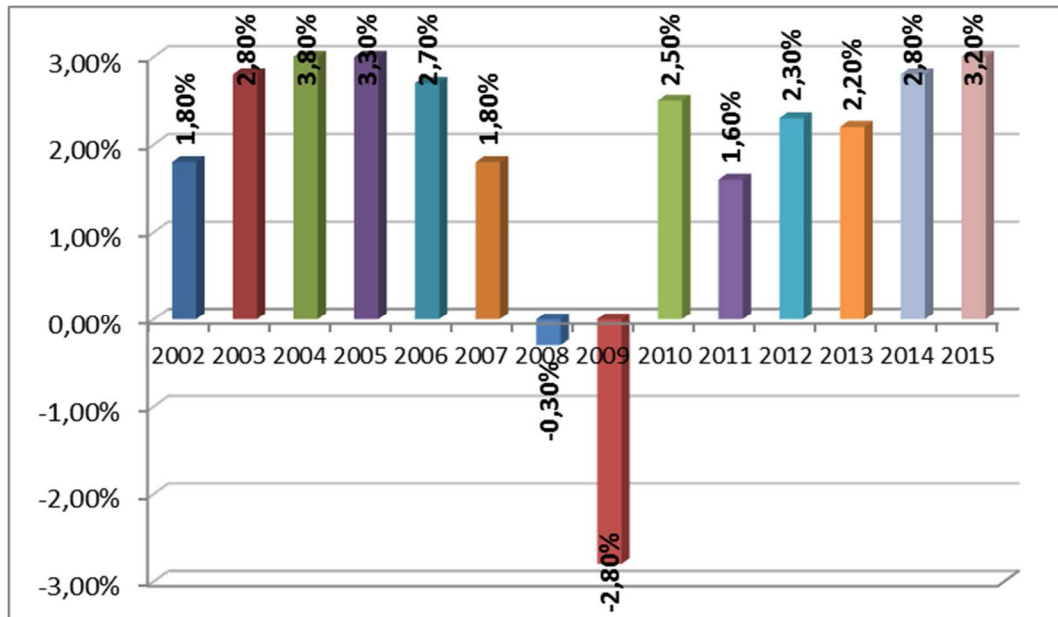


Chart 4: Annual growth of US GDP

Source: [4]

The existing analysis therefore shows that today it is not a problem of the next economic transformation within the K-curve. This is metamorphosis. Metamorphosis means a change of the form. We are approaching the unprecedented and monumental changes. McKinsey argues that much stronger change than the industrial revolution awaits us and it will be 30 times faster, 300 times bigger and 3,000 times greater impact on people's lives.

What is to be next? First, the situation needs to be understood. How you can solve anything if you do not know the diagnosis. How can the US central bank solve anything when they do not even know what is happening in the economy? They just pumping money into the economy, and it do not lead to anything. Furthermore, we need to adapt. This means that metamorphosis requires new ways of thinking, behaviour; we must change the educational system, new ways of producing goods. So the evolutionary system itself seeks its own way out, and we should pay attention to it and try to adapt to the system. It is an organism which has its own development rules. The solution lies precisely in this adaptation. [7]

## CONCLUSION

Based on the analysis of the above facts and other sources, the authors tend to think that the current state of development of the society is its important metamorphosis. Globalization is its tool. Metamorphosis of the society affects all areas of human existence; technological, social, and personal. World governments and multinational corporations break the full onset of the fourth Industrial Revolution, because they cannot answer the question of how to change a person's life after the onset of the fourth industrial revolution and the Government of artificial intelligence. The solution of the problem for the distribution of the wealth created by the society should be found. Currently technology development is gaining great lead of the transformation of social relations in the society. There is a danger that the process of installing new technologies and artificial intelligence will enforce the metamorphosis of society and human

beings. But this would not be the best way of transition of the society to a new quality. Governments must respond. Without any delay, training of the population must also start so that it can move to the new way of life. This requires changes in the educational system from primary schools to universities and lifelong learning for people, implantation knowledge of informatics, digital technologies, including human way of life in a society that uses artificial intelligence into teaching. An important role must be played by UN regional groupings, governments and supranational MNC. Understanding the future of the world as the society metamorphosis releases the transition of our civilization to the future quite differently.

Also, Alvin Toffler, a representative of the concept of transformation of capitalism, respectively post-industrial, super industrial or information society theories in popular Third Wave (1980) comes with a paradigmatic view of phasing and direction of history when changes take place in the large "waves". The first wave is associated with the agrarian revolution; the second is a rising industrial revolution. Period 1950 - 2025 frames the third major wave of civilization, respectively super industrial revolution which establishes the super industrial or information society. According to Toffler humanity today stands before a huge leap forward and aims towards the deepest social reverse and a creative transformation in the whole history.

Power base over the society in the first wave is founded on the strength, in the second one on material wealth, and in the third one on information.

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## SOCIAL ECONOMY AS A CONCEPT AND STRATEGIC DIRECTION IN THE CONTEMPORARY WORLD

### SOCIJALNA EKONOMIJA KAO KONCEPT I STRATEŠKO USMERENJE U SAVREMENOM SVETU

Adrijana Vuković<sup>200</sup>  
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**Abstract:** *Globalization has significantly altered the image of the contemporary world. Compression of the world and the developing consciousness of the world as a whole, are the two main aspects of globalization. World becomes smaller, more accessible, closer but, concurrently, there is a spread of awareness about world being indivisible entity, connected by a variety of different threads. Simultaneously, there is a shift in social relationships, which are the most immediately related to the current and future position of each and every individual. Stability, permanence, tangibility, all give way to change and uncertainty. The paper analyses an approach to globalization itself that is based, chiefly, on its economic component, and which aims to explain all other social procedures. Any change in the sphere of social relationships or any alteration in the direction of social security is considered a necessity which stems from the objective process of economic globalization. Such explanation is quite problematic and the paper analyzes it meticulously. However, despite the cited problems, research indicates that globalization, from the economic point of view, is a contemporary social phenomenon that is the most palpable.*

**Keywords:** *globalization, contemporary world, social economy, unemployment, economic inequality.*

**Apstrakt:** *Globalizacija je bitno izmenila sliku savremenog sveta. Sažimanje sveta i razvoj svesti o svetu kao celini, glavni su aspekti globalizacije. Svet postaje manji, dostupniji, bliži, ali se, istovremeno, širi svest o tome da je svet nedeljiva, mnogim nitima povezana celina. Istovremeno menjaju se društveni odnosi koji se najneposrednije tiču sadašnjeg i budućeg položaja svakog pojedinca. Stabilnost, stalnost, određenost, ustupaju mesto promeni i neodređenosti.*

*U radu je analiziran sam pristup globalizaciji, koji se svodi prvenstveno na njenu ekonomsku komponentu, kojom se žele objasniti svi drugi društveni procesi. Svaka promena u području društvenih odnosa ili svaka promena u smeru socijalne sigurnosti objašnjava se nužnošću koja proizlazi iz objektivnog procesa ekonomske globalizacije. Takvo je objašnjenje vrlo upitno i podleže analizi u radu. Ali, uprkos tome istraživanja pokazuju da je globalizacija u ekonomskom području činjenica, savremena društvena pojava koja je najuočljivija.*

**Ključne reči:** *globalizacija, savremeni svet, socijalna ekonomija, nezaposleost, ekonomska nejednakost.*

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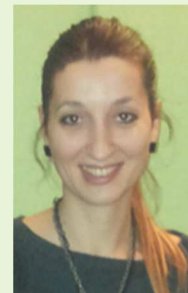
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## 1. INTRODUCTION

Today's world is permeated with stern problems. These problems have negative consequences on society, consequences that are both economic and social in its nature. Economic inequality, unemployment, and poverty are the prevalent challenges that the contemporary world is facing today. Unemployment is the generator of inequality and poverty, and an agent of a plethora of socially negative effects. Inequalities, which stem from disproportionate social positions of individuals, have a negative influence on general economic performance. They amplify social resentment and they generate political instability.

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Today's global circumstances do not assure complete social security. One of the principal problems is finding a way of integrating indigent individuals in the workforce, enabling them to achieve equal social position. Today, struggle against exclusion from society or workforce represents a great challenge, especially in a social environment where social integration is chiefly achieved through paid employment. Even if society is handling globalization relatively well, certain members of the workforce in specific sectors are exposed to threats. Employment enables not only economic stability, but also dignity and social participation. Precluded from entering labor market for a longer period of time, individuals find themselves in an inescapable magic circle, concerning social integration and workplace integration, often ending up marginalized and impoverished. Changes happening in economy, as well as those in the labor market, must instrument social cohesion, just as the politics of social cohesion must instigate economic growth.

## 2. GLOBALIZATION OF HOPE OR GLOBALIZATION OF FEAR

Each era of modern society had its own fundamental concept that subsumes the main trend of development, power structure and the dominant ideological code. For the contemporary era, this concept is globalization. [1]

Does globalization contribute to the increment of state inequality all over the world, or, contrary to former, does it contribute to the decline of inequality between different countries in respect to their economic development? While one side finds this process expedient and favorable because of the emergence of stronger competition, development of prerequisites for creating healthier market and possibility for decreasing disparity between rich and poor countries, on the other side, there are those that believe that globalization amplifies inequality and causes permanent peripheralization of the less wealthy portion of the planet.

Research shows that globalization is a phenomenon that has multiple dimensions – economic, social, political, cultural, religious, and legal – and that all of these dimensions are intertwined, in a tremendously complex manner. The globalization process itself, combines universality and



abolition of national borders on one hand, with uniqueness, local versatility, ethnic identity, and restoration of communal values, on the other.

Such model implies a diverse, interactive relationship with other transformation processes of the world-system, such as: dramatic increase of inequality between wealthy and poor countries, between rich and poor within specific countries, overpopulation, ethnic conflicts, mass migration on an international level, emergence of new countries, increase in number of civil wars, institution of formal democracy as a political prerequisite for attaining international aid, etc..

Economic inequalities are an inevitable postulation of economic development. Any and all criticism concerning their excessive growth, as well as increase of poverty, should be acknowledged as an indicator that globalization processes should be reevaluated, and augmented in a manner that

is in accordance to the legal principles, on which globalization is founded. Economic inequalities are the driving force of economic progress, but their scale should imply untroubled and stable growth, not the world with escalating conflicts, which certainly can be a threatening result of egregious polarization between a very small number of those too rich, and a very large number of those who are consider extremely poor, and are becoming even poorer.

Economic inequality facilitates lopsided living conditions, threatening the security of a vast number of people, while creating social problems which are most commonly manifested through rise of unemployment, inequality, and poverty. Global unemployment is a grave problem. The most affected by today's unemployment crisis are precisely the most socially sensitive groups, and the global situation as a whole does not provide any social security.

Because of this, it is a necessity to establish a balance, in the context of globalization, demography, and migration. It is important to institute a balance between determined flexibility, law and employee's wellbeing, so as to enable individuals to cope with labor market changes, while simultaneously facilitating transition and mobility, and finding a balance between law and responsibility concerning employment.

Globalization is not an option and because of that, it is compulsory to emphasize the severance with destruction, which it undoubtedly carries within itself. It is essential to devise a way that would permit collective prosperity where material wellbeing must not be the primary goal. Struggle for quality of life changes on multiple levels, depending on specific circumstance. Urge for personal gain in wealth opposes human need for identity and community. Therefore, it is justifiable to ask the question about where is the human individuality in all of this. That is precisely the main problem facing the process of globalization. [2]

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### **3. SOCIAL ECONOMY AND ITS ANSWER TO THE CRISIS**

Why social economy? Social economy opens new possibilities. Today, it is characterized as a new sector that is becoming a necessity, if the goal is finding an adequate answer to challenges set by global economy and global society. These challenges become the main cause for the increasing interest in the role that social economy can take in social community.

Social economy, emerging with great social motivation, represents an important aspect of economic reality. It implies that social goals are more important than economic – as well as that those social goals are realized in an economically sustainable manner. Activities of social economy are based on solidarity and the development of sustainability, and not on profit and redistribution. Its role is strengthening of social cohesion, and it represents an important anchor of contemporary countries. [3]

Activities of social economy are based on solidarity and sustainability of development, and not on profit and redistribution. It embodies a segment of economic reality where questions of social inclusiveness, wellbeing, social care, and social capital are intertwined, with the specific emphasis on sustainable development.

By combining competitiveness and cooperation, quality of work and market reality, as well as substituting the principle of personal profit with that of social gain, social economy plays an important part in the key domains of contemporary society. It can effect improvement of democratic business world, as well as promote social responsibility and active social integration.

Social economy successfully persevered in the storm created by the great economic crisis, unlike traditional models of cooperative management. Its relationship with financial crisis was different. The crisis was not caused by social economy or its institutions. The roots of the crisis lie in social values that are not related to social economy, values such as greed and antagonistic competitiveness, between both individuals and different social groups.

Roots of the crisis that engulfed Europe were in profound political, social, and economic processes. The effect of globalization on national models of capitalism and social state, European management capacity, and intellectual paradigm of the social models were all base elements that represented the context of the crisis.

Politics that was employed as the answer for the crisis, based primarily on the labor market reform and on the considerable circumscription of social state, revived old problems which, after years of prosperity and economic stability, were considered resolved. Crisis of prosperity, decline of economic growth, mass unemployment, job insecurity, accrescence of social issues, were all problems that persisted as a consequence of the crisis itself. [4]

The main causes of the increase in presence of social economy are not derived only from dismal prospect of government programs with the capacity to overcome increase of unemployment and poverty problems, but also by institutional vacuum in the system of prosperity, where social economy offers swift and innovative solutions.

Social economy plays an important role and it has a prospect of playing one in the future as well. In the international context, ascension of globalization and territorial vulnerability, capacity for using internal economic potential, attracting foreign enterprises and investments, inclusion in business structures, collective development of new synergies for general

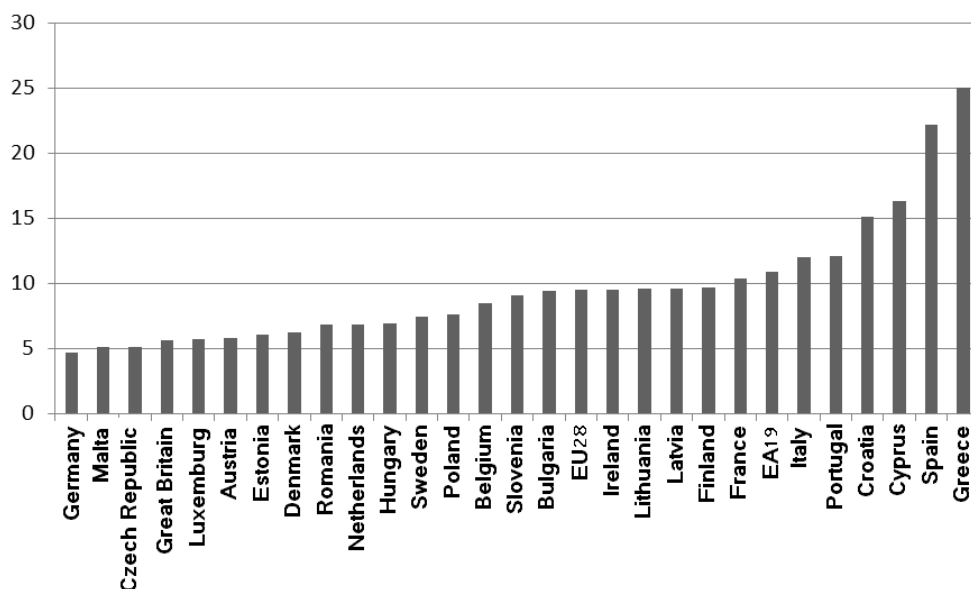
revitalization of local areas, gain on strategic importance. Social economy has a great potential for initiating economy growth, regeneration of industry, rehabilitation and revitalization of poverty stricken urban areas, reinstatement of competitiveness of larger areas, fueling their integration on a national and international level, as well as amending significant territorial inequalities. [5]

#### 4. SOCIALLY COHESIVE EUROPE: PARAMOUNT CHALLENGES

Contemporary world is permeated with continuous changes. The key of economic success lies exactly in the capacity for understanding these changes, as well as in optimal adaptability to emerging business environment. [6] In the international context of accelerated globalization, actual changes do not correlate to any one specific point of the world, but they affect each point separately.

Changing social environment effected and continues to effect current and future development of European social economy. These changes are not only a chance for growth for social economy, but also, with the emergence of new social problems (unemployment, poverty, population ageing, mass migration, etc.), changes represent new challenges and threats to certain spheres of its influence.

Unemployment and poverty in the EU present a severe problem. In 2013, over 26.5 million EU residents were unemployed. By 2015, that number decreased: unemployment was 9.5%, while in 19 countries of the Eurozone, unemployment was at 10.9%. Greece was noted with the highest rate of unemployment with 25%, followed by Spain and Cyprus, with 22.2% and 16.3% of unemployed, respectively. Lowest rate of unemployment was observed in Germany, with 4.7%, followed by Czech Republic and Malta, with equal rate of unemployment – 5.1%. It is of crucial importance to improve the effort towards decreasing the number of the unemployed. One of the chief goals of the EU is to increase the rate of employment to 75% of actively employed population, by the end of the year 2020. [7]



Graph 1: Unemployment in the EU (%), July 2015 [7]

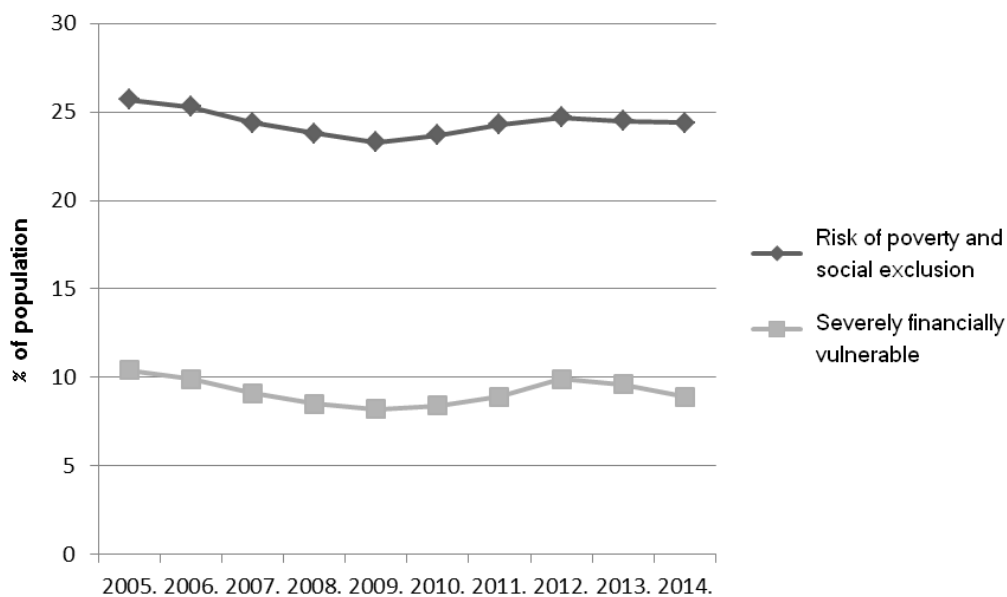
Specifically, the EU strives to diminish the rate of youth unemployment, which is double that of adult population. In November 2014, the rate of youth unemployment was 21.9%. Highest rates of youth unemployment were noted in Greece (51.8%), Spain (48.6%), Croatia (43.1%), and Italy (43.9%), while Germany (7.4%), Austria (8.9%), and Netherlands (9.7%), had the lowest rates of youth unemployment. Additionally, between 2007 and 2013, youth unemployment achieved its record heights in the EU, where it jumped from 15.7% to 23.4%. [7]

In the countries of the European Union, increasing percentage of population does not enjoy economic prosperity. Poverty, as one of the chief problems that the EU faces, is incessantly becoming more and more prominent. One of the most important aspects of this problem is that poverty is, in most cases, long-term and chronic, and not short-term and transient phenomenon. In 2012, 124.5 million people in the EU, that is 24.8% of its population, were faced with the risk of poverty and social exclusion. Nearly every sixth person in the EU (18.5%) was financially threatened, and it is believed that just under half of them (8.9%) were faced with a severe financial scarcity. In 2014, poverty rate was the highest in Romania, and the lowest in Greece. More than the third of the population in three countries of the EU were threatened by poverty or social exclusion, those countries being Romania (40.2%), Bulgaria (40.1%), and Greece (36%). In contrast, lowest rates of poverty risk were registered in Czech Republic (14.8%), Sweden (16.9%), Netherlands (17.1%), Finland (17.3%), and Denmark (17.8%). [7] According to such a scenario, probability of social breakdown, community disempowerment, and increasing crime rate, is extremely high.

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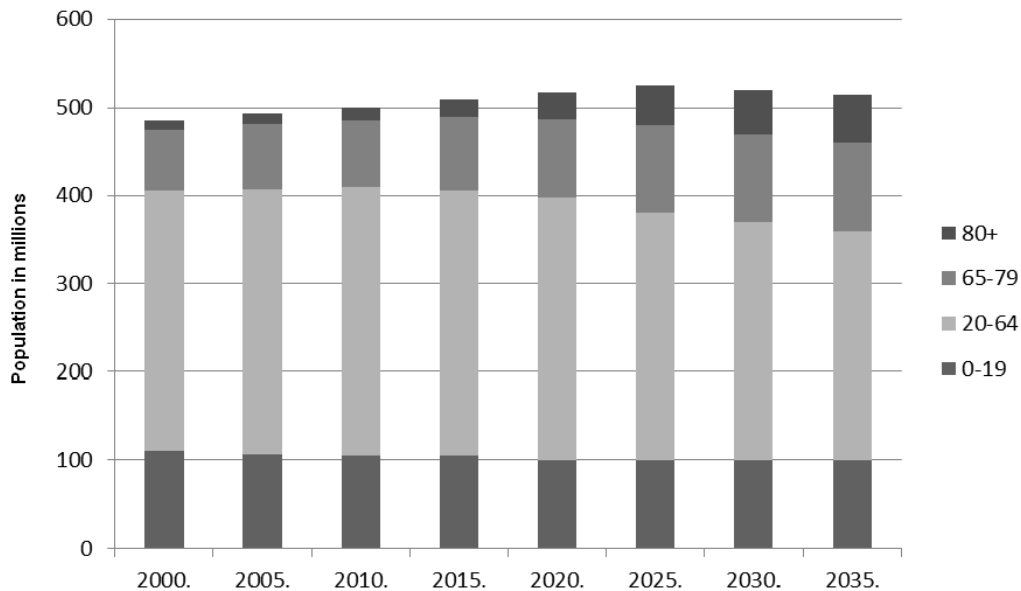
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Graph 2: Oscillation in poverty and social exclusion in the EU [7]

Changes that affect social cohesion are demographic tendencies. Although, total world population is on the rise, many classical industrial societies in Europe are experiencing stagnation of population or permanent alterations of age structure. According to projections of the UN, population of the EU by the year 2050 will decrease to 70 million, while the population of the rest of the World will increase for approximately three billion people. [8]



Graph 3: Population structure in the EU according to age groups, 2000-2035 [7]

Demographic tendencies aggravate social and economic inequality between countries, which instigates immense migration flows. Rapid increase in population and other structural factors in specific parts of the world, prevent economic growth that would facilitate better living standard for the majority of population, which is why the EU became one of geographic territories with the most intensive migration flows, in both its scope and its intensity. As a dynamic and a growing phenomenon, today, migrations present a great challenge for the contemporary world, because its influence can be felt on every level.

Striving to reduce unemployment, the EU undertook various initiatives for inciting creation of new job positions in the field of social economy, as well as reinvigorating labor markets. In 2016, progress in the employment segment was evident. Statistical data indicates that social economy in the EU represents a powerful sector, which creates new jobs, and currently employs 14 million people. Success was also evident in the fight against poverty and social exclusion. [9]

Social economy did not only reaffirm its positive influence on resolution of emerging social problems, but it also strengthened its position in various sectors. It extends its reputation as an institution that: is a necessity for a stable and sustainable economic growth, increases the value of economic activities in the service of social needs, corrects imbalance on the labor market, as well as intensifies and strengthens economic democracy.

## 5. CONCLUSION

Influence of globalization on economic growth, economic inequality and poverty is substantial, but not yet confirmed. Globalization in itself is contradictory; each of its dimensions contains two completely opposite faces, which mark each and every social sphere. On one side there is

the exponential progress, and on the other there is the weakening of social politics, rising poverty, and falling behind the wealthy parts of the world.

Question that remains is whether the increase in economic inequality is the consequence of globalization or of resistance to globalization. Discrepancy among economic experts concerning this question stems from the problems pertaining to discernment of the influence of globalization on economic growth, inequality and poverty, from other variables, such as macroeconomic policies, rule of law, geographic features, etc.

Even though globalization hurts the most impoverished, it is not definite that its absence would adjust the tendency of changes relating to poverty and inequality. Research indicates that stopping the process of globalization would have even more of a negative effect on poverty. [10]

Although the fight against inequality and poverty is preconditioned by joint action, it must not be neglected that each social problem is unique. Therefore, global action is a necessity, but not through a general (universal) model.

Poverty should be observed and studied on a micro-level. This is where the man comes into play: it is him who with his activity, that isn't always rational and predictive, still has a chance to affect his personal future, and the constant development and improvement of human society today is inevitable.

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# STOHAŠTIČKI ASPEKTI KVALITETA USLUGA JAVNIH PREDUZEĆA KAO PLATFORMA PRISTUPA GLOBALNOM EKONOMSKOM SISTEMU

## STOCHASTIC ASPECTS OF QUALITY OF PUBLIC ENTERPRISES AS A PLATFORM ACCESS GLOBAL ECONOMIC SYSTEM

Mirjana Landika<sup>203</sup>  
Vanja Sredojević<sup>204</sup>  
Radmila Bojanić<sup>205</sup>

**Sažetak:** *Društveno – ekonomski sistem obuhvata poslovne, kulturne, socijalne i druge podsisteme čijim funkcionisanjem se posmatrani usmjerava ka ostvarenju baznog društveno – ekonomskog cilja, a odnosi se na optimalnu vrijednost bruto društvenog proizvoda. Optimalni rezultat predstavlja mrežu suboptimuma njegovih podsistema, koje izražavamo kao težnju dostizanja izvrsnosti poslovnog rezultata shvaćenog kao potpuno eliminisanje nedozvoljene vrijednosti razlike između željenih i ostvarenih vrijednosti realizovanih performansi svih njegovih podsistema.*

*Iskazivanje, mjerenje, prilagođavanje i podešavanje sistemskog rezultata zahtijeva prepoznavanje faktora okruženja, kao i internih faktora, te eksplicitno izražavanje oblika i mjere njihovog uticaja na poslovne procese, značajno je otežana stohastičnošću ispoljavanja njihovih vrijednosti i kompleksnošću uticaja.*

*Optimalno upravljanje funkcionisanjem složenih sistema determinisano je njegovom strukturom i konceptom, a iskazuje se i mjeri nivom do koga poslovni rezultat zadovoljava zahtijeva korisnika i svih zainteresovanih strana (ISO 9001:2008). Realizacija ciljeva sistema sadržana je u vrijednostima izlaznog vektora kao rezultante djelovanja podsistema koji ga formiraju, čija se metrika prilagođava koncepciji upravljačkog zadatka ali i funkcionisanju sistema kao cjeline. Eliminacija neželjenog rezultata podrazumijeva sagledavanje međuzavisnosti, uslovljenosti, učestalosti i distribucije vjerovatnoće njihovog nastanka, te kordinaciju i kooperaciju velikog broja resursa potrebnih za dostizanje željenog nivoa efikasnosti funkcionisanja.*

*Sveobuhvatna analiza, kvantifikovanje i interpolacija relevantnih faktora u proces permanentnog unaprijeđenja performansi pojedinih sistemskih kategorija, a time i sistema kao cjeline, doprinosi podizanju nivoa zadovoljstva korisnika, učesnika, ali i globalne konkurentnosti na globalnom nivou. Sposobnost menadžmenta ogleda se u identifikovanju i prevenciji potencijalnih remetilačkih faktora, a time i jaču konkurentsku poziciju u globalnom ekonomskom sistemu.*

**Ključne riječi:** *poslovna izvrsnost, efikasno funkcionisanje, neželjeni rezultat, stohastičnost ispoljavanja, distribucija vjerovatnoće, poboljšanje performasi, globalni optimum*

**Summary:** *Social - economic system includes business, cultural, social and other subsystems whose functioning is monitored to the realization of the basic social - economic objectives, and refers to the optimum value of the gross domestic product. The optimal result is a network of the suboptimum of its subsystems, which are expressed as the aspiration of achieving excellence*

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*as a result of the business understood as the complete elimination of illicit value of the difference between the desired and actual values realized performance of all its subsystems.*

*Expression, measuring, adjusting and setting the system results requires the identification of environmental factors and internal factors, and the explicit expression of the form and extent of their impact on business processes, significantly aggravated stochastic processes to manifest their values and influence complexity.*

*Optimal control of functioning the operation of complex systems is determined by its structure and concept, and it is presented and measured to the extent to the level where the business results meet the requirements of users and all interested parties (ISO 9001: 2008). The realization of the objectives of the system is contained in the values of the output vector as the result of the effects of subsystems that form it, whose metric adjusts the concept of control of the task or the functioning of the system as a whole. Eliminating unwanted results implies understanding interdependencies, conditioning, frequency and distribution of the probability of their occurrence, and the coordination and cooperation of a large number of resources required to achieve the desired level of efficiency of functioning.*

*The comprehensive analysis, quantification and interpolation of the relevant factors in the process of continuing improvement of the performance of individual system category, and thus the system as a whole, contributes to raising the level of customer satisfaction, participants, and global competitiveness at the global level. The ability of management is reflected in the identification and prevention of potential disruptive factors, and thus a stronger competitive position in the global economic system.*

**Key words:** *business excellence, efficient functioning, unwanted result, stochastic manifestation, probability distribution, performance enhancement, the global optimum*

## UVOD

**P**ravna lica, koja obavljaju aktivnosti iz domena opštedruštvenog interesa, predstavlja platformu efikasnog funkcionisanja svakog društveno – ekonomskog sistema, pri čemu realizovani nivo kvaliteta njihovih usluga tangira ekonomsku, ličnu i funkcionalnu dimanziju svih pripadnika globalnog sistema. Domen aktivnosti javnih preduzeća odnosi se na komunalnu, obrazovnu i zdravstvenu djelatnost, energetiku, upravljanje javnim dobrima, javnu upravu sa administrativnim službama i dr.

Poslovno i društveno okruženje obuhvaćeno realizovanim istraživačkim projektom pretpostavlja čest izvor nezadovoljstva i frustracija korisnika, ali i objektivne nemogućnosti davaoca da podigne nivo kvaliteta pružene usluge u kontekstu korisničke satisfakcije.

Stohastičnost varijacija performansi analiziranih procesa otežavaju istraživačku tendenciju predviđanja i korekcije poslovnog rezultata, ali se efikasno prevazilazi formulacijom odgovarajuće statističke funkcije kojom iskazujemo prosječan zakonomjeran odnos vitalnih sistemskih promjenljivih, a time i egzaktne upravljačke smjernice u kontekstu globalne satisfakcije učesnika u korisničkom procesu.

Eliminacija korisničkog nezadovoljstva, kao i uspostava sistema permanentne prevencije neželjenog rezultata polazi od subjektivne percepcije zadovoljstva korisnika nivoom realizovanog kvaliteta administrativno – javnom uslugom, u kontekstu oblika i učestalosti njezine tražnje. Permanentno unaprijeđenje poslovne efikasnosti, zahtijeva prevazilaženje vremenske disproporcije otkrivanja i eliminacije uzroka izostanka korisničke satisfakcije u kontekstu dualne uzroč – posljedične konekcije korisnika i davaoca usluga. Navedeni pristup



omogućava minimiziranje diferencije željenog i realizovanog poslovnog rezultata, a time i značajne korekcije u kontekstu globalnog pozicioniranja društveno – ekonomskog sistema.

## 1. METRIKA REZULTATA I ASPEKTI ISKAZIVANJA KVALITETA USLUGE JAVNIH PREUZEĆA U GLOBALNOM EKONOMSKOM SISTEMU

Kvalitet poslovnog rezultata predstavlja „nivo do koga skup svojstvenih karakteristika proizvoda, procesa i sistema zadovoljava zahtjeve korisnika i svih zainteresovanih strana“ ((ISO), The International Organization for Standardization (ISO) 9000:2008, 2008). Instrument koji definiše osnovna prava i principe o pružanju usluga korisnicima u odnosu na administrativne usluge – Povelja o javnim uslugama, uključuje:

- Kontinuitet usluga;
- Kvalitet;
- Sigurnost snabdijevanja;
- Jednak pristup;
- Prihvatljive cijene;
- Socijalnu, kulturnu i ekološku prihvatljivost. (DEI, 1997-1999)

Korisnička percepcija o nivou performansi proizvoda<sup>206</sup>, definiše se kao kvalitet, pri čemu se akcent stavlja na tražioca, a ne ponuđača, dodatno je otežano monopolističkim položajem ponuđača kao i ignorantskim stavom i tromošću sistema u postupku uvažavanja uzroka, te korekciji i eliminaciji izvora nezadovoljstva korisnika.

Skup aktivnosti koje omogućavaju prevenciju i izostanak potreba za korekcijom naziva se upravljanje kvalitetom, pri čemu je kvalitet usluge moguće iskazati višedimenzionalnom promjenljivom što uključuje „određenost, pouzdanost, pristupačnost, uslužnost i komunikativnost“. (Bergman & Klefsjo, 1994)

Iskazivanje i mjerenje performansi usluga rada javnih preduzeća u odnosu na pružanje administrativnih usluga zahtijeva egzaktnost i fokusiranje na detriminirajuće aspekte poboljšanja poslovne efikasnosti moguća je formiranjem adekvatne komunikacione matrice u funkciji konekcije učesnika u uslužnom procesu. Komunikacioni kanali između davaoca i korisnika administrativnih usluga imaju zadatak da omogućе prikupljanje korisnih i validnih informacija, te njihovu objektivnu implementaciju u kontekstu detekcije, prevencije i rješavanja problema.

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Od 2006. zaposlena na Panevropskom univerzitetu Apeiron u Banja Luci kao asistent (2006-2007), viši asistent (2007-2010), docent (2010-2015) i vanredni profesor (2015- ) gdje trenutno predaje više predmeta iz užih naučnih oblasti: Aktuarstva, Ekonometrije, Operacionih istraživanja i Statističke analiza.

Angažovana u svojstvu mentora na više diplomskih i master radova.

Autor je pet naučnih knjiga i više od 25 naučnih i stručnih radova i učesnik je na većem broju nacionalnih i međunarodnih naučnih konferencija. Član je Upravnog odbora PU Apeiron i Savjeta za provođenje Povelje o unapređenju nauke, obrazovanja, uslova studiranja i ukupnih odnosa na univerzitetima Republike Srpske.

<sup>206</sup> Proizvod obuhvata četiri osnovne kategorije a to su: hardware, software, procesovani material I usluga ((ISO), The International Organization for Standardization (ISO) 9000:2000, 2000)

## 2. KVALITATIVNA METRIKA I ASPEKTI ISKAZIVANJA NIVOA ZADOVOLJSTVA KORISNIKA EFEKTIMA USLUGA JAVNOG SEKTORA

Efekti rada javnih preduzeća u kontekstu realizovanog nivoa kvaliteta na poslovima pružanja administrativnih usluga odnose se na stohastičke procese, čija analiza podrazumijeva donošenje zaključaka i sudova na bazi nepotpune informacije. Probabilistički sudovi, inferencijalne statističke analize, determinisani su metodama izbora i veličinom uzorka koji se koristi za analizu populacije iz koje taj uzorak potiče, a uslovljeni su „planiranom pouzdanošću i preciznošću dobijenih rezultata, te varijabilitetom pojave koju ispitujeemo“. (Landika, Metodi statističke analize - primjena u oblasti zdravstvenih, sportskih i inženjerskih nauka, 2015)

Nivo zadovoljstva korisnika performansama administrativnih usluga javnih preduzeća ispituje se i analizira korištenjem egzaktnih podataka na primjeru rada administrativnih službi područja Republike Srpske i to šireg područja Banjolučke, Bijeljinske i Livanjske regije. Egzaktni podaci prikupljeni su pomoću anketnog upitnika koji ima sledeći izgled:

Molimo Vas da odvojite par minuta i iskreno odgovorite na sledeća pitanja

1. Vaša starosna dob je:

2. Mjesto Vašeg stanovanja:

- a. Centar grada
- b. Šire gradsko područje
- c. Prigradsko naselje
- d. Ruralna sredina (selo)

3. Vaša školska sprema:

- a. Osnovna škola
- b. Srednja škola
- c. Viša škola
- d. Visoka škola
- e. Magistar ili doktor nauka

4. Radni status:

- a. Zaposlen(a)
- b. Nezaposlen(a)
- c. Penzioner(ka)

5. Koliko često zahtjevate usluge javnih službi:

- a. Veoma često (više puta godišnje)

7. Da li ste zadovoljni uslugom:

- a. Da, potpuno
- b. Uglavnom da
- c. Djelomično
- d. Nisam zadovoljan

8. Izvor (uzrok) vašeg nezadovoljstva:

- a. Komplikovana procedura
- b. Dugotrajna procedura
- c. Nesusretljivost (neljubaznost) davaoca usluge
- d. Nestručnost davaoca usluge
- e. Potpuno sam zadovoljan(na) uslugom administrativnih radnika
- f. Ako odgovor obuhvata više navoda, navedite koji su: \_\_\_\_\_

9. Da li ste bili u situaciji da dajete/imate poklone ili dodatnu naknadu za neku od navedenih usluga:

- a. Da
- b. Ne

- b. Često (svake godine)
- c. Povremeno (ne svake godine)
- d. Rijetko ili nikada (ne sjećam se kada)
6. Ako da, koje usluge:
- a. Zdravstvene (primarna zdravstvena zaštita, bolničko liječenje)
- b. Lična dokumenta (CIPS)
- c. Ostvarivanje određenih ličnih prava (npr.pomoć, subvencije, liječenje ili zdravstvene usluge izvan standardne procedure – javna uprava lokalna)
- d. Carinske usluge (olakšice, carinjenje, povrat PDV – a)
- e. Ako odgovor obuhvata više navoda, navedite koji su: \_\_\_\_\_
- c. Ne znam
10. Da li smatrate da je to uticalo na kvalitet i efikasnost pružene usluge:
- a. Da
- b. Ne
- c. Ne znam
11. Da li biste Vi u recipročnoj situaciji (kada biste davali umjesto zahtijevali uslugu) postupili na isti način:
- a. Da
- b. Ne
- c. Ne znam
- Hvala na iskrenosti i izdvojenom vremenu!

**Slika 1.** Izgled anketnog upitnika za ispitivanje nivoa zadovoljstva korisnika administrativnim uslugama na području Opštine Gradiška

Prikupljena empirijska građa organizovana je u dva nezavisna uzorka označena kao Grupa I<sup>207</sup> i Grupa II<sup>208</sup>. Razlog formiranju navedenih uzoraka korespondira sa istraživačkom pretpostavkom da involviranost ispitanika u procese pružanja administrativnih usluga utiče na njihovu precepciju nivoa kvaliteta njezinih performansi. Empirijska građa može se prikazati sledećim tabelarnim prikazom (**Istraživanje i analiza, 2017**):

Pitanje	Odgovor							Ukupno
	Grupa	0-20	20-30	30-40	40-50	50-60	Preko 60	
1	I	1	2	17	4	21	0	45
	II	17	12	22	12	4	13	80
2	Odgovor							Ukupno
	Grupa	a	b	c	d			
	I	9	21	7	8			
	II	10	32	24	14			80
3	Odgovor							Ukupno
	Grupa	a	b	c	d	e		
	I	5	9	13	17	1		

<sup>207</sup> Ispitanici koji su zaposleni u javnim preduzećima, a sadrži 45 ispitanika

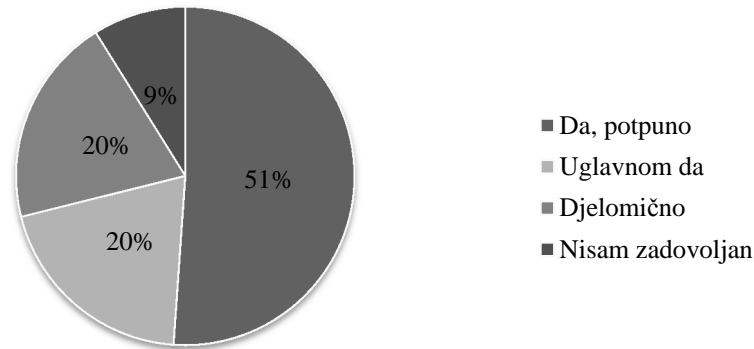
<sup>208</sup> Ispitanici koji nisu zaposleni u javnim preduzećima, a sadrži 80 ispitanika

	II	16	22	24	17	1		80
4	Odgovor							
	Grupa	a	b	c				Ukupno
	I	45	-	-				45
	II	51	21	8				80
5	Odgovor							
	Grupa	a	b	c	d			Ukupno
	I	7	18	9	11			45
	II	16	33	21	10			80
6	Odgovor							
	Grupa	a	b	c	d	e		Ukupno
	I	11	22	3	9	5		45
	II	13	55	1	4	7		80
7	Odgovor							
	Grupa	a	b	c	d			Ukupno
	I	23	9	9	4			45
	II	13	11	51	5			80
8	Odgovor							
	Grupa	a	b	c	d	e	f	Ukupno
	I	18	13	-	-	7	2	45
	II	13	9	29	15	6	8	80
9	Odgovor							
	Grupa	a	b	c				Ukupno
	I	9	15	11				45
	II	42	21	17				80
10	Odgovor							
	Grupa	a	b	c				Ukupno
	I	8	17	10				45
	II	35	21	24				80
11	Odgovor							
	Grupa	a	b	c				Ukupno
	I	17	11	7				45
	II	14	38	28				80

**Tabela 1.** Zbirni rezultat ankete – distribucija učestalosti odgovora ispitanika po pitanjima (višestruki odgovori na 6 pitanje kod grupe I su b i c; kod grupe II su b i c, dok su druga dva a i d; višestruki odgovor na 8 pitanje kod grupe I su a i b; kod grupe II pet su a i c, dok su dva c i d)

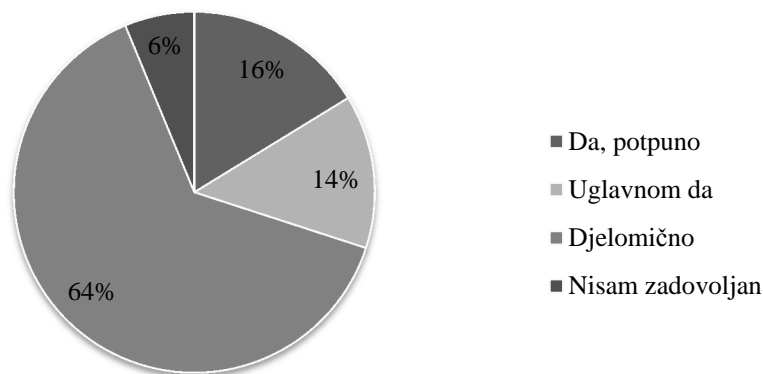
Involviranost ispitanika u procesu administrativne usluge, korelira sa percepcijom nivoa kvaliteta performansama iste, potvrđuje se rezultatima istraživanja, a odnosi se na distribuciju učestalosti odgovara ispitanika na 7 pitanje iz predloženog anketnog upitnika, a ilustruje se sledećim prikazom:

### Nivo zadovoljstva administrativnom uslugom - administrativni radnici



**Slika 2.** Struktura ispitanika prema percepciji kvaliteta administrativnih usluga kod ispitanika koji su involvirani u proces pružanja administrativnih usluga

### Nivo zadovoljstva administrativnom uslugom - neadministrativni radnici



**Slika 3** Struktura ispitanika prema percepciji kvaliteta administrativnih usluga kod ispitanika koji nisu involvirani u proces pružanja administrativnih usluga

Komparacijom performansi rada poslovnih sistema, kao i permanentnim mjerenjem i egzaktnim iskazivanjem poslovne efikasnosti kod srodnih poslovnih procesa i sistema na globalnom nivou. Prethodne činjenice ukazuju na neizostavnu potrebu za odgovarajućim korekcijama koje bi adekvatno poboljšale performanse rezultata a time i nivo subjektivne i opšte satsifakcije poslovanjem javnih preduzeća.

### 3. KOREKCIJA ADMINISTRATIVNIH POSTUPAKA I PROCEDURA SA ASPEKTA STOHAŠTIČKOG SENZIBILITETA PERCEPCIJE ZADOVOLJSTVA KORISNIKA

*Spearmanov koeficijent korelacije ranga* koristi se za mjerenje stepena i smjera udruživanja dvaju pojava predočenih parovima rang promjenljivih, koji se koristi za analizu u slučaju da se empirijski podaci pojavljuju u obliku numeričkih ili se transformišu u rang promjenljive.

Sušтина komparacije jeste određivanja razlika u vrijednostima ranga formiranih parova. Efikasnost primjene Spearmanovog koeficijenta korelacije ranga zasniva se na pretpostavci da

nema vezanih rangova ili da je njihov broj zanemarljiv u odnosu na broj parova vrijednosti za koje se računa koeficijent.

Testiranje hipoteza o statističkoj značajnosti pretpostavljene vrijednosti Spearmanovog koeficijenta korelacije ranga, spada u neparametarske testove, a odnosi na postupak određivanja kritične vrijednosti, čime se određuju granice prihvatanja (ili ne prihvatanja) statističkih hipoteza. (Landika, Metodi statističke analize - primjena u oblasti zdravstvenih, sportskih i inženjerskih nauka, 2015)<sup>209</sup>

#### **4. EVALUACIJA STOHAŠTIČKE KOREKCIJE NIVOA POSLOVNE EFIKASNOSTI**

Upravljačke informacije sadržane u vrijednosti pokazatelja kvantitativnog slaganja varijacija a odnose se na subjektivne percepcije izvora nezadovoljstva uslugom i varijacija učestalosti zahtijevanja usluge od strane korisnika, sa jedne strane i sa druge strane, varijacija vrste usluge, te percepcije ispitanika o neophodnosti i nivou uticaja dodatne naknade za dobijanje i/ili kvalitete usluživanja.

Prethodno navedeni proračuni omogućavaju objektivni pristup doziranju inputa poslovnih sistema radi postizanja željenog nivoa performansi poslovnog rezultata. Njihovo upotpunjavanje postupkom testiranja statističke značajnosti koeficijenta korelacije ranga se provodi na dva nezavisna uzorka, omogućava dokazivanje pretpostavke o postojanju neobjektivne valorizacije realizovanog nivoa kvaliteta usluge od strane radnika koji učestvuju u procesu pružanja administrativnih usluga, a time podizanje svijesti o važnosti njihove uloge u percepciji performansi kvaliteta usluge.

##### **4.1. Empirijska metrika i izražavanje stepena kvantitativnog slaganja varijacija percepcije korisničkog zadovoljstva nivoom kvaliteta administrativnih usluga**

Stepen kvantitativnog slaganja varijacija percepcije korisničkog zadovoljstva performansama administrativnih usluga, iskazuje se i mjeri Spearmanovim koeficijentom korelacije ranga, čiju vrijednost i statistički značaj izražavamo adekvatnom stohastičkom metrikom čije konkretne vrijednosti imaju vrijednosti kao u narednoj tabeli.

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Na PUA Banja Luka, od  
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predaje na više predmeta iz oblasti  
Marketinga i Međunarodne ekonomije. Autor  
i koautor većeg broja stručnih i naučnih  
radova i učesnik na više nacionalnih i  
međunarodnih naučnih konferencija.  
Tehnički sekretar je naučnih konferencija  
Powercomm -Moć komunikacije.

<sup>209</sup> Ukoliko uzorak ima više od 30 elementata

<i>Zavisno promjenljiva veličina</i> <sup>210</sup>		<i>Učestalost potrebe</i>	<i>Vrsta administrativne usluge</i>	<i>Neophodnost i nivou uticaja dodatne naknade za dobijanje i/ili kvalitet usluživanja</i>
Spermanov koeficijent korelacije ranga	Administrativni Radnici (prvi uzorak)	0,9838	0,9648	0,5807
	Neadministrativni Radnici (drugi uzorak)	-0,906	-0,9413	-0,9303
Statističko testiranje značajnosti Spermanovog koeficijenta korelacije	Hioteze	$H_0: \rho_S = 0; H_A: \rho_S \neq 0;$		
	Tablična vrijednost	Prvi uzorak: $t_{0,005;43}^I = 2,6896$ Drugi uzorak: $t_{0,005;78}^{II} = 2,6388$		
	Testovna vrijednost	$t^I = 35,1392;$ $t^{II} = 18,9038;$	$t^I = 24,0570;$ $t^{II} = 24,6270;$	$t^I = 4,6773;$ $t^{II} = 22,3997;$
	Ishod testa	Prihvata se $H_0$ sa pouzdanošću 99%		

Slika 4. Rezultati analize u pogledu vrijednosti i statističkog značaja Spermanovog koeficijenta korelacije ranga (Istraživanje i analiza, 2017)

## 5. ZAKLJUČAK

Upravljačke informacije sadržane u rezultatima statističke analize, provedene u okviru realizovanog istraživačkog projekta, obuhvataju egzaktna saznanja čija kritička upotreba u realnim okolnostima omogućavaju značajna poboljšanja u pogledu analiziranih problema.

Metodologija deskriptivne statističke analize odnosi se na *tabelarni prikaz* distribucije dobijenih odgovora i *grafičku ilustraciju* distribucije ispitanika u pogledu percepcije nivoa njihovog zadovoljstva performansama realizovanih administrativnih usluga a obzirom na stepen i oblik njihove involviranosti u proces. Dobijeni rezultati potvrđuju pretpostavku o izraženom kauzalitetu među njima, pri čemu 70% ispitanika koji se u procesu realizacije administrativnih usluga pojavljuju kao korisnici, kvalitet usluge rangira kao nedovoljan, dok nasuprot njima, među ispitanicima koji su involvirani u proces pružanja usluge, samo njih 30% ima istu percepciju.

Objektivan pristup analizi efikasnosti ispitivanih procesa zahtijeva prilagodavanje kvalitativne metrike postupkom stohastičkog modeliranja, što se postiže upotrebom rang promjenljivih. Adekvatna statistička procedura odnosi se na alate inferencijalne statističke analize a obuhvata *Spearmanov koeficijent korelacije ranga i statističko zaključivanje o nivou njegove značajnosti*.

Intenzitet kvantitativnog slaganja varijacija nivoa korisničkog (ne)zadovoljstva performansama usluga i učestalosti njihove tražnje, proizilaze iz strukture odgovora na 7 i 5 pitanje anketnog upitnika, pri čemu je, nakon adekvatne transformacije statističkih promjenljivih u rang

<sup>210</sup> Nezavisna promjenljiva se odnosi na nivo, odnosno izvor korisničkog (ne)zadovoljstva administrativnom uslugom

promjenljive, dobijen koeficijent korelacije ranga kod prve grupe ispitanika 0,9838; dok je njegova vrijednost kod druge grupe ispitanika – 0,9060; što upućuje na zaključak da među posmatranim pojavama postoji intenzivna korelacija ali suprotnog smjera, u odnosu na formirane grupe ispitanika. Dobijene vrijednosti koeficijenta korelacije ranga testirane su na nivou značajnosti 99%, stoga se modelirane informacije mogu koristiti sa visokim stepenom povjerenja.

Intenzitet kvantitativnog slaganja varijacija izvora korisničkog (ne)zadovoljstva performansama usluge od vrste administrativne usluge, proizilaze iz strukture odgovora na 6 i 8 pitanje anketnog upitnika, pri čemu je, nakon adekvatne transformacije statističkih promjenljivih u rang promjenljive, dobijen koeficijent korelacije ranga kod prve grupe ispitanika 0,9648; dok je njegova vrijednost kod druge grupe ispitanika – 0,9413; što upućuje na zaključak da među posmatranim pojavama postoji intenzivna korelacija ali suprotnog smjera, kod različitih grupa ispitanika. Dobijene vrijednosti koeficijenta korelacije ranga testirane su na nivou značajnosti 99%, stoga se modelirane informacije mogu koristiti sa visokim stepenom povjerenja.

Intenzitet kvantitativnog slaganja varijacija izvora korisničkog (ne)zadovoljstva performansama usluge u odnosu na nivo uticaja dodatne naknade na dobijanje i/ili kvalitet administrativne usluge, proizilaze iz strukture odgovora na 9 i 10 pitanje anketnog upitnika, pri čemu je, nakon adekvatne transformacije statističkih promjenljivih u rang promjenljive, dobijen koeficijent korelacije ranga kod prve grupe ispitanika 0,5807; dok je njegova vrijednost kod druge grupe ispitanika – 0,9303; što upućuje na zaključak da među posmatranim pojavama postoji intenzivna korelacija ali suprotnog smjera, kod različitih grupa ispitanika. Dobijene vrijednosti koeficijenta korelacije ranga testirane su na nivou značajnosti 99%, stoga se modelirane informacije mogu koristiti sa visokim stepenom povjerenja. Najniži stepen saglasnosti prisutan je kod radnika javnih preduzeća, što se može pravdati činjenicom da je problem korupcije toliko prisutan na ispitivanom području, te da se kao takav „podrazumijeva“.

Egzagtna potvrda o postojanju intenzivnih veza između posmatranih pojava otkriva uzroke postignutog nivoa performansi izlaza i omogućava njegovu posrednu korekciju doziranjem strukture i intenziteta ulaznog vektora. Korelaciona veza suprotnog smjera kod različitih grupa ispitanika, u odnosu na njihovu involviranost u sam proces, može upućivati na zaključak da administrativni radnici imaju pogrešnu percepciju nivoa poslovne efikasnosti ili da neprofesionalno pristupaju procesu pružanja usluga. Navedene pretpostavke moguće je i potrebno dodatno ispitati, ali nisu relevantne sa aspekta provedenog istraživanja.

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## RASTUĆI ZNAČAJ USLUŽNOG SEKTORA PRIVREDE I SPECIFIČNOSTI MENADŽMENTA NA POČETKU NOVOG MILENIJUMA

### THE GROWING IMPORTANCE OF THE SERVICE BUSINESS SECTOR AND ITS MANAGEMENT SPECIFICITY AT THE BEGINNING OF THE NEW MILLENNIUM

Nikolina Vrcelj<sup>211</sup>

Ana Jurčić<sup>212</sup>

Sonja Radmanovac<sup>213</sup>

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**Sadržaj** — U sektoru usluga, kako u nacionalnim okvirima, tako i na globalnom planu, odvijaju se najdinamičnija kretanja i događa najviše promena. Fenomenalan rast uslužnog sektora koji je nastupio kao posledica „post-industrijskog društva“, odnosno „uslužne privrede“, može se sagledati sa nekoliko aspekata. Prvo, iz perspektive zaposlenosti, drugo – bruto društvenog proizvoda, treće – broja novoosnovanih preduzeća, četvrto – međunarodne trgovine i peto – doprinosa industriji; i to na (najmanje) regionalnom i nacionalnom nivou. Analiza po svim aspektima (gde je inače vrlo očigledan značaj ovog sektora), prevazišla bi okvire ovog rada, te će iz tog razloga na ovom mestu biti pomenuta samo prva dva aspekta. Drugi deo rada posledično baviće se specifičnostima menadžmenta uslužnih preduzeća s obzirom na činjenicu da tradicionalni prilazi menadžmentu koji se zasnivaju na konceptima koji su nastali u proizvodnim firmama već duže vreme nisu zadovoljavajući, što ističe potrebu razvoja strategijskog menadžmenta, operativnog menadžmenta, menadžmenta kvalitetom, menadžmenta ljudskih resursa i organizacije posebno za sektor usluga.

**Gljučne reči** — privreda, promene, usluge, menadžment, značaj.

**Abstract:** *In the services sector, both at the national level, but also at the global level, the most dynamic movements and most changes occur. The phenomenal growth of the service sector, which appeared as a result of "post-industrial society" or "service economy", can be viewed from several aspects. First, from the perspective of employment, the second - the gross domestic product, the third - the number of newly established enterprises, fourth - international trade and fifth - industry contributions - to the (at least) a regional and national level. The analysis on all this aspects (where the importance of this sector is very obvious), would overcome the scope of this paper so at this point only the first two aspects will be mentioned. Consequently, the second part of the paper deals with the specifics of management of service companies due to the fact that traditional approaches to management which are based on concepts that are applied in the production companies are not satisfactory for a long time now, which emphasizes the need for the development of strategic management, operational management, quality management, management of human resources and organization specifically for the services business sector.*

**Key words** — *economy, changes, services, management, importance.*

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## 1. UVOD

PREMA navodima pojedinih autora [1, str. 16-17; 2, str. 53-60], brojni i raznovrsni razlozi koji su doveli do snažnog razvoja sektora usluga mogu se svrstati u četiri velike grupe promena: demografske, društvene, ekonomske i političko-zakonodavne.

Uticaj demografskih promena ogleda se u produženju životnog veka i shodno tome se povećava tražnja za turističkim, rekreativnim i zdravstvenim uslugama; ali i u ubrzanju urbanizaciji i potrebi za infrastrukturnim i ostalim pratećim uslugama.

Intenzivne društvene promene su rezultanta brojnih faktora pri čemu se kao najvažniji ističu:

- kontinuirano povećanje broja zaposlenih žena usled čega se javlja povećana potražnja za uslugama čišćenja ili vođenja domaćinstva, brige o deci i posebno uslugama koje nudi industrija brze hrane;
- zapošljavanjem žena rastu prihodi domaćinstva, povećava se i deo sredstava namenjenih ličnoj potrošnji što je dovelo do rasta trgovine, ulaganja u nekretnine i sve veću tražnju za uslugama osiguranja;
- poboljšanje kvaliteta života otvorilo je mogućnost da se sve više sredstava troši na putovanja, zabavu i dokolicu;
- proces internacionalizacije deluje na povećanje istančanosti ukusa korisnika usluga;
- rastuća složenost uslova života kreira tražnju za uslugama pravnih saveta i osiguranja;
- posledica niza društvenih promena je potreba za novim znanjima i tehnikama, te odgovorima na izazove koje postavlja okruženje koje je podložno stalnim promenama.

Glavne ekonomske promene ogledaju se u procesu globalizacije kao osnovnom

*Dr Ana Jurčić, phd, rođena je 1981. godine u Zemunu. Na Geoekonomskom fakultetu Univerziteta „Džon Nezbit“ u Beogradu diplomirala je 2004. godine kao student generacije.*



*Magistrirala je četiri godine kasnije na istoimenom fakultetu, odbranivši magistarsku tezu „Evro-azijski menadžment u uslovima globalizacije; interkulturni aspekti“ i iste godine izabrana je u zvanje asistenta. Zvanje doktora nauka stekla je 2013. godine, odbranivši doktorsku disertaciju „Međuzavisnost nacionalne kulture i menadžmenta; uloga interkulturnog menadžmenta u stvaranju multikulturne organizacije“ na Fakultetu za poslovne studije u Beogradu.*

*Kao stipendista američke vlade, Ana Jurčić je 2010. godine završila program za usavršavanje i razvoj nastavnog osoblja na Džordž Vašington univerzitetu u Vašingtonu (Distrikt Kolumbije). Danas radi na Univerzitetu „Džon Nezbit“ kao docent na predmetima Menadžment i Interkulturni menadžment. Jedan je od osnivača Centra za razvoj karijere i savetovanje studenata Univerziteta u kojem radi kao savetnik, a za tu poziciju je prošla obuku pod pokroviteljstvom Ministarstva omladine i sporta Republike Srbije. Ana Jurčić volonterski radi i kao fasilitator Open World programa profesionalnog usavršavanja koji finansira Kongres SAD. Predsednik je Nadzornog odbora Udruženja Fulbrajtovih stipendista Srbije.*

*Što se tiče naučno-istraživačkog rada, ali i kompetencija, u prilog govore odabrani projekti na kojima je Ana Jurčić uzela učešće kao:*

*• Mladi istraživač na projektu Ministarstva za nauku i tehnološki razvoj Republike Srbije pod nazivom 'Nacionalna strategija priliva stranog kapitala u cilju reintegracije Srbije u svetske ekonomske tokove. (2011-2013)*

*• Savetnik Megakarijere na TEMPUS projektu 'CareerS – Razvoj karijernog vođenja u cilju unapređenja visokog obrazovanja u Srbiji. (aktivno)*

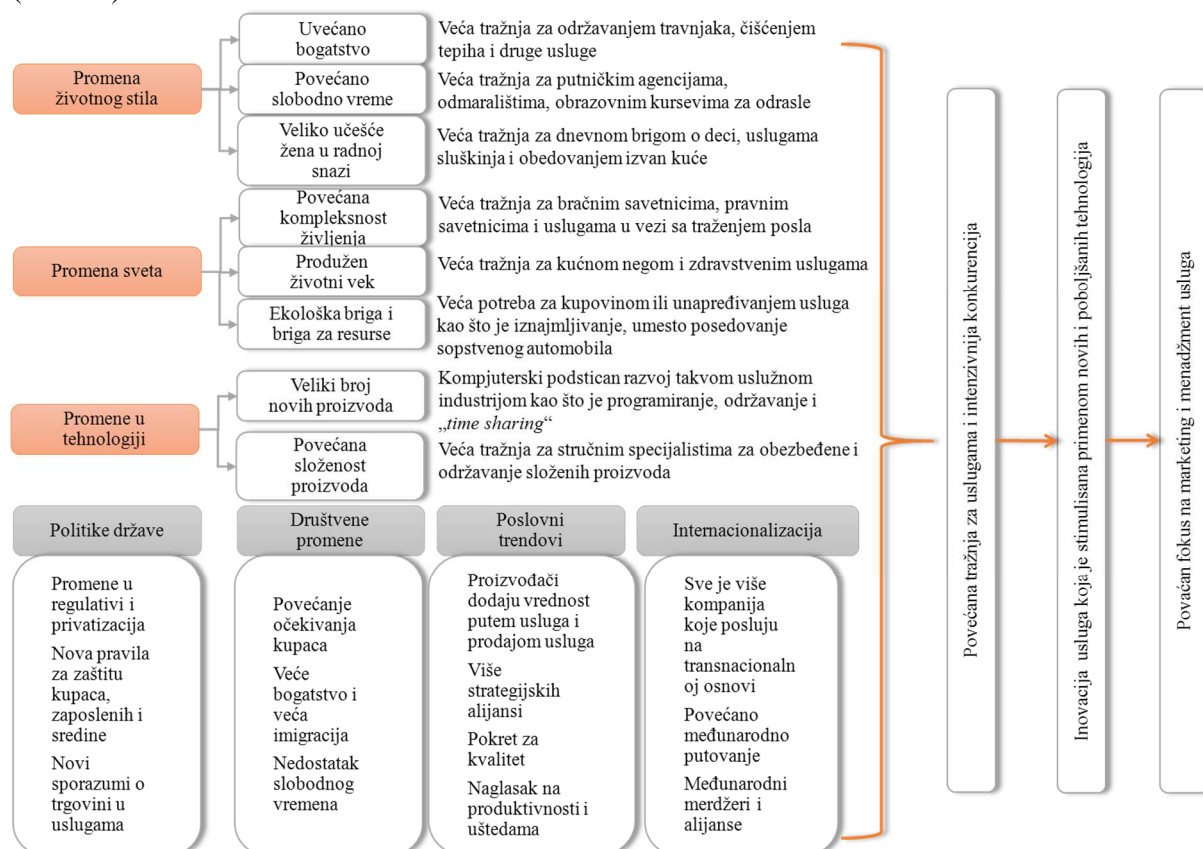
*• Alumni član na projektu 'Razvoj veština akademskog čitanja i pisanja kod studenata u Srbiji', finansiranog od strane Američkog saveta za međunarodno obrazovanje. (2010)*

*• Moderator na projektu 'Nastavne metode – mogućnosti implementiranja javnih diskusija', u organizaciji Interaktiviti fondacije, SAD. (2010).*

generatoru tražnje za uslugama komuniciranja, putovanja i prenosa informacija; a sa druge strane u specijalizaciji u okviru nacionalnih privreda koja podstiče potrebe za specijalizovanim profesionalnim uslugama istraživanja tržišta, promocije i slično.

Političko-zakonodavne promene uzrokovane procesima udruživanja zemalja na različitim osnovama, internacionalizacijom poslovanja, složenosti poslovnih transakcija koje stvaraju novu tražnju za brojnim profesionalnim uslugama.

Najvažniji elementi koji opredeljuju razvoj uslužne ekonomije prikazani su na sledećoj slici (Slika 5).



Slika 5: Elementi koji opredeljuju razvoj uslužne ekonomije - adaptirano prema [1, str. 16; 2; 3, str. 17; 4, str. 11; 5, str. 23; 6, str. 25; 7, str. 55]

## 2. ASPEKTI RASTA USLUŽNOG SEKTORA OD ZNAČAJA

### 2.1. Zaposlenost

Danas razne uslužne delatnosti sačinjavaju preko 60% resursa privrede u razvijenim zemljama sveta, dok uslužna zanimanja najviše doprinose porastu zaposlenosti [8].

Sjedinjene Američke Države (SAD) su prva uslužna privreda u svetu [9, str. 19] - većina radno sposobnog stanovništva danas zaposlena je u sektoru usluga. Ipak, početkom XX veka (1900-tih godina) situacija nije bila takva; tada je uslužni sektor zapošljavao samo tri od 10 radnika, dok je ostalo radno sposobno stanovništvo bilo angažovano u poljoprivredi i industriji. Do 1950. godine, zaposlenost u uslugama odnosila je 50% radne snage u SAD-u, a danas ovaj sektor zapošljava čak osam od svakih 10 radnika [2, str. 10].

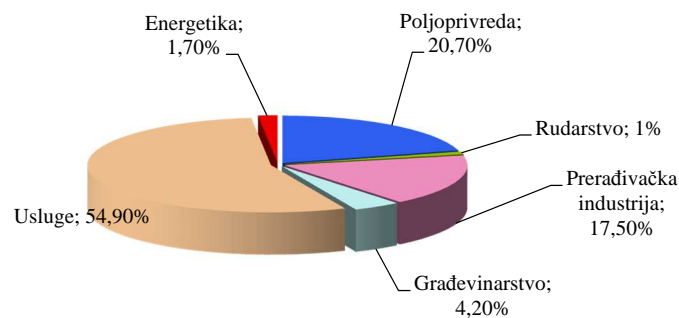
Najsnažniji utisak o značaju i evoluciji uslužnog sektora ipak daje prikaz angažovanosti radne snage u Švedskoj od 1870. do 2000. godine (**Error! Reference source not found.**). Sa razvojem privrede zemlje drastično se menjalo učešće zaposlenosti u poljoprivrednom sektoru, industriji i sektoru usluga, odnosno u periodu od 130 godina uslužni sektor je potpuno porazio poljoprivredu.

	<b>Poljoprivreda</b>	<b>Industrija</b>	<b>Usluge</b>
<b>1870</b>	73	12	<b>5</b>
<b>1900</b>	61	24	<b>9</b>
<b>1950</b>	21	34	<b>42</b>
<b>1980</b>	6	23	<b>71</b>
<b>1990</b>	5	21	<b>75</b>
<b>2000</b>	<b>4</b>	<b>17</b>	<b>79</b>

TABELA 2: AKTIVNA RADNA SNAGA U ŠVEDSKOJ U %  
[2, str. 11; 10, str. 3]

Kada se u fokus stavi šire područje Evrope, odnosno Evropska unija, značaj ovog sektora i dalje je očigledan. Naime, srednja vrednost zaposlenosti radne snage u uslužnim preduzećima za EU-27 iznosi tačno 60%. Više od 70% angažovane radne snage u sektoru usluga ima Velika Britanija, Holandija, Irska i Grčka; dok najmanje (između 40 i 50%) broje Rumunija, Slovenija, Slovačka i Češka [11].

Struktura radne snage po sektorima privrede u Srbiji data je na sledećem grafiku (Grafik 1). Uprkos uvreženom mišljenju da je poljoprivreda oblast u kojoj uvek ima posla, kao i da bi ona trebalo da bude pokretač srpske privrede, statistika govori da trenutno nije tako. U Srbiji više od polovine zaposlenih radi u uslužnim delatnostima, tačnije oko 2,2 miliona ljudi [12].



Grafik 1: Struktura radne snage po sektorima u Srbiji u 2012. godini [12]

Projektovane promene u strukturi zaposlenosti prema nekim navodima [13] pokazuju rast značaja ovog sektora i u budućnosti, iako intenzitet rasta neće biti toliko izražajan kao ranije. Predviđanja govore da će industrijska zaposlenost zabeležiti rast do 2020. godine (za blizu 170.000 osoba), kao i sektor usluga (oko 250.000 novozaposlenih), dok će poljoprivredni sektor uglavnom stagnirati i na taj način ostvariti pad u ukupnoj zaposlenosti. Do relativno usporenog rasta učešća sektora usluga u ukupnoj zaposlenosti dolazi zbog očekivane stagnacije zaposlenosti u javnom sektoru.

## 2.2. Bruto društveni proizvod/bruto dodata vrednost

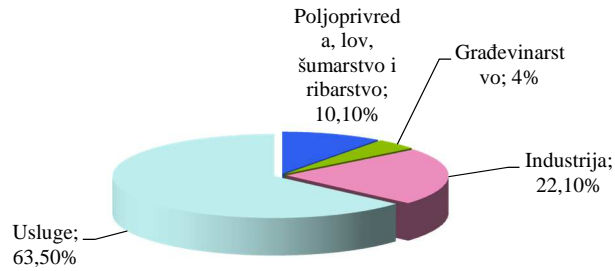
Uslužni sektor stvara većinu vrednosti u industrijski razvijenim zemljama. U SAD na njega odlazi oko 80% bruto domaćeg proizvoda [2, str. 11]. Ovo svakako ne znači da će industrija nestati ili postati nevažna, ali može da znači da će sve više i više ekonomske aktivnosti biti u sektoru usluga.

Učešće pojedinih sektora u strukturi bruto dodate vrednosti u Srbiji i u 25 država Evropske unije u periodu od 2003. do 2006. godine, odnosno 2003. do 2005. godine prikazano je na sledećoj tabeli (**Error! Reference source not found.**). Sudeći po prikazu, uslužni sektor dominira ekonomijom Evropske unije, ali i ekonomijom Srbije.

	Srbija				EU-25		
	2003	2004	2005	2006	2003	2004	2005
<b>Poljoprivreda, lov, šumarstvo i vodoprivreda</b>	13,6	15,0	13,5	12,9	2,5	2,7	<b>2,5</b>
<b>Industrija i građevinarstvo</b>	26,1	25,6	24,6	24,3	28,1	28,0	<b>27,9</b>
Prerađivačka industrija, vađenje rude i kamena i elektroprivreda	22,4	22,1	21,2	20,8	22,8	2,8	<b>2,7</b>
Građevinarstvo	3,7	3,5	3,4	3,5	5,3	5,3	<b>5,2</b>
<b>Usluge</b>	<b>60,1</b>	<b>59,3</b>	<b>61,8</b>	<b>62,8</b>	<b>69,4</b>	<b>69,2</b>	<b>69,5</b>
Tržišno orijentisane usluge	40,4	40,8	44,2	46,7	48,1	48,2	<b>48,5</b>
Trgovina, hoteli i restorani i saobraćaj	18,5	19,8	22,8	25,1	2,2	22,3	<b>22,4</b>
Finansijske i poslovne usluge	21,9	21,0	21,4	21,6	25,9	25,9	<b>26,1</b>
<b>Ostale usluge</b>	<b>19,7</b>	<b>18,5</b>	<b>17,6</b>	<b>16,1</b>	<b>21,3</b>	<b>21,1</b>	<b>21,0</b>

TABELA 3: STRUKTURA BRUTO DODATE VREDNOSTI U SRBIJI I EU-25 – U % [14]

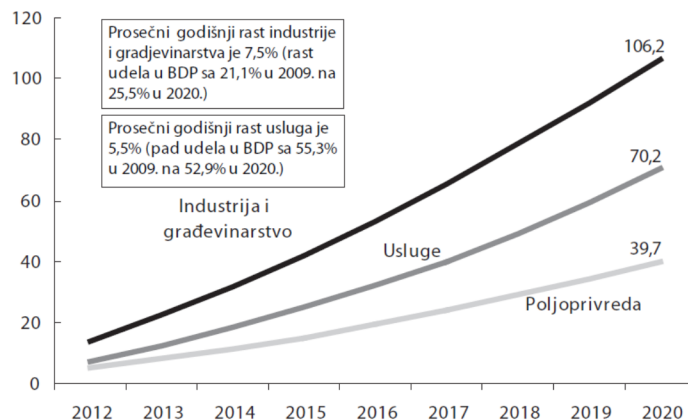
Na ovu oblast ekonomske aktivnosti u Evropskoj uniji u dekadi do 2005. godine odlazilo je 2/3 ukupne bruto dodate vrednosti, odnosno 4/5 bruto domaćeg rasta. Sa izuzetkom Finske, Švedske i Irske, današnje visoko razvijene zemlje Evrope svoj razvoj upravo duguju ovom sektoru, ne poljoprivredi ili proizvodnji [15]. Sa druge strane, u brošuri Privredne komore Srbije “Srbija – vaš poslovni partner”, data je struktura bruto dodate vrednosti u Srbiji za 2012. godinu (Grafik 2). U poređenju sa razvijenim tržišnim privredama Evrope (Belgija, Francuska, Holandija) i sveta (Japan), ona je i dalje na niskom nivou.



Grafik 2: Struktura bruto dodate vrednosti Srbije u 2012. godini [12]

Glavni generatori rasta u Srbiji u 2012. godini bile su sledeće uslužne delatnosti: trgovina, saobraćaj, skladištenje i veze, usluge finansijskog posredovanja, PTT usluge i telekomunikacije [12].

Ako je suditi po pretpostavkama o dinamičnom privrednom rastu do 2020. godine grupe eminentnih srpskih ekonomista [13], biće ostvaren kumulativni rast bruto domaćeg proizvoda, produktivnosti i zaposlenosti. Tačnije, prosečan godišnji rast industrije iznosiće 6,9% i građevinarstva od 9,7%, odnosno usluga 5,5% što će stvoriti uslove za promenu privredne strukture (Grafik 3).



Grafik 3: Proizvodna struktura BDP-a, kumulativni rast 2011-2020 u % [13]

Kako se ističe [16, str. 69], danas je sektor usluga delatnost koja najizraženije diverzifikuje ljudski rad – ali na novim osnovama: razdvaja industrijsku prošlost od tehnološke informatizovane i kompjuterizovane budućnosti. Sektor usluga uopšte postaje glavni društveni faktor porasta materijalne i nematerijalne proizvodnje i produktivnosti u raznim prostorima društvenog stvaralaštva i ljudskih aktivnosti. Na ovaj način sektor usluga u globalu se svrstava na sam vrh onih delatnosti koje su podsticajnog multiplikatornog karaktera za opšti društveni razvoj, kao i razvoj pojedinih privrednih grana i društvenih delatnosti u okviru njega.

Shvatanje prema kojem industrija i poljoprivreda predstavljaju delatnosti koje direktno stvaraju bogatstva, nalazi se u osnovi predrasuda koje veoma često pogađaju sektor usluga. On je definitivno stvaralac bogatstva u ekonomskom smislu te reči, pa bi bila ozbiljna greška kada bi se potcenjivao njegov doprinos rastu i zaposlenosti [16, str. 76].

### 3. SPECIFIČNOSTI MENADŽMENTA USLUŽNIH PREDUZEĆA

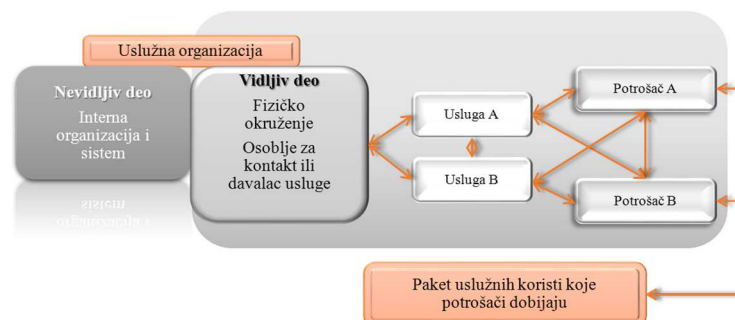
Menadžment usluga se kao opšta disciplina javlja poslednjih 20-30 godina. Tradicionalni prilazi menadžmentu koji se zasnivaju na konceptima koji su nastali u proizvodnim firmama već duže vreme nisu zadovoljavajući, što ističe potrebu razvoja strategijskog menadžmenta, operativnog menadžmenta, marketinga i organizacije posebno za sektor usluga. Prevažodan zadatak menadžmenta usluga svodi se na kontinuirano pružanje visokog kvaliteta usluge. Dosledno nuđenje kvalitetne usluge svakako dovodi do povećanja zadovoljstva kupca, većeg broja lojalnih kupaca i značajnog povećanja dobiti. Menadžment usluga predstavlja sposobnost osmišljavanja i oblikovanja uslužne ponude i strategije usluga, i s tim u vezi, procesa pružanja usluge i uslužne susrete [2, str. 53].

Konkurentske promene su kritične za sve firme koje se angažuju u menadžmentu usluga. Većina eksperata se slaže da te promene nisu više opcione ili inkrementalne, već su umesto toga neminovne i revolucionarne. Dominacija tržištem putem veličine i skale, što je bio kredo mnogih giganata, čini se da više ne dovodi do prinosa i profita. Novi načini za pobedu suprotstavljaju se tradicionalnim verovanjima: *deluj kao mali, kao preduzetnik; napusti tržišta koja ne možeš dobro da opslužiš; ostani brz; budi u prisnim odnosima sa kupcem; usmeri se na uspostavljanje i jačanje odnosa sa najboljim kupcima i odustani od drugih* [2, str. 53].

Menadžment usluga podrazumeva vrlo specifičan model upravljanja sa određenim ključnim idejama i implikacijama koje se ne mogu naći u savremenim modelima menadžmenta proizvodnje. To je pristup menadžmentu u kojem su procedure prilagođene karakteristikama usluga i prirodi uslužne konkurencije, odnosno različite vrste usluga impliciraju različite vrste menadžmenta [5, str. 31].

Naime, u uslužnim poslovnim sistemima specijalizovani procesi se ne mogu odvijati ukoliko korisnik ne učestvuje svojim prisustvom i voljom da konzumira uslugu u istom trenutku kada je poslovni sistem pruža. Stoga, sa aspekta strukture poslovnog sistema, osnovna razlika između proizvodnog i uslužnog poslovnog sistema je dodatni ulaz u uslužni poslovni sistem koga predstavlja korisnik [17].

Model uslužnog sistema koji se može predstaviti grafički (Slika 6) se deli na vidljivi i nevidljivi deo. Nevidljivi deo se sastoji od interne organizacije kompanije koja pruža fizičku i menadžersku podršku uslužnom osoblju i koje dolazi u direktan ili indirektan kontakt sa potrošačem; dok vidljivi deo predstavlja: fizičko okruženje u okviru koga se usluga kupuje i koristi; osoblje koje dolazi direktno u kontakt sa potrošačima i potrošač koji uzima učešće u procesu proizvodnje i isporuke usluge [6, str. 45].



Slika 6: Model uslužnog sistema [3, str. 59; 4, str. 40; 6, str. 45]



Kako navode Senić and Senić [2] menadžment usluge je *ukupni organizacioni pristup koji kvalitet usluge, kako ga kupac uočava, čini pokretačkom snagom broj jedan za obavljanje posla*. Isti autori citiraju i definicije poznatog teoretičara ove oblasti Gronroos-a, koji kaže da menadžment usluga podrazumeva:

- sagledavanje vrednosti koja se stvara za kupce putem trošenja ili korišćenja ponuda organizacije i spoznaja kako usluge same ili zajedno sa informacijama, fizičkim dobrima ili drugom vrstom opipljivosti doprinose ovoj vrednosti;
- sagledavanje kako da ukupan kvalitet uočen u odnosima sa kupcima omogući takvu vrednost i kako se on menja tokom vremena;
- sagledavanje u kojoj će meri organizacija (zaposleni, tehnologija i fizički resursi, sistemi i kupci) biti spremna i sposobna da proizvede i isporuči ovaj zapaženi kvalitet i podrži stvaranje vrednosti za kupca;
- sagledavanje na koji način organizacija treba da bude vođena i razvijana, da bi se ostvario nameravani uočeni kvalitet i vrednost;
- činjenje da organizacija tako funkcioniše da se ostvari ovaj uočeni kvalitet i vrednost i ispune ciljevi svih strana koje su uključene u proces pružanja usluge (organizacije, kupaca, drugih učesnika, društva, itd.).

Uspešno uslužno preduzeće čini specifičan skup resursa koji su uključeni u proizvodnju usluge, tj. ljudi (personal i potrošači podjednako), tehnologija, fizički resursi, operacioni sistemi i administracija. Iz same definicije uslužnog menadžmenta uočava se zahtev za dinamičkim pristupom ovom specifikumu menadžmenta, jer nije dovoljno razumeti samo koristi ili kvalitet koji potrošač traži, nego i posedovati određenu sposobnost za njihovo permanentno unapređivanje u skladu sa promenljivom varijablom zahteva potrošača i novim neočekivanim aktivnostima konkurencije [6, str. 42].

Kod profitno orijentisanih uslužnih organizacija glavni ciljevi uslužnog menadžmenta ogledaju se u maksimiziranju satisfakcije potrošača, minimiziranju troškova i/ili maksimiziranju produktivnosti; dok kod neprofitnih, menadžment mora svoju aktivnost da usmeri pre svega na ostvarivanje satisfakcije potrošača uz minimalne troškove ili da obezbedi maksimalnu produktivnost [3, str. 47; 6, str. 43].

Prenaglašeni funkcionalni ili proizvodni pristup može dovesti do pada kvaliteta usluge, što dovodi do gubljenja broja konzumenata usluge – broja potrošača. Iz tog razloga je neophodno dosledno sprovesti koncept zasnovan na permanentnoj primeni principa uslužnog menadžmenta [6, str. 44].

U fokusu menadžmenta usluga dolazi do dva značajna pomeranja od tradicionalnog pristupa menadžmentu koji se koristi u proizvodnji [2, str. 46; 3, str. 48; 6, str. 43-44; 18]. Prvo se odnosi na pomeranje od interesovanja za interne posledice (rezultate firme) ka interesovanju za eksterne posledice (za kupce i druge zainteresovane strane); a drugo od fokusa na strukturu, ka fokusu na proces. Upravo na ovom temelje se sledeći principi menadžmenta usluga:

- logika profita kao pokretača poslovanja – opšti ekonomski fokus ili poslovna logika se pomera od upravljanja internom efikasnošću i produktivnošću rada i kapitala ka upravljanju ukupnom efikasnošću gde kvalitet koji kupci uočavaju određuje profit firme;
- autoritet odlučivanja – zbog karakteristika usluga (neodvojivosti kritičnih delova proizvodnje i potrošnje) i aspekata kvaliteta usluge koji zapaža kupac (npr. zahtevi za fleksibilnošću i sposobnosti oporavka), odluke u vezi sa tim kako bi trebalo da funkcionišu uslužna preduzeća treba donositi što je moguće bliže mestu kontakta organizacije i njenih kupaca (idealno bi bilo kada bi zaposleni koje kontaktiraju kupci

koji su uključeni u uslužne susrete imali autoritet da odmah donose odluke, odnosno operativno odlučivanje treba da bude maksimalno decentralizovano);

- organizaciona struktura – menadžment usluga pomera fokus upravljanja od strukture i procedura kontrole ka poboljšanju eksterne efikasnosti uz prihvatljivu internu efikasnost, a to zahteva mnogo fleksibilnija organizaciona rešenja gde je imperativ mobilizacija resursa – menadžment, zaposleni, sistemi – za podršku aktivnostima na liniji fronta sa kupcima (prisutne su „plitke“ organizacione strukture);
- nadgledana kontrola – ne postoji apsolutna kontrola, već visok stepen fleksibilnosti da bi se podmirile želje kupaca ili da bi se uspešno ispravile negativne situacije u interakciji kupac – prodavac; smernice i vizije su bolje od grubo definisanih standarda; a supervizija se ogleda u podršci i ohrabrenju zaposlenih što može zahtevati nove metode menadžmenta i liderstva;
- sistemi nagrađivanja – nagrađuje se ostvarivanje uočenog kvaliteta i vrednosti usluge na nekom nivou izvrsnosti ili nekom drugom prihvatljivom nivou, a ne samo pridržavanje unapred određenih lako merljivih standarda;
- fokus merenja – konačni znaci uspeha su zadovoljstvo kupaca sa ukupnim uočenim kvalitetom, lojalni kupci i poboljšani profiti, ali i kriterijumi interne efikasnosti kako bi se eksterna efikasnost održala pod kontrolom [19, str. 6-8].

Pad kvaliteta usluge zahteva da se prva promena zasnovana na principima uslužne delatnosti izvrši prelaskom na upravljanje sa potpunom efikasnošću, tj. odbacivanje organizacione strukture koja je bila zasnovana na strategiji interne efikasnosti. Potpuna efikasnost upravljanja ima uvek u vidu da samo od potrošača percipiran kvalitet dovodi do profita. Sve aktivnosti vezane za satisfakciju potrošača i produktivnost rada i kapitala moraju biti potpuno integrisane [6, str. 44].

Kao što je malopre i pomenuto u kontekstu principa menadžmenta usluga, stepen ovlašćenja za odlučivanje mora biti decentralizovan koliko je moguće više imajući u vidu organizacioni interfejs između organizacije i potrošača. Decentralizacija ne sme da se odnosi na definisane strateške odluke koje se donose na najvišem nivou organizacione strukture, već na ovlašćenja koja imaju operativni karakter i od čije efikasnosti zavisi ispunjenje strateški zacrtanih ciljeva. Preduzeća treba da mobilišu sve resurse i usmere aktivnosti na podršku prvoj liniji usluživanja. Prvi i često neophodan korak u ovom procesu je raslojavanje organizacije, odnosno eliminisanje nepotrebnih nivoa odlučivanja [3, str. 48; 6, str. 44].

Na osnovu navedenog možemo zaključiti da usluge nesumljivo zauzimaju centralno mesto ekonomske aktivnosti svakog društva, te privrede razvijenih zemalja sve više gube epitet industrijskih privreda i dobijaju karakteristike uslužnih.

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## THE INTEGRAL APPROACH TO THE DEFINITION OF COMPETITION

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**Abstract:** *In market economy the entities have to interact with the aim of taking a big market share, attracting consumers, stimulating producers of goods and services to search for new ways of the production improvement through increasing its quality, labor productivity; reducing costs; cutting prices on products; improving the level of customer service; rationalizing the use of resources; reinforcing the reputation and loyalty of consumers. The driving force behind the development of the society is a competitive fight between countries, regions, branches, companies, products that is constantly strengthening in terms of globalization.*

*As well as any economic category competition has its advantages and disadvantages. Its positive factors are the following: it always makes producers look for new opportunities, apply innovations while producing goods and services; it requires the improvement of technology; it stimulates quality of products and services: it makes suppliers (sellers) cut prices; it focuses on the range of the products that are in great demand; it introduces new forms of management and etc. The negative factors of competition are: it can result in bankruptcy and unemployment as well as ruthlessness and cruelty towards the loser and etc. Competition provides creative freedom for individuality, makes conditions for self-fulfillment through working out and producing new competitive goods and services.*

*The word “competition” is polysemantic. Originally it entered the economic theory from the everyday language and for a long time it meant independent rivalry between two or more entities. In Latin (“concurrentia”) it implied collision or a fight. The reference books define competition as rivalry between producers (sellers) of goods and services, between any economic entities; as rivalry for commodity markets to obtain higher incomes, profits, privileges and other benefits. Competition is considered to be a main chain of the market economy mechanism.*

*For more than two hundred years researchers and outstanding economists have been studying competition as both the phenomenon and the economic category. They devoted their works to different aspects of competition. On the whole they offered seven approaches to the definition of “competition”: behavioral, structural, functional, complex, structuralistic, “value-network” and biological, that they considered and interpreted in their own ways.*

*Thus, the behavioral approach focuses on struggling the companies with each other. The structural approach concentrates on analyzing the market structure and conditions. The functional approach aims at studying the role of competition in economy. The complex approach considers the economic character of competition that determines the entities’ activities. The structuralistic approach is based on the “structure – behavior – result” pyramid. The “value-network” approach deals with the competition of “chains” and creating values within the network production systems themselves. And the final approach, biological, considers the connection of economics and biology.*

*Today neither any country nor a company, nor any economic entity can ignore the objective necessity and the important role of competition.*

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**Key words:** *competition, behavioral, structural, functional, complex, structuralistic, “value-network”, biological approaches*

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## 1. INTRODUCTION

In terms of market economy, the entities interact in order to gain a larger market share, attract consumers, stimulate producers to improve the goods quality, reduce costs and prices for it, increase labor productivity, use resources, strengthen customer loyalty and etc. The driving force of the modern society development is a competitive fight between countries, regions, branches, companies, products that is constantly increasing in terms of globalization.

As any phenomenon competition has its advantages and disadvantages. The positive side includes the following factors: it makes producers and sellers seek and apply new productive opportunities; demands technology development; stimulates product quality improvement; forces suppliers to reduce prices for their products; focuses on a range of high demand products; introduces new forms of management and etc. The negative side of competition is: it results in ruthlessness and cruelty towards failures; bankruptcies and unemployment and etc.

In economy, competition performs the following functions: it reveals and establishes the market value of goods; it promotes the alignment of individual values and profits, depending on the labor productivity and efficiency of production management; it ensures some creative freedom for individuals; it makes conditions for its self-realization in economy developing and creating new competitive goods and services.

Initially, the word "competition" entered the economic theory from the household language and for a long time it meant only the rivalry of two or more persons. In Latin, the term "concurrentia" meant collision, fight. Competition is a legal form of struggle for existence, one of the most effective mechanisms of selection and regulation in market economy.

The modern encyclopedic dictionary defines competition as the rivalry between producers (sellers) of goods, any economic and market entities; struggle for commodity markets to obtain higher incomes, profits and other benefits. [1]

As both a phenomenon and an economic category, competition has been an object of researchers' close attention for more than two hundred years. Many outstanding economists devoted their works to various aspects of the competition theory.

## 2. HEADING

Let's consider the following approaches to studying the category "competition": behavioral, structural, functional, complex, structuralistic, value-network and biological ones.

First A. Smith, D. Ricardo, A. Marshall, P. Heine and other scholars associated competition, within the framework of the *behavioral approach*, with a force characterizing the interaction of supply and demand that ensures functioning the market mechanism of pricing and regulating the proportions of social production.

Then, A. Cournot, J. Robinson, E. Chamberlin, J. Mill, T. Negishi and others laid the foundations of the market theory, giving the *structural* interpretation of "competition", and

shifting the focus from the fight against companies with each other on the analysis of the market structure.

Later J. Schumpeter, F. Hayek and others scientists reflected a **functional approach** to the study of competition, having considered this category as a process of "rival interaction" and an obligatory market attribute. These three approaches are considered to be basic in the study of this category.

E. Chamberlin believed that from the viewpoint of typology approaches to studying the nature of competition, it is possible to identify static and dynamic competition. With a static approach, competition reflects the current state of the market and characterizes a set of market conditions in which it competes. The static model offers the opposition of competition and monopoly as two polar market conditions. Static competition is more inherent in the structural approach to competition analysis.

A dynamic approach suggests that competition is a process of the market development. Understanding the dynamic nature of competition allows to recognize the diversity of the relationship between competition and monopolies as relationships appearing in various variants of market power, i.e. competition between differentiated product producers and price discrimination. While studying competition as a dynamic process, one can see that competition and monopoly are the only single processes of the market development. In the system of prices, competition and monopoly intersect, slightly differentiating. [2]

These three approaches don't fully disclose the essence of competition. Various aspects of this phenomenon proposed by many researchers do not sufficiently correspond to the requirements of its complexity. Thus, taking into account behavioral, structural and functional approaches a **complex** one reveals it: in national economy competition is an active rivalry of several people aimed at achieving the same goal. Competitors seek to dislodge each other, seize any economic goods in their exclusive possession. Hence, competition always has a struggle character.

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According to a Russian scholar V. Krivorotov, in frameworks of an integrated approach, competition can be defined as a set of economic relations resulting from a market rivalry among the economic entities aimed at achieving the same goal and given the limited resources to do it. Thus, a market competition is a struggle for the steady and growing recognition of consumers, the result of which is obtaining profits and its volumes growth. At the same time, the activities of economic entities are carried out in conditions of limited resources that are both necessary for production and demand for these products from consumers. [3]

In the 1950s, J. Baine and E. Mason, the founders of the theory of the industry organization confirmed that competition is an integral part of the market structure. In the basis of the *structuralistic* approach, they laid the paradigm of “structure-behavior-result”.

They determined the structure of the industry by the following elements: the number of sellers and buyers, input-output barriers, production technology, product differentiation, elasticity of demand, the presence of differentiation and vertical integration of production, and many other parameters that predetermine the behavior of enterprises.

In their opinion, the amount of industry profits, taken as a percentage of sales, is directly proportional to the level of concentration in the industry (the number of firms). In other words, a high level of concentration in the industry leads to a high level of firms’ profitability, and vice versa, high firms’ profitability in the industry can be considered as an indicator of a high level of concentration. [4]

To A. Mokronosov’s mind, in new economy, the competitive environment is becoming increasingly complex in terms of the degree of all forces mutual influence and the competition intensity. The evolution of the competition theory led to some new understanding of the modern economic system in terms of the competitive relations contents. At this stage of the economic development competition is characterized by changes in relationships between economic agents: from stiff competition to a combination of cooperation and competition in various spheres.

Thus, he believes that new understanding of competition emerged from the standpoint of the *value-network approach*, can be expressed in two main aspects: firstly, competition is a rivalry in entering the most efficient and reliable production chains of value creation; secondly, competition is a struggle for a place in the chain, because the size of the profit share depends on it.

The scientist thinks that this approach is based on the thesis that companies are more likely to be partners in creating a final industry product than competitors. Purchasing the products, the target consumer estimates not only to the final seller, but also the whole branch chain. All participants of the industry chain take part in creating consumer value, therefore, any enterprise included in the chain is responsible not only for the detail result within its working area, but also for the quality of providing linkage. [5]

The last approach to the definition of competition we’ll consider is *biological*. Having studied some general phenomena in economics and biology, E.Rumyantseva concluded that competition is defined as a negative interaction, the replacement one element of the system by another. Competition is the only form of environmental relations, that affects negatively both interacting partners. The forms of competitive interaction in nature as well as in human society

can be very diverse: from direct physical struggle to coexistence. Nevertheless, sooner or later one competitor displaces another.

Ch. Darwin considered competition as one of the most important components of the struggle for existence, which plays a large role in the evolution of species. Hence, the biological approach to the definition of competition exists. E. Rumyantseva also notes that except competition in biology, there are known other types of interaction. So, negative types, parasitism and predation, in economic relations often coincide with competition. The positive types are interaction and symbiosis. [6]

Thus, competition is a universal phenomenon. It is a powerful factor in production. Through competition, effective use of resources allows producers to generate high returns, with inefficient use of resources they incur losses and can be forced out of the market. It is the main factor in ordering prices, a stimulus for activating innovative processes, a key category of market economy, without which it is difficult to assess adequately the industry state or any sphere of economic activity.

Competition is a dynamically developing process of enterprise rivalry for the purpose of improving production, management, products and technologies, as well as forming new markets, sources of raw materials or developing new types of organizations.

The economic success of an enterprise depends on how well the laws of competition are studied. A variety of methods and forms of competition allow each enterprise to develop its own competitive strategy for success. The means of competition are goods and services through which competing firms seek to gain recognition and receive money from the consumers.

Nowadays, neither any country nor enterprise allows itself to ignore the objective need for competition. Recently, it was absent in many countries and industries, that was connected with the market protection and the definition of main enterprises positions on it. A significant increase in competition is observed throughout the world in the last ten years.

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## METHODOLOGY AND STRATEGIES FOR COMPANIES IN THE PROCESS OF INTERNATIONALIZATION

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**Abstract:** *This research aims to provide guidance to companies seeking to initiate a process of internationalization, discusses possible strategies and methodologies that can be followed to succeed in this process. It is based on a case study focused on Inditex group, although it is a descriptive research, tries to give a clear focus to consider, on proven theories supported in addition to the strategic and operational structure of our case study. Our main results conclude in determining a variant strategy for each company, but can come from the same schema international diversification, which is crucial part of business development and its main strength should be good management skills.*

**Key words:** *internationalization, strategy, diversification, development, management.*

**Resumen:** *La presente investigación busca dar una orientación a las empresas que pretenden iniciar un proceso de internacionalización, analiza las posibles estrategias y metodologías que se pueden seguir para tener éxito en este proceso. Se basa en un estudio de caso enfocado en grupo Inditex, aunque es una investigación de tipo descriptiva, se trata de dar un enfoque claro apoyado en teorías probadas, además tomar en cuenta la estructura estratégica y operacional de nuestro estudio de caso. Nuestros principales resultados, concluyen en la determinación de una estrategia variante para cada empresa, pero que pueden partir de un mismo esquema de diversificación internacional, pues es parte crucial en el desarrollo empresarial y su principal fortaleza debe ser una buena capacidad de gestión.*

**Palabras clave:** *Internacionalización, estrategia, diversificación, desarrollo, gestión.*

### 1. INTRODUCTION

This paper provides a corresponding international business development analysis, what this process entails and also tries to clarify the basis for implementing this process in a business and be successful with it. Taking the knowledge gained from the study case, one of the most successful companies in the world, which, based on their strategies has been developing around the globe, and see if these strategies are shown and can be applied to any company regardless of category.

It is considered vital the research that supports the internationalization processes of a company, because in today's global marketplace, it is increasingly necessary to know how to penetrate countries outside the home of the company, create value and increase it the chances of sustainability in a world whose demands and complexity are increasing.

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The research was conducted with the aim to present a representative case internationalization. It is on the company Inditex, best known for its brand ZARA, which is clearly an icon in the shape that it has developed its internationalization process, as it has a unique value and competitive advantage in logistics and distribution, on which it is hardly matched. This is not by chance, but rather of an intense process of investigation of the markets where the firm intends to enter with its shops, and from which has a profile set for its success. Because the firm can succeed in the world, its processes adhere to penetration in markets where it is easier to master. This is just a preliminary investigation determined in each country.

Firms have expanded worldwide with remarkable presence and leadership in their fields, and some private practices have made them to be preferred by their customers, to keep them captive without realizing it, that's it, the purpose of a good strategy marketing, conducted by knowing their customers and in some cases making small changes in a country for cultural reasons or otherwise.

## **2. JUSTIFICATION OF THE RESEARCH**

It has been determined to study the particularities involved in the process of internationalization of a company, and it was decided to take the case of Inditex group, who have managed to bring in an exceptional way, its recognized brand "ZARA" worldwide. The firm has an accelerated international diversification in markets of several countries, developing a single management capacity. In addition, it has taken this study to compare if these schemes are applicable to any company that intends to initiate a process of internationalization.

The following research is based on the decision of internationalization of companies. It justifies the efforts to develop and improve this factor in the expansion of a business, starting from international marketing, which is a major factor in the commercial development of any growing economy starting with their companies. Thus, since the time of globalization that exists today, where competition crosses borders with ease, an investigation when there is a company capable and willing to internationalize is necessary.

These results in greater security by expanding businesses outside the borders, for all possible scenarios the firm may face and therefore precautions are taken and the opportunities are known. It is clearly an invaluable advantage, as investment in research the new market and the possible development of the company, does not compare with the wealth of information that will be obtained from the internationalization process. Thus, it can be prevented any potential problems that could be disastrous for the company.

## **3. RESEARCH OBJECTIVES**

The research proposal has as an objective to analyze the overall level of international diversification and management capacity needed for a sustainable business development, based on the study of Inditex

To achieve the proposed overall goal are needed the following subordinates and specific objectives. To check international diversification, if any, to be measured by the relationship of the business units, depending on brand positioning and sustainability, both as factors of support based on Inditex study. To check a good management capacity, measured by the development of its core competencies, depending on brand positioning and support sustainability factor, based on the study of Inditex.

#### 4. RESEARCH QUESTIONS AND HYPOTHESIS APPROACH

To solve the problems of this research, it raises the following questions: What is the level of international diversification and what is the capacity of Inditex management that has based on its business development? What is the level of international diversification that has Inditex group based on their branding and sustainability? What is the management capacity that Inditex group has based on their branding and sustainability?

<i>Variable</i>	<i>Variable name</i>	<i>Vaariable description</i>	<i>Indicators</i>
X	Business development	As the company develops its brand in the market which eventually leads to expansion (Verdin & Van Heck, 2007).	(X1) Brand positioning and sustainability
Y1	International diversification	As the company diversifies into new markets beyond the borders of their country of origin more quickly and sustainably (Herrera, 2005).	(Y1) Interrelated Business Units
Y2	Manageability	This is what gives us the facility to handle all items in our company and is essential to internationalize (García, 2000) developed Core Competence. Source: Made by myself.	(Y2) Developed Core competencies

Table 1. Description of variables and indicators.  
Source: Own elaboration.

#### 5. HYPOTHESIS

Business development, has a supportive relationship with international diversification, and is based on good management capacity. As specific hypotheses: The branding and sustainability are a supportive factor for international diversification, measured by the relationship of the business units. The branding and sustainability are a factor of support for management capacity measured by the development of its core competencies (figure 1).

#### 6. SCOPE AND LIMITATIONS

The world economy has been transformed in recent decades by the international business expansion. The development of this fact has mainly occurred through two channels: exports and foreign direct investment. It is why it is vital to have the knowledge to know the reasons why companies go international, and how they make the decision to enter new markets through trade or outward FDI.

Currently it is referred basically to two streams among can differ including those based on general equilibrium models, within which companies make the decision to internationalize choosing either to export or to invest so as to supply the external market. As the second stream which is based on partial equilibrium models, in this case also the decision of internationalization, the idea of studying other factors that influence the decision was incorporated.

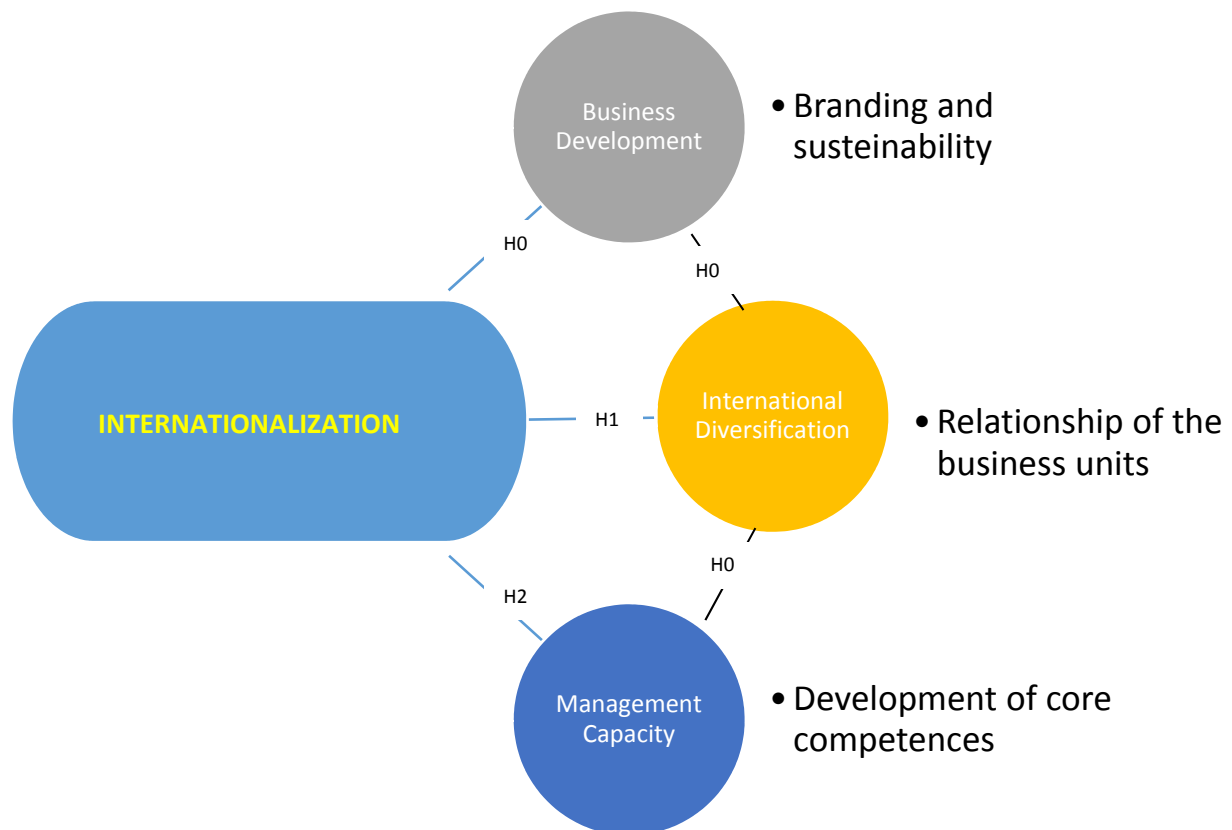


Figure I. Research construct.  
Own elaboration

Since this research is descriptive, it mentions various theories and models, although this tries to consider a clear line of development as well as themselves to be successful in the internationalization process some considerations are offered. No model is established or has empirical certainty mentioned here, because it is based on the case study and outstanding literature on the subject, which must take into account that many variables may be different in nature from the practice business, and in the various sectors or markets in which it develops.

## 7. REFERENCE FRAMEWORK

Referring specifically to the field of marketing study is the identification of eight possible lines of research in the international arena (Li and Cavusgil, 1995):

- A. Studies International Marketing environment. This line of research is investigating the impact of economic, cultural, political and legal activities in international marketing
- B. variables. The comparative studies of marketing systems analyze the similarities and differences in marketing practices in different countries and regions.

- C. International Marketing Management. Line that focuses on issues such as international market segmentation, product policy, price, communication and distribution, entry strategies, expansion strategies, investment decisions, parent-subsidiary relationship, etc.
- D. Prospects for the internationalization process. Studies exploring the behavior and attitude changes experienced by companies in their internationalization process.
- E. International Marketing Research. Contributions to the methodology of research in the international context.
- F. Studies buyer behavior. Analyze buying behavior in international markets.
- G. Study of interactions. Originally, this research was concerned with the analysis of the interaction between suppliers and buyers. Later it is extending its scope to the study of the relations of cooperation and partnership between firms in international markets.
- H. Perspectives on globalization of markets. Collect studies analyzing how the rapid development of telecommunications and transports and the growing convergence on the needs and tastes of consumers is analyzed affecting the design of strategies by international firms.

## 8. REFERENCE FRAMEWORK

At this point the theories that were analyzed for this research, as well as the basics of these are described. So business development refers to as the company develops its brand in the market, which eventually leads to expansion (Verdin & Van Heck, 2007); or international diversification tells us how the company is diversified into new markets beyond the borders of their country of origin more quickly and

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sustainably (Herrera, 2005); also that management capacity is what gives the facility to handle all items in our company and it is essential to internationalize (García, 2000).

According to the arguments in this section, the conceptual framework will be discussed, with special consideration in the theory of internationalization and the relevance of specific assets. To do this, it begins by exposing the distinctive features of the theory of internationalization; the global strategy should identify customers and target segments, their specific needs and the geographical configuration of the segments. It is needed to establish marketing programs for global segments and decide a portfolio of businesses and products on an international basis (Garcia, 2002, p.32).

The classic explanation of the internalization of activities is based on achieving greater control over them, which is only acceptable in terms of efficiency, from a certain volume of activity that generates economies of scale. Otherwise, better solution will be contracting on the market. However, a transaction is internalized only when the benefits outweigh the costs of internalization. It is saving transaction costs, which are high in the market under uncertainty, information asymmetries, and lack of contractors, bounded rationality or specific assets, favoring the risk of opportunistic behavior, which together with the frequency of the transaction cause internalization may be a better solution than the market.

From this perspective, it is noted that the greater the influence of those factors that enable the opportunistic behavior of the companies with which exchanges are maintained, the greater the transaction costs which the company must incur to protect their rights and, therefore, it preferred to use input methods that involve a high degree of control. The most obvious cases occur when intangibles such as technology or know-how (Buckley and Casson, 1976), or specific assets (Anderson and Gatignon, 1986) assets are transferred.

Based on the eclectic paradigm of Dunning (1980), it is known the benefits that can bring a company to develop internationally. This paradigm also takes advantage of these benefits, also called OLI theory for its acronym in English, and referring to these important points: Ownership or property, location and internationalization. This model goes beyond the theory of internationalization and focus the analysis in certain values to succeed.

Besides, it holds and checks the following key assumptions:

"The competitive advantage of a country's enterprises in servicing foreign markets is determinate. Both by the ownership advantages of those enterprises, relative to those of enterprises of other nationalities, and the location advantages of the countries in which they produce, relative to those of other countries - the competitive advantage of companies from one country to foreign service markets is determined by both the advantages of business ownership in relation to companies from other countries, and the location advantages of countries in which occur, in relation to the other countries." (Dunning, 2002, p. 84).

The internationalization of enterprises is a complex phenomenon specifically. The analysis from different points of view has caused a vast study that has settled on an extensive literature on the subject in question, in which it is found books, journals and other research. This helps to enrich the scientific debate and has caused sometimes can produce a certain ambiguity in the presentation of the subject, to the multiple conceptions and the different views that may arise.

Depending on the position taken, it can be differentiated between microeconomic and macroeconomic perspectives and corporate or international strategy theory perspectives. It is taken into account mainly precise definitions of economic terms for better understanding.

Microeconomics is defined as the analysis that deals with the behavior of individual elements of an economy such as the pricing of one product or the behavior of a single consumer or company; and Macroeconomics is the analysis of the behavior of the economy as a whole with respect to the production, income, level of prices, foreign trade, unemployment and other economic added variables (Samuelson & Nordhaus, 2002)

Within the first group, microeconomic and macroeconomic perspectives, it is the theory of international trade, in the second group, business perspective or theory of international strategy a distinction is made between the theory of internationalization of the company and the theory of multinational companies in addition to direct investment abroad. Both the theory of Multinational Corporation, foreign direct investment and the theory of international trade are more oriented towards an economic approach, while the theory of internationalization of the company leans more directing or organizational focus.

<i>Perspective</i>	<i>Micro economic</i>	<i>Business perspective</i>	
		<i>International strategy theory</i>	
Theories	International trade theory	Business internationalization theory	Multinational business theory and foreign direct investment
Economic orientation	<b>x</b>		<b>x</b>
Organizational or directive focuses		<b>x</b>	

Table 2. Theories of internationalization.  
SOURCE: Larrinaga (2005)

For the internationalization of a company, it must make an entry strategy, which is usually composed of several individual decisions, among others the choice of products and markets for which they are intended, objectives and goals to be achieved in the target market, to choose how to enter the market, the marketing plan that will be held for market entry, and a control system that will be used to evaluate performance in the target market (Root, 1986). Entry strategy must be adjusted to the best resources available to the company, to the objectives that have been marked and the level of demand of the target market.

The main tool and concept on which everything that they touch turns around to the company in terms of its international development is the strategic direction. It is this which gives the knowledge to succeed in managing business in any field it is developing and mainly when launching an international adventure. Different models are used and taken into account. But they all have to assimilate that these are variables depending on the strategy that the company will continue, even if has established a methodology prior to undertake internationalization.

One of the most useful and important features of marketing is to plan with quite guarantee of success the future of the company relying on the responses offered to the market demands. It has been said that the environment on which to position is constantly changing and evolving. The success of the company depends largely on the ability to adapt and anticipate these changes.

It should be able to understand to what extent and how future changes experienced by the market will affect the company and to establish the most suitable to make the most benefit to the strategies. To do this, the variables to be considered in a strategic marketing plan may be similar to any company, but it should give special attention to items that do have a better understanding of the new market that is intended to enter. Some of these variables can be:

- A. Segmentation of markets.
- B. Selecting the markets.
- C. Competition analysis.
- D. Analysis of the environment.
- E. Audit of marketing.
- F. Positioning value.
- G. Et cetera.

However, the firm should never lose focus, because it has to build planning on an international strategy, and this will make more complex some analysis, so the concepts and tools are complicated but remain the same. In this sense and motivated because companies currently move in a highly competitive market, they require, therefore, the continuous analysis of the different variables SWOT, not only of the company but also of competition in the market. In this context, the companies according to their resources and capabilities should make appropriate marketing strategies that allow them to adapt to this environment and gain competitive advantage.

## **9. METHODOLOGICAL FRAMEWORK**

Given some theses and articles on this topic from which are collected some of the projects and how the problem of internationalization is dealt, it has been treated in this project which in turn, has been documented various methodologies to reinforce the ideas and outstanding theories leading to solve the specific problem at hand.

First, it is considered a paper published in the journal Business Tec, vol. 3 ed. 3, 2009, prepared by Arnoldo Araya Leandro. In this test can be distinguished several central ideas and how theories from various authors are modeled to provide guidance to the reader of the reason those companies internationalize. Also it gives a clear reference between different types of international companies that exist, such as exporters, multinational, transnational or global companies. It also takes into account several theories that are virtually essential when entering a process of internationalization. Even these theories are listed and their main tenets are mentioned.

The classical theory focuses on the importance of comparative advantages between countries. The product life-cycle theory focuses on the analysis of the interdependence between the stage of product life and internationalization. Uppsala model focuses on the study of the internationalization process of companies. Porter paradigm evaluates the analysis of the advantages of location in the country of origin. Strategic theory focuses on the analysis of the interdependence between the stage of product life and internationalization. Internationalization theory on application of the approach of transaction costs to the mode of internationalization of companies. Paradigm Dunning focuses on the classification of the factors in internationalization ownership advantages and internalization location



This work is very clear in establishing the differences between each type of international business, marks the highlight of every type of company in terms of concentration, adaptation and learning, taking into account to be the lowest to the highest degree of internationalization, from the exporter to the transnational, through the multinational and global.

Another research that was reviewed was the contribution of IESE Business School, University of Navarra, led by Joan Enric Ricard and Jaume Llopis, same that was made for the Spanish Confederation of Managers and Executives, in a clear attempt to clarify the points key to initiate the Spanish companies with internationalization processes, given the economic crisis at that time the country was experiencing.

This publication addresses some of the history that Spanish companies have experienced particularly in processes of internationalization, making success stories of these same companies and displays them as a clear example of some of the methods that can be used and that other companies of the country continue along this path, clearly focused on Spanish companies statistics, this publication refers to the share of world trade, all focused on increasing these figures, and also mentions the fact that isolation weakens companies by so it is imperative internationalization as the future of business depends on it.

The paper mentions that companies should have clear goals to be achieved with internationalization and have arguments to face this process, for although the benefits are rough, the risks are too. Firms have such opportunities as business recovery, optimization of global presence, and the time to internationalize, more and better opportunities for mergers and acquisitions. The challenges are to handle differentiation in the country destination, consumer fragmentation, managing people of different origins and local competition country. After establishing the criteria that are taken for internationalization, the publication defines two different types of arguments, reactive and proactive.

Reactive is defined as opportunistic internationalization and act according to such factors as:

- A. Unbalance the fall in domestic demand.
- B. Outputting excess production.
- C. Diversify risks.
- D. React to the entry of foreign competitors.
- E. Saturation of the domestic market.

Then, there are explained the proactive arguments of internationalization strategy such as creating global value that act based on as many factors as they are:

- A. Find less mature markets and with more growth potential.
- B. Exploit the opportunities and attractiveness of emerging markets.
- C. Leverage economies of scale and scope.
- D. Move certain activities and even entire parts of the value chain to more competitive locations in either costs or capabilities.
- E. Acquire and / or apply new skills and resources.
- F. Learn from the particularities of different customers and markets, the capabilities of global competitors in the industry or sector, and even the cultural diversity of the equipment itself in global companies.

After that take into account different strategies for creating global value, among them the triple triangle A, which considered three key factors. These are:

- A. Adaptation (accommodate differences). Adaptation strategy seeks to increase revenue and increase market share by adapting the products or services of the company to the local market.
- B. Aggregation (overcoming differences) .The aggregation strategy aims mainly to economies of scale by creating regional operations and sometimes global.
- C. Arbitration (exploiting differences). Arbitrage strategies seek to exploit differences between national or regional markets, to turn them into opportunities to optimize the resources available.

It is noteworthy a great contribution in this publication to denote that the main case study "ZARA" uses a strategy of Arbitration in its operations. This strategy is best suited for vertical or functional organizations that follow the movement of products or orders through its organization, as in the case of sophisticated logistics systems and commercial export ZARA handling in all its stores worldwide. Also, this publication mentions that it is very important to consider the internationalization strategy and aligned with the business strategy for development in general, because one thing invariably depends on the other, and if they are not aligned this can lead to great difficulties in the process of internationalization and business development.

The main recommendation to know how successful it can be to internationalize, is that the strategy is based on the competitive advantage of the service or product, because here is going to derive the full potential it has in the new international market. Also it mentions that should consider the strategy to follow, four archetypes are taken in which can be located the position of the company. These are participant, adapter, creator, and assimilator. Regarding entry strategy must be selected a less risky and then go to evolve as positioning the company.

The article notes the importance of prior analysis to meet the strategic goals of the company abroad, their capacities and resources to deal with this process. Much highlights the fact that one should consider the input method because it can be done alone or in partnerships, taking more or less control over the operations, and the choice of strategy is based on the activity to internationalize, the purpose of the company and conditions of the destination country.

Keep in mind that all companies face obstacles that can be overcome to internationalize, but to neutralize them should be identified correctly. There are three different types of entry barriers. These are barriers of country, internal market barriers and organizational barriers. There is a direct relationship between the risks and the chosen form of internationalization; some barriers are more common in organic growth strategies and other inorganic structures.

Another consulted research is the doctoral thesis entitled "Market Orientation and Process of Internationalization of Enterprises" prepared by Dr. Julia Martin Armario now for the University of Málaga, Department of Economics and Business Administration in the year 2003. This thesis investigates the relationship between the degree of market orientation of the company and its development and involvement in international markets and can be framed in the research that study perspectives on the process of internationalization.

Theories about the internationalization of the company that make up this thesis, and by which they were founded all related analysis to the internationalization process are listed below, but

there are also particular models upon which these theories are based and that they will strengthen their claims, which are also mentioned:

- A. **The economic approach.** This set of papers is called input modes literature, whose stated objective is to analyze the proper choice of input mode from a company in a particular foreign market. The make of the theory of internalization, in turn, is based on two pillars: the theory of transaction costs and the eclectic paradigm.
- B. **The sequential approach.** Under this approach it is encompassed a series of models based on the common assumption that the internationalization of the company evolves sequentially and consistently along an organizational continuum (Turnbull, 1987), through a series of stages, varying in number and nature from one model to another. The most prominent sequential models are the model of Uppsala, the theory of stages of development and innovation model, currently known as one, sequential internationalization process theory.
- C. **The strategic approach.** The basic premise of this approach is to maintain a balance between external and internal factors of the organization, leaving behind a deterministic view and admitting the existence of a continuous connection between the company and its environment (Alonso, 1993).
- D. **The focus of the theory of globalization.** This theory is based on the idea that all sectors of activity are in any position on the continuum defined by two extreme types of sectors: multi domestic and global industries and sectors (Porter, 1982.1986).
- E. **The network approach.** Under this approach, the markets are set up as networks of relationships between organizations (Johanson and Mattson, 1988), so that the degree of internationalization of the network in which the company is involved has strong implications for the internationalization of the same.
- F. **The focus of management.** Under this heading are reviewed a number of different types of jobs that share the idea that the top management of the company is the main factor explaining the process of internationalization, where the model follows international adaptation and also draws on internationalization international start-ups.
- G. **The internationalization of the company from the theory of resources.** Internationalization strategies involve the identification, protection and exploitation of specific assets and capabilities of enterprises so as to achieve, positions of competitive advantage in foreign markets.

Here are some references regarding investigations of internationalization of companies that have been made, of which could be obtained similarities and knowledge to develop their own research. Also it is made mention of them to demonstrate prior knowledge on this subject.

## 10. METHOD

This research is supported by methods and theories tested in common business practices of most companies that have already ventured into internationalization processes, which have developed through trial and error a variety of approaches and practices for better international development business and adapting it to global markets. It is considered a qualitative approach because internationalization is geared to processes and guidelines related to culture, beliefs, politics, and individual factors in each country, in addition to being qualitative relies heavily on the different perspectives that managers give to these processes.

The context of the research is designed under standards applied and cases, as explained above, and gives some certainty to each method that should be taken into account in the process of internationalization. Specifically, it is developed in the context of the case study Inditex, as this is the pacesetter to analyze, assess and verify certain strategic and operational theories. Clearly, it can give a current assertive assessment for development and international success gives them all authority to consider a role model. But of course, as in every step of this process, it must be carefully studied every decision it can make even proven by other successful business, because the success depends entirely on the own way.

The objectives to be achieved have been raised specifically in the case of interest to the investigation. For that reason, they have been assessed in a general or specific way each of them throughout the investigation, as exemplified by steps for internationalization process. Also the research questions and hypotheses have focused on reaching a satisfactory internationalization process, though it may seem ambiguous the initial approach, certainly must set aside at first some particular factors and placed on the end goal - only at first. This will lead to take some of these hypotheses, considering only what is mentioned for business development, international diversification and manageability.

To conceptualize many of the approaches generated by the proposed models, many similarities between them, but also differences, advantages and disadvantages were found, but this does not mean that some are better than others, although are oriented differently, because while approaches as the sequential set a slow process and following clearly defined steps, others such as management approach, proposed creating a new and just international company. This creates confusion sometimes but is part of a whole in the process of internationalization.

It should also define the examples and theories to a better process of internationalization, that are taken so that they are applicable and fully operational, i.e., each postulate is perfectly compatible with the operation of a business, virtually regardless except heading some exceptions, but this is contradictory empirical testing of many of the theories, which may give the same by being good or wrong. It certainly depends of the managerial treatment that is given to each of them.

The research design is descriptive in nature, as already mentioned, not experimental, so they have to support the case study and bibliographical research which has found support for the hypothesis. It preceded progressively explaining, evaluating and generating their views for clarity to a complex issue that certainly always created controversy among different views and the varied theories about.

To end the method must mention some of the contributions that we found during the analysis of Inditex group, because this has been studied in various business schools for their

management skills and this has served as a guide to better understand the process that has led Inditex to become one of the main pillars of the textile industry in the world, in addition to that the great economic crisis that has endured, because although its base is in Spain, instead of more recent economic problems, international diversification clearly stand these abuses of its domestic market, which has long not represent majority in their income.

## 11. APPLIED RESEARCH

For this work, a case study is used to support the hypotheses and fulfill the research objectives that have been raised. The case also is analyzed thoroughly to confirm or disprove the theories. To that end it has been chosen the following case: The analysis of internationalization of Inditex group has a particular management model, with features such as innovation, adaptability, creativity and quality design, combined with a rapid response to demand, they were key for its international expansion.

Focusing in recent years Inditex has maintained an average growth rate above its competitors, reaching sales in 2012 of 15,946,000 euros and before 13,793,000 euros in 2011. Vertical integration is a priority in the Inditex business model. Its adaptable structure to what the customer demands, coupled with efficient logistics and distribution through its own stores to complete this integration process customer oriented. As a premise include the ability to adapt to customer requirements, offering what this demands in the shortest time possible. The business structure possessed is focused to reduce stock inventories and reduce delivery times of products.

Through figures such as the Cool Hunters, they can be detected with great efficiency and speed trends that make their way each day around the world and be able to adapt to what consumers demand, with the possibility thanks to its structure to bring these collections in stores in a short period of time. The process of creating Zara comes down to about 15 days, when competitors need an average of nine months since they are designed until they reach the store.

The investment made in marketing by the company is considerably lower than the competition at an average of 3% or 4% while Zara reduce this figure to 0.13%. This is due to the commitment investment in merchandising in stores, locating them in strategic places like are shopping centers in cities with high population and areas where the influx of potential customers is high, both aimed at a customer areas with a higher purchasing power street stores. In the center of Arteixo is developed a pilot store, once approved, a team travels to each store to implement the new model.

In a period of about four years, a reform of the stores is done. Thanks to this model that has opened stores around the world, not just Zara, but also of the other companies in the group. This culture facilitates the opening of new stores with ease. Prices are determined depending on the cost of distribution and marketing made in euros; the prices are fixed from the center where they are distributed.

Another factor to note is that by not replenishes the stock the customer knows he has to buy the item because it may in the week runs out and not re-replace. This represents a stimulus to the time to get the client to work the purchase as well as it is created the need to go to stores to see new products given the constant renewal.

The distribution chain of Zara, creates, produces, distributes and allows new merchandise available at all points of sale in a period of fifteen days. Produced in their own factories in about 50% of the products, the rest is purchased from other factories. This means greater control for production planning. The logistics system receiver allows production since the order is received until the goods are delivered in the store the average time for Europe is 24 hours and a maximum of 48 hours to zones of America or Asia Pacific.

To operate almost entirely in "just in time", does not require a large storage capacity, yet has extra capacity to cover possible peak demand. Transport is by truck for most of the European countries with the exception of islands and Nordic countries, where along with the rest are made by plane.

Given the above, and reiterating the basis of this investigation in the Inditex case study, it is analyzed all the processes applied in the company, and most of them are extrapolated to companies in process of internationalization. This in order to have the results set to give clarity to the implementation of the strategies. While Inditex and all its companies and branches move in the textile medium, it could apply these processes with relative ease in manufacturing companies, but also for the developed management skills that Inditex has manifested as one of its strongest weapons, it can even take strategies at service companies.

#### **A. Case Description: The context of the research through the study of Inditex Group.**

Inditex Group, one of the leading fashion retailers in the world with eight commercial formats -Zara, Pull & Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Zara Home and Uterqüe - boasting 6,058 stores in 86 markets. The Inditex Group brings together more than one hundred companies associated with the different activities in the business of designing, manufacturing and textile distribution. The uniqueness of its management model, based on innovation and flexibility, and achievements, have made Inditex one of the biggest fashion retail groups.

The way of understanding the fashion as creativity and design quality and quick to answer market demands has enabled rapid international expansion and an excellent response from the commercial proposal of the different chains. Founded in 1963, the first Zara store opened in 1975 in La Coruña (Spain), place where the group started its activity and where the company headquarters are located. Its stores, always located in prime locations, are present in more than 400 cities on five continents. Inditex growth is reflected in the number of workers is increasing 120 314 at year-end 2012- (Inditex, 2012).

Based on the principles of Root (1986), and in contrast to Spain, where all the shops are acquired and managed by the company, in overseas there are three different ways to enter the market: its own subsidiaries, joint ventures and franchises. It is used usually only one of them, although sometimes it has changed from one mode to another. Zara only expands to other markets through its own stores in countries with sustainable growth and low business risk; this is shown in Figure 2.

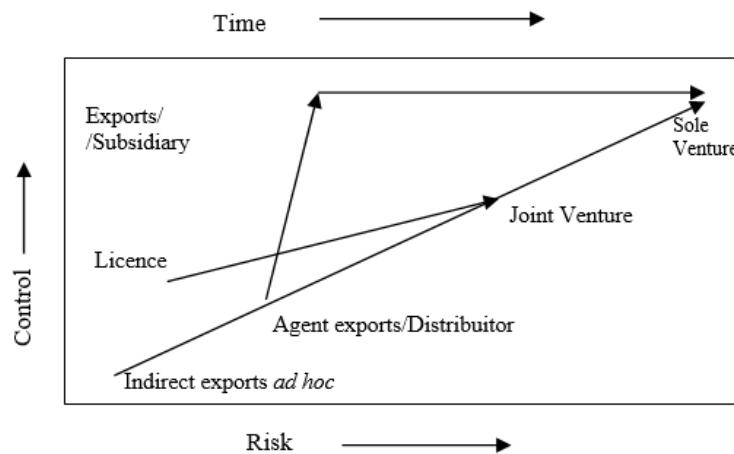


Figure 2. Changes in the entry form for a manufacturing company.  
SOURCE: Root (1986, p. 18)

## B. Analysis of data on the internationalization of Zara.

According to the article published in Castellano (2002) in its Spanish business information, Zara began to open to the world in 1988 when it opened a store in northern Portugal, specifically in Porto. In 1989 Zara opened its first store in New York, and in 1990 its first store in Paris. From 1992 to 1997 the brand was introduced at a rate of one country per year opening stores in seven European countries, the United States, Mexico and Israel. Since then it began to expand its stores faster. Its latest expansion is focused on Eastern Europe, ranging from Poland to the Asia-Pacific, having started in Hong Kong and Singapore.

To expand the brand, Zara choose countries with a similar Spanish market and a minimum level of economic development, this fact allowed entering the market with greater security. For landing in a country macroeconomic and microeconomic analysis is performed. The first focuses on the future evolution of stores in respect of taxes, wages or prices. The microeconomic analysis based their study on local demand, the existence of competitors as well as the search for suitable locations to open stores. The price adjustments of Zara is made estimating costs, such as distance, tariffs, duties, taxes, etc., considering the possibility of entering a market with a payback of one to two years after opening the store.

The key to success and growth achieved is the uniqueness of the management model developed by Inditex, based on innovation, flexibility, creativity and quality design, vertical integration and agile to market demands. This model of flexible and integrated management can be explained as follows:

### 1) Design.

Unlike other competitors in the fashion market, Inditex no creates proper collections to be presented on the catwalk. With the ultimate aim of bringing fashion to ordinary people and considering that the success lies in understanding the desires of their consumers, Inditex designs its models from the information obtained in two ways. On the one hand, has a team of over two hundred designers, bearing in mind the image of each brand of the group, attend presentations

on the catwalk and visit places frequented by its target audience, to finally develop future collections of the group.

In addition, the store staff performs the work of reporting on the degree of acceptance of each commodity and future trends. The demand for each old model and the opinions of the customers is observed. Thus, the store not only a commercial establishment, but also the starting point to design fashion to make in the coming period. The reactions of the customers are the impulse that triggers the process of creating new garments.

## **2) Procurement.**

Part of tissues and other necessary materials are produced by group companies located in different countries in Europe, Asia and Africa. The rest (about 60%) were acquired through numerous national and international suppliers. The goal is to have a wide sourcing that makes available all types of tissue needed at an affordable price. It is, therefore, to have the maximum possible bargaining power.

## **3) Production.**

As is the case with the supply, the production process is split approximately 50% between group subsidiaries and outsourcing.

## **4) Logistics.**

The characteristics of the logistics process are a major source of competitive advantage of the Inditex group. Although there is a headquarters for the central services of the group, for each business logo has been created its own logistics center. Both the central services of the group, as the main logistics center of Zara are located in Arteixo -La Coruña-, measuring 500,000 m<sup>2</sup>. In 2003, it launched a second logistics center for the Zara chain in Zaragoza, thus equipping itself with the necessary infrastructure to support the growth resulting from the expansion plans, the chosen location offers excellent infrastructure. This logistics platform in Zaragoza has direct access to the railway network and highways, in addition to being located next to Zaragoza airport, which increases the possibilities in handling international cargo.

In the case of Pull and Bear chain, in 2001 the company moved its facilities and logistics platform, initially in Arteixo, in the town of Naron La Coruña- and to meet the expected growth in the coming years. Also in the case of Stradivarius, growth and international expansion has led to the relocation of its headquarters and logistics center from Sabadell -Barcelona- to new premises located in the town of Sallent de Llobregat -Barcelona-. And finally, the central services and related logistics centers Massimo Dutti, Oysho and Bershka are located in the town of Tordera -Barcelona-.

These logistics centers act as a connection between the act of shops and factories, allowing on the one hand, a rapid flow of information from the first to the second and, on the other hand, a rapid flow of goods from the latter to the former. The implementation of a continuous system of "orders and deliveries" of goods allows the correct implementation of a "Just in Time" system, developed through a "joint venture" with the Toyota group. This system stores have a minimum stock of goods, thereby reducing storage costs and inventory. According to evolve the sales of each model, the orders are made to the logistics center. The risks of rupture of stock in the store are minimal as goods are shipped to stores from the logistics center at least twice a



week. In Europe most transportation is via truck fleet, the aircraft for shipment is used to more distant stores.

With this system, a highly flexible production system is also achieved. Instead of mass production of each model, the production process is adapted to the requests of the shops and therefore to market demand. Production is planned by biweekly periods, varying the length of the production process 2 to 3 weeks. Similarly, this flexibility allows, in the case of some of the business signs, collections are renewed several times in the same season.

## 5) Marketing.

Inditex believes that the best way to promote its products is the design of its stores. Therefore, it cares to much the decision of store location and place great value on creating a very caring and friendly environment for the consumer. Unlike its main competitors, none of the logos of the group usually advertising campaigns in mass media. Such campaigns are limited to sales periods or to communicate the opening of a new facility. It is considered that high spending on promotion hamper the ability to offer its customers competitive prices

## C. Business development

	<b>TEORIA</b>	<b>INDITEX</b>
<b>Business development</b>	The company develops market and eventually finds the need to expand. This is indicated by its branding and sustainability.	Founded in 1963, the first Zara store opened in 1975 in La Coruña (Spain), place where the group started its activity and where the company headquarters are located. Having positioned in the local market, its remarkable development created the need and opportunity for overseas expansion that began in the año1988.
<b>International diversification</b>	The company is diversified into markets beyond the borders of its home country in a rapid and sustainable manner, because a good interrelationship of its business units established.	Zara began to open to the world in 1988 when it opened a store in northern Portugal. Inditex currently grows about three hundred stores per year in more than fifty countries. In the center a pilot store is developed, a team travels to each store to implement the new model. Thanks to this model, it has opened stores around the world, thanks to the strong

		interrelation of its business units.
<b>Management capacity</b>	Excellent management skills are essential for a company to handle the process of internationalization. It reaches a point so efficient which it is achieved by fully developing its core competencies.	Inditex is the model of management excellence in many fields of business. The key to the success and growth achieved is in the uniqueness of the management model developed by Inditex, based on innovation, flexibility, creativity and quality design, vertical integration and agile to answer market demands. These are core competencies that have been known by the company to successfully develop; thanks to that today it is a role model in the process of internationalization.

Table 3. Comparison between theory and what happened in Inditex

Source: Own elaboration

The analysis should make a special emphasis on issues of management, logistics and systems, which are those that have certainly been achieved by Inditex group and maintain success that has until today, despite economic crises and own market variations, as they have been the tools to overcome these problems, leading them to know, serve and even prevented any situation before any of his competitors internationally.

Marketing Inditex group is the factor that integrates everything already mentioned, as for the corporation is not located in an apartment or a part of the process of the company, but the marketing is imbued in every aspect of the organization and is the transverse axis that keeps the company closer to its customers from its factories to its stores. The essence of running a business internationally, with an idea similar to that of Inditex marketing, is undoubtedly a key success factor in any sector.

## 12. CONCLUSIONS, RECOMMENDATIONS

After knowing all forms, recommended methods and processes and not recommended to undertake the internationalization of a company, it has been concluded that it should consider a number of factors before deciding on taking this important step in the expansion of the company because it may represent a breakthrough for it, but also an inevitable doom if it does not have the skills before it begins the process of internationalization.

First, it has to be analyzed if it is feasible for the company trying to break into the global market, where the costs would not be too many, if they eventually could replace the investment needed to internationalize and if profits arrive in time and to the extent necessary to replenish any loss resulting from this process. Also previously, it must be a thorough investigation aimed at discovering new markets in which the company will make inroads to find if these are feasible

for business, also know the estimated time for the return of our investment in this new market, do a macroeconomic analysis to determine the development of countries that could be installed the enterprise and microeconomics to know the economic potential prospects.

On the other hand, the firm should be aware of competitors, political and cultural or ideological possible complications that could harm its brand or company, because in many cases the natives of some countries are reluctant to foreign companies, or also it may be positive depending from the perspective of consumers.

It is recommended to test pilot programs depending on the company and implement the best suited to the criteria of distribution, logistics and service company. Also taking into account all the internal and external factors that may affect the proper functioning and development of the process internationalization.

It is stated that internationalization is a viable business development option, because they generate greater value and diversification in international markets and creates a backup against possible crisis.

With regard to the initial hypothesis, after taking into account all the data that has been investigated, it can be confirmed these hypotheses, since it has been found through research and case study, a business development that generates branding and sustainability. Possibly it depends on diversification into international markets and good management skills, which in turn it can be measured with a good relationship between the business units, as already established and are developing core competencies of the company.

Besides the research objectives have been clear, since it is found that generates business development international diversification, which is achieved with good management skills. These were the goals set, and it is clear the precise moment to start the process of internationalization, how to do it, and how to identify the key points of both the company and the new market for export or to be established.

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# COMPANY SOCIAL RESPONSIBILITY IDENTITY AND INVESTORS

Danila Djokić<sup>217</sup>

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**Abstract:** *Investors generally recognise company status and identity through the financial success and the value of the company shares. However, contemporary company identity card is marked also by the attitude and approach of the company towards the company social responsibility issues. Fair relations with the stakeholders (suppliers, the community, the employees) and best possible concern and care for the environment are the principles that characterise company social responsibility (CSR). Article deals with the notion of company social responsibility and explains the development of the CSR understandings in the European Union and the Republic of Slovenia. It reveals the issues, important for the equity investors in the company with CSR status, all in the framework of the company corporate governance and identity.*

**Key words:** *Company Social Responsibility, CSR, corporate governance, company identity, sustainable development, management*

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## 1. INTRODUCTION

The company social responsibility (CSR) goals and activity should be communicated to the investors and shareholders, as well as to the other participants, that are interested in the company operations. The questions, who should recognise the company as socially responsible, when such company identity is established and what information need the equity investor, are important for the practical realisation of the CSR concept.

Article reveals some theoretical understandings of the CSR and brings some historic facts concerning the development of the CSR concept in practice, by explaining legal basis and framework for its creation on the level of the EU and SI.

The main focus of the article is to analyse the relations of the company bodies, the stakeholders and investors towards the CSR and scrutinise at what point and to what extent the investors should be informed about the CSR concept.

## 2. THEORETICAL UNDERSTANDINGS OF THE CSR

Many authors speak about corporate social responsibility and sustainable operation of the companies:

The concept of the social responsibility is understood as an obligation of the management to decide and function in a way that increases the prosperity of both the society and the organisation. (Daft 1994, 160)

Corporate social responsibility of organisations is perceived as their relation and answer to questions that go beyond their economic, technical and legal requirements. Such a relationship

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helps bring about positive effects on the society as well as generate profits, which is traditionally the goal of every organisation. (Davis-in Wood 1994, 243)

Certain managers have expressed interest in serving local communities and the wider society and supporting philanthropic activities. However, it is believed that corporate social responsibility is only sensible as a strategic tool for achieving economic goals and increasing the value of an organisation. Managers should be dealing with the needs of key (strategically important) stakeholders rather than the society in a wider and more abstract sense (Clarkson 1995).

Corporate social responsibility is explained as the responsibility of an organisation to plan and manage the relations with its stakeholders. (Harrison 2000, pg.125)

Definitions of the corporate social responsibility indicate that the concept of corporate social responsibility strives towards sustainable functioning of an organisation, which also contributes to the prosperity of the society as a whole, taking into account the interests of all stakeholders and its own interests, including profits, and strictly respecting both ethical and moral principles. (Bertoncelj et al, 2011, 108–112)

Corporate Social Responsibility (CSR) requires engagement with internal and external stakeholders, it enables companies to better anticipate and take advantage of fast changing societal expectations and operating conditions. It can therefore drive the development of new markets and create opportunities for growth. CSR covers human rights, labour and employment practices. CSR is extremely useful in organizational identity building because of its ability to enhance the attractiveness of the organizational image and to thereby increase competitive advantage (Martinez et al. 2013, 15).

### **3. ORGANISATIONAL IDENTITY AND COMPANY IDENTITY**

If we understand vertical communication as the communication through a top-down process as executives and other managers communicate organizational goals and support to their subordinates (Bartels et al., 2010), we may realize that vertical communication is necessary for identifying the inner organization with their company (Organisational Identity).

The Company starts to exist as a legal entity on the basis of the decision of the funders. The founders determine the long term goals of the company, when they proclaim so in the articles of the association or the statute. (The particular foundation act depends on the selected form of a company). When a company is registered, a company as legal entity lives its life and operates according to the selected activities, form and principles of the corporate governance. The operating company as an organizational identity is a live legal subject, with its operations and activity. The ways, how the activity is performed, depend on different factors. Organizational identity is certainly one of them, but not the only one. Organizational Identity (OI) describes the inner identification of the personal (employees) and managers (top, executive - middle) with the company goals. If the company management is environmentally and socially conscious and responsible they will spread such a leadership spirit inside of the company and involve employees in improving the organisation's CSR performance.

Organizational Identity (OI) is therefore understood as the term that describes the inner identification of the personal and management bodies with the company goals.

Different questions concerning the operations under CSR terms in the general activity of the particular company should be addressed in the framework of the OI, such as: a) How should be the CSR and/or environmental costs explained to the shareholders, investors and public? b) Which CSR and/or environmental costs should be explained to the shareholders? c) Are the CSR and/or environmental costs explained thoroughly enough to the shareholders and investors to decide about the sustainable long term company orientation and operation strategy? d) Are the corporate information explained to the shareholders and investors differently than the one, explained to the stakeholders and the interested public? f) What are the differences between the CSR status, proclaimed by the state regulations and followed by the company and the proclamation of the outside CSR company identity, accepted by the shareholders.

It is important to stress, that not only company founders, employees and company managers are the ones that should recognise of the Company CSR Identity. If the company operates as a joint stock company, than such a company has many shareholders. Throughout the ways of reporting the company goals (sustainability, means of the social responsibility, etc.) to the shareholder, the company expresses its factual attitude regarding the CSR and long term sustainability, as well as the ways and standards of the factual realisation of the such company long term goals.

Besides the shareholders, the communication of the CSR goals is provided to the other interested public, such as stakeholders, local community, NGO's with environmental interests, etc. The communication with the outside public is of a vital importance, when discussing the creation of the Company Identity. (CI)

Presuming that a new company has been founded with the CSR orientation, the final creation of the CI should have at least four phases: 1) The acceptance of the CI by the founders and/or shareholders; 2) CSR as CI should be recognised by the management bodies as part of the OI; 3) CSR as CI should be publicly announced by the corporate governance policy to the shareholders and communicated to the other company stakeholders and the public; 4) the costs of the CSR should be recognised in the accounting and other company statements and reports and become available to the stakeholders and investors

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Recognition of the CI as a CSR is therefore created on the basis of the outside relation of the company and the recognition of the CSR status “within the society”. The reflection of “The Society” regarding the socially responsible and sustainable company operation and its factual performance of the activity consequently influences the shareholders and/or investors decisions.

The development of the CSR as its general CI is therefore a long term and interactive process, which involves management bodies of the company (shareholders, management, supervision bodies), stakeholders (suppliers, customers, consumers), employees, communities and other interested participants and public (consumers, NGOs, etc.)

Company Identity as an outside identity is created by the communication with the interested groups outside of the company. Through the ways of the communication of the company goals with them, the company declares its approach, regarding the standards, important to the society. Interested participants, involved in the company operation (suppliers, customers, consumers) and company results (employees, community, state), create a relation towards the company via knowing the CSR status and the orientation of company.

### **3. CSR AND INVESTORS**

Besides company shareholders, stakeholders, other interested participants, the company should pay a special care regarding the reporting and communicating its CSR goals to the investors. Investors should be able to recognise the broader goals of the company, determined as socially responsible and sustainable company goals and accept them as long term company orientation, worth of investment. They should find a new investment opportunity and challenge in socially responsible company. This consequently means, the information to investors should be prepared with the additional care and possibility of the estimation of the expenses, further investments, in the sense of the environmental, social and governance (ESG) information.

It is recognised that the investment community has a critical role to play in the endeavour of the better integration of environmental, social and governance (ESG) information within investment research and decision-making. While company reporting on ESG issues – both in terms of breadth and quality – has improved significantly over the past decade, this reporting is seen as falling short of the quality needed for investors to integrate this information into their investment research and decision-making processes. The major criticisms made of the ESG-related data provided by companies are that calculation methodologies are applied inconsistently, and that companies generally provide little information on the scope of reporting or even the meaning of the indicators being reported. Moreover, despite of the growing interest in integrated reporting, most companies do not provide a robust account of the financial relevance of ESG issues to their business and are rarely clear about which, if any, if any ESG issues are important value drivers for their business. (PRI Report 2013, 4)

#### **3.1. EU AND SI CSR REPORTING TO THE SHAREHOLDERS AND INVESTORS**

One of the latest EU activity on the field of the reporting to the shareholders and investors is the Directive on disclosure of non-financial and diversity information by certain large companies and groups, which have been on April 2014 adopted by the European Parliament (CSR Directive 2014), which has been prepared on the basis of a renewed EU strategy 2011-14 for Corporate Social Responsibility, has been introduced by the European Commission in the year 2011. (EU SCR Strategy 2011-2014).



Companies concerned will need to disclose information on policies, risks and outcomes as regards environmental matters, social and employee-related aspects, respected human rights, anti-corruption and bribery issues, etc.

Consultations, made on the basis of this EU SCR strategy 2011-2014 showed general agreement that legal regimes differ significantly across the EU Member States. It has been highlighted the current regime applicable in the particular country respective jurisdiction as poor or very poor. For many, the current EU legislative framework lacks transparency. Several respondents think this translates into a lack of balance and cohesion of reporting by companies, making it difficult for shareholders and investors to make a reasonable assessment of the extent to which companies take account of CSR in their activities. With respect to improving the regime on non-financial disclosure, improvements have been suggested, such as: that EU should draw on frameworks already developed at international level rather than elaborate new standards and principles. Sharing of best practices, better guidance and the need of incentives for companies to report on non-financial issues were also underlined. However, for many stakeholders, developments on the SCR needed further reflections, especially on how best to make integrated reporting operational, without unduly increasing the administrative burden for companies (EU Internal Market Report 2011, 1).

The EU Commission has launched a wide range of programmes to work with enterprises and other stakeholders on critical social and environmental issues. It estimates the engagement with enterprises will be important for the success of the Europe 2020 strategy. The Commission is therefore going to promote dialogue with enterprises and other stakeholders on issues such as employability and will in particular focus on sectoral approaches and on the dissemination of responsible business conduct through the supply chain (COM 2011, 8).

The Republic of Slovenia (SI) has been harmonising its regulations with the above legal framework and therefore bringing in the reality the understanding of the CSR. The standards and regulation concerning the field of non - financial reports in Slovenia have been recognized as important in the Corporate Governance Codes, Companies Acts and Accountancy and Auditing regulations and principles.

Different analyses pointed out the deficiencies and provide advises about the improvements that need to be implemented. (Djokic, 2015). The CSR Directive is going to be a guide for the activities to follow and will be applied on the field in the future. Companies Act is already facing the public consultation and the set supplements and changes implementing the CSR Directive. (ZGD-1-NPB10)

#### **4. CONCLUSION**

The recognition of the company as socially responsible company or a company with the long term sustainable environmental orientation should be realized by the founder (owner, shareholders) of the company and publicly announced in the statute or other adequate company act, corporate governance policy, etc. The reasons for such an opinion lies not only in the fact that management should disclose to the shareholder and investors the mentioned CSR and/or environmental costs, but have also legal (corporate governance) origin and the theory of agent and a principal. Principal decides about the profit sharing, about the form and the purpose of a company and the agents execute their responsibilities and duties accordingly. The management as an agent should follow the shareholders interest. The purposes of the sustainable and socially responsible company are completely different from the purposes of the company oriented only

in maximisation of the profit. Every company should follow the regulations. Executing and overpassing the regulations concerning CSR and/or environment create additional costs and these have to be regularly reported and explained to the shareholders and investors. This economic reason is becoming in EU more and more important and influential and therefore should be in certain stage recognised and approved by the management bodies.

The broader goals of the company, in the sense of socially responsible and sustainable company goals should be communicated to the investors in advance. They should consider, accept and recognise them as long term company orientation and strategy. The Socially Responsible and Sustainable Company Identity should be recognized as a conscious and liable investment decision. Investors should understand The Social Responsible and Sustainable Company Identity as a different investment opportunity and a challenge. This consequently means, the information for the investors should be prepared with the additional care and possibility of the estimation of the expenses, further investments, etc. in the sense of the ESG. Legal Acts and reports of the company should bring to the investor at least some of the contextual and measurable information about ESG.

Additionally, the CSR status and the attitude of the company, concerning the ways, means, methods, operation and execution of its activity in the sustainable way goes beyond the economic reasons. The long term sustainable and/or socially responsible company shows the execution of the regulation in practice. It creates different spirit and follows general CSR and/or environment orientation results. Such a company recognises, define, proclaim and create its entire identity, taking in consideration the long term sustainable development of the company in the framework of the “The Society” and/or world globally.

The CSR Identity should be recognised by the founders (owner, shareholders) and “The Society” and should be as such introduced to the investors, as well. Perhaps the maximum orientation is topped by the regulation, but the company could go in certain expect below and in certain expect under the expectation, regarding its CSR status, which should be seen and recognised by the stakeholders, investors and interested public in advance.

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## EFFICIENCY OF MANAGERIAL PRACTICES IN SLOVENIA AND ITS MAIN EXPORT PARTNERS IN THE GLOBAL COMPETITIVENESS FRAMEWORK

### UČINKOVITOST MENEDŽERSKIH PRAKS V SLOVENIJI IN NJENIH GLAVNIH IZVOZNIH PARTNERICAH V OKVIRU GLOBALNE KONKURENČNOSTI

Amadea Dobovišek<sup>218</sup>

Pedja Ašanin Gole<sup>219</sup>

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**Abstract:** *The IMD World Competitiveness Center (WCC) is reputed as being the worldwide reference point on the competitiveness of nations, ranking and analyzing how an economy manages the totality of its resources and competencies to increase the prosperity of its population. Each year the competitiveness of 61 economies has been compared on the basis of 342 criteria, divided into four principal factors: economic performance, government and business efficiency and infrastructure. The data are collected through official statistics (hard data) and executive opinion survey (soft data), which allows measurement of both quantitative as well as qualitative aspects of the competitiveness of countries and companies.*

*According to the latest edition of the World Competitiveness Ranking, the economies of Latvia, the Slovak Republic and Slovenia are among the fastest-improving in the world. Each has bettered its 2015 position by six places – with Latvia moving to 37th, the Slovak Republic to 40th and Slovenia to 43rd. However, among four principal factors Slovenia's worse position is in the field of business efficiency. The authors in this article draw special attention to managerial practices of Slovenian companies and based on WCC methodology compare them with those of Slovenian main export countries: Germany, Austria, Italy, France and Croatia. They found the results of managerial practices (54th place) as well as attitudes and values (58th place) for Slovenia very dissapointing. Worse than that rank managerial practices in Croatia (60th) while the best perceived among the compared countries are managerial practices in Austria (7th place) and Germany (21st place).*

**Key words:** *competitiveness, factors of competitiveness, business efficiency, managerial practices, comparison, Slovenia, Austria, Croatia, Germany, Italy, France*

**Povzetek:** *Sposobnost držav in podjetij, da celovito upravljajo s svojimi kompetencami in viri ter tako dosežejo dolgoročno blaginjo za svoje ljudi, Svetovni konkurenčni center pri IMD (WCC) opredeljuje kot nacionalno konkurenčnost. Pri njenem izračunu upošteva 342 kriterijev, ki jih razvrsti na štiri sklope dejavnikov: gospodarska uspešnost, vladna in poslovna učinkovitost ter razvitost infrastrukture. Kombinira statistične (trde) in anketne (mehke) podatke, kar omogoča merjenje tako kvantitativnih kot tudi kvalitativnih vidikov konkurenčnosti držav in podjetij.*

*Zadnja študija presenetljivo razkriva, da je bilo nekaj najbolj impresivnih korakov napredka v Evropi narejenih na njenem vzходу in sicer največ v Latviji, Slovaški in Sloveniji. Vsaka izmed navedenih držav je pridobila 6 mest v letu 2016 v primerjavi z letom prej. Kljub temu pa se*

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*Slovenija med vsemi štirimi sklopi porazno uvršča na področju poslovne učinkovitosti. Avtorja v članku posebej izpostavljata in analizirata menedžerske prakse slovenskih podjetij in jih z uporabo metodologije WCC primerjata s praksami v državah, kamor Slovenija največ izvažata: Nemčija, Avstrija, Italija, Francija in Hrvaška. Najslabše ocenjeni področji v okviru poslovne učinkovitosti Slovenije sta namreč prav podsklopa menedžerske prakse (54. mesto) ter odnosi in vrednote (58. mesto). Še slabše so menedžerske prakse ocenjene na Hrvaškem (60. mesto), najboljše pa v sosednji Avstriji (7. mesto) in v Nemčiji (21. mesto).*

**Ključne besede:** *Konkurenčnost, dejavniki konkurenčnosti, poslovna učinkovitost, menedžerske prakse, primerjava, Slovenija, Avstrija, Hrvaška, Nemčija, Italija, Francija*

## 1. INTRODUCTION

Not only that the world is becoming completely globalized, we live in a world in which almost each industry is hyper-saturated. Competition is huge on all possible levels to the point that attractiveness of the industry and position within that industry is not sufficient anymore for a long-term success of the companies. What competitors need today is a consistency and cohesion of many different elements. One of them is also management practices which we have studied for Slovenia and its main export partners within global competitiveness framework.

## 2. LITERATURE REVIEW

To carry out the study, we first had to examine and define what is a competitiveness at a national level. Many definitions of national competitiveness show the diversity and breadth of the concept and reflect its development. In generally, national competitiveness is the ability of the state to reach a relatively greater wealth than its competitors in the global market.

Porter said that the only meaningful concept of competitiveness at the national level is *productivity*. “The principal goal of a nation is to produce a high and rising standard of living for its citizens. The ability to do so depends on the productivity with which a nation’s labor and capital are employed. Productivity is the value of the output produced by a unit of labor or capital. It is the outcome of the thousands of struggles for competitive advantage against foreign rivals in particular segments and industries, in which products and processes are created and improved, that underpins the process of upgrading national productivity” [1], [2]. Productivity depends on both the quality and features of products and the efficiency with which they are produced. He also claimed that productivity is the prime determinant of a nation’s long-run standard of living, a national per capita income, employee wages and shareholder value.

At the same time, Porter warned that competition is dynamic and evolving and suggested that scholars have to bring out a new theory of global competitiveness in the course of time. He gave warning that the new theory must reflect a rich conception of competition that includes segmented markets, differentiated products, technology differences, and economies of scale. He was anticipating answers on the following questions: why a nation provides a favourable *home base* for companies that compete internationally? Why companies from some nations are better than others at creating advantages based on quality, features, and new product innovation? Why do some companies based in some nations innovate more than others? Why

do some nations provide an environment that enables companies to improve and innovate faster than foreign rivals?

Today there are two projects that deal with the global competitiveness: 1) The Global Competitiveness Report (GCR), published since 1979 by World Economic Forum, including 144 countries, and 2) IMD World Competitiveness Yearbook (WCY), published since 1989 by Institute for Management Development (IMD), including 61 countries.

The first one defines competitiveness as a set of institutions, policies, and factors that determine the level of productivity of an economy, which in turn sets the level of prosperity that the country can achieve [3]. While the second institution sees competitiveness as the extent to which a country is able to facilitate an environment in which enterprises can generate sustainable value. This definition approaches the sustainability of competitiveness through its outcome: sustainable value creation, which is meant as the capacity of enterprises to remain profitable over time while minimizing the environmental impact of their activities and providing an organizational context in which their workforce thrives [4].

We have found out that the common denominator of these definitions is business efficiency and that one of the immanent element of business efficiency are management practices. We were interested to understand what impact have management practices on business efficiency and as a consequence on the national competitiveness.

We believed that management practices could be systematically defined and measured, which would then allow us to investigate their role in explaining the astounding differences in performance across firms and countries. But our endeavours stroke against certain limitations: different views about management practices and difficulty to measure them! We expose some meaningful views below.

Nohria et al. [5], [6] developed their view on management practices through thorough research of 160 companies analyzing them in a ten-year study period. They concluded that in order to sustain superior performance and outperform the competitors the companies have to excel at four primary management practices – strategy, implementation, culture, and structure – and any two of four secondary practices – talent, leadership, innovation, and mergers and partnerships. The most enduringly successful companies in the study – those delivering a 10-fold return to investors over a 10-year period – clearly demonstrated hallmarks that any company can follow.

**Amadea Dobovišek, Ph.D., M.Sc., MBA**

*Multilingual management professional with vast experience in helping companies to develop customer-oriented market philosophies and to ensure an effective implementation of strategic initiatives.*



*Over last 18 years she has built own management consultancy in strategic marketing and cooperated with some 50 major Slovenian and foreign companies in variety of industries. As a result, clients were able to penetrate new geographic markets, find more profitable customers, redefine value propositions, optimize customer interactions, increase brand awareness, market shares and revenues. Prior to consulting career she has occupied leading positions in marketing and communications.*

*Apart her consulting job, she teaches Strategic marketing at DOBA Business School for the last two years. Also, she has lectured heavily on various professional events over the last two decades.*

*She is author of the sold-out book „Strategic sales management“ as well as of numerous articles about management.*

A company that consistently follows this 4+2 formula has better than 90% chance of sustaining superior business performance.

Bloom et al. [7], [8] all accentuated that economists have traditionally ignored management as a driving factor of productivity. In order to change that missperception, they developed a simple methodology and studied the causes and implications of variation in productivity across firms and countries. They collected data on more than 10,000 organizations across 20 countries.

The patterns they find in their large samples of management data led them to believe that an important explanation for differences in productivity among firms and countries are variations in management practices. Their evaluation tool attempts to measure management practices in three key areas. First, *monitoring*: How well do organizations monitor what goes on inside the firm, and use this information for continuous improvement? Second, *targets*: Do organizations set the right targets, track the right outcomes, and take appropriate action if the two are inconsistent? Third, *incentives*: Are organizations promoting and rewarding employees based on performance, prioritizing hiring, and trying to keep their best employees? Their methodology defines a well-managed organization as one that continuously monitors and tries to improve its processes, sets comprehensive and stretching targets, and promotes high-performing employees and fixes (by training or exit) underperforming employees. Bloom et al. admitted that it is hard, but not impossible to measure management practices.

IMD WCC considers management practices in a slightly different way. To define them five indicators are kept under observation. The experts tend to analyse how high is adaptability of companies to market changes, whether ethical practices are implemented in companies, how strong is credibility of managers in society, how effectively corporate boards supervise the management of companies, how adequately are implemented auditing and accounting practices in business, how strong is emphasized customer satisfaction in companies, whether entrepreneurship of managers is widespread in business, how high is the social responsibility of business leaders and how adequately are health, safety & environmental concerns addressed by management.

Eventhough we found different views on what management practices are, we decided to form our study on definition of IMD WCC, primarily because it allowed us to measure management practices among the tested countries and compare them within a global context.

### ***Pedja Ašanin Gole***

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### 3. METHODOLOGY

For that purpose, we set up the following hypothesis:

*There is a strong correlation between the quality of management practices and business efficiency of companies which both influence the overall competitiveness of a country in the global framework.*

The hypothesis was tested in Slovenia and its five main export partners: Austria, Italy, Croatia, Germany, and France.

The IMD World Competitiveness Yearbook (WCY) analyses and ranks the ability of nations to create and maintain an environment which sustains the competitiveness of enterprises. This is based on the assumption that wealth creation takes place primarily at enterprise level (whether private or state-owned) - this field of research is called "competitiveness of enterprises". However, enterprises operate in a national environment which enhances or hinders their ability to compete domestically or internationally - this field of research is called "competitiveness of nations". Both fields are covered by the WCY.

Based on analysis made by leading scholars and IMD's own research and experience, the methodology of the WCY thus divides the national environment into four main factors: economic performance, government efficiency, business efficiency and infrastructure. In turn, each of these factors is divided into 5 sub-factors which highlight every facet of the areas analysed. Altogether, the WCY features 20 such sub-factors which comprise 342 criteria, although each sub-factor does not necessarily have the same number of criteria (for example, it takes more criteria to assess Education than to evaluate Prices). Each sub-factor, independently of the number of criteria it contains, has the same weight in the overall consolidation of results, that is 5% ( $20 \times 5 = 100$ ).

Criteria used for annual ranking can be hard data (137), which analyse competitiveness as it can be measured (e.g. GDP) or soft data (118), which analyse competitiveness as it can be perceived (e.g. availability of competent managers). Hard criteria (official statistics collected from international, regional, and national sources, like World Bank, OECD, UN, ILO, WTO, UNESCO and national partner institutions) represent a weight of 2/3 in the overall ranking whereas the data from the Executive Opinion Survey of 5,480 international executives represent a weight of 1/3. In addition, some criteria (87) are for background information only, which means that they are not used in calculating the overall competitiveness ranking (e.g. population). Finally, aggregating the results of the 20 sub-factors makes the total consolidation, which leads to the overall ranking of the WCY.

With some further analysis, we could bring out the comparison of Slovenia and its main export partners in business efficiency ranking. From the available data we studied which managerial practices within the framework of 61 indicators of business performance are exposed as the pros and cons and what role will be played in the context of global competitiveness

### 4. RESULTS AND DISCUSSION

Our study of comparison demonstrates a strong correlation between management practices and business efficiency of a particular country and the impact business efficiency plays in the



overall ranking of the countries, in which Slovenia takes 43rd place, Austria 24th, Germany 12th, Italy 35th, Croatia 58th and France 32nd place.

	<b>Slovenia</b> 43	<b>Austria</b> 24	<b>Germany</b> 12	<b>Italy</b> 35	<b>Croatia</b> 58	<b>France</b> 32
<b>Business Efficiency</b>	<b>53</b>	<b>22</b>	<b>15</b>	<b>35</b>	<b>61</b>	<b>37</b>
Productivity & Efficiency	30	14	12	26	52	16
Labour Market	56	29	13	49	60	53
Finance	53	29	17	39	56	21
<b>Management Practices</b>	<b>54</b>	<b>7</b>	<b>21</b>	<b>39</b>	<b>60</b>	<b>40</b>
Attitudes & Values	58	43	27	37	61	60

Table 1: Impact of management practices on business efficiency and final ranking of the countries (Source: IMD World Competitiveness Yearbook 2016)

We also analysed which management practices contribute positively and negatively to nations' business efficiency ranking. Some management practices pushed business efficiency of individual country up, some other in contrast pushed it down. It is evident that excellent management practices (7th place) proved the most beneficial for Austria's business efficiency (22nd place). Indicators of management practices such as social responsibility (3rd place), customer satisfaction (9th place) and health, safety & environmental concerns (8th place) contributed significantly to the Austria's final results. This latter plays positive role also for business efficiency of Germany, and the same is true for France and Italy where ethical practices (22nd place) and entrepreneurship (23rd place) respectively, contributed in a positive way to business efficiency. While Austria's management practices impacted its business efficiency only positively, classification of management practices in other tested countries contributed to business efficiency ranking rather negatively.

Such management practices are credibility of managers in Germany (36th place), auditing and accounting practices (49th place) in Italy, adaptability of companies (51th place), entrepreneurship (56th place) and customer satisfaction (57th place) in France, credibility of managers (57th place) and corporate boards (60th) in Slovenia. While credibility of managers (60th place) entrepreneurship (60th place), social responsibility (61st place) and adaptability of companies (61st place) were fatal for Croatia.

The strengths in the nations' business efficiency ranking	The weaknesses in the nations' business efficiency ranking
<ul style="list-style-type: none"> <li>• Social responsibility 3 (A)</li> <li>• Health, safety &amp; environmental concerns 7 (GER), 8 (A)</li> <li>• Customer satisfaction 9 (A)</li> <li>• Ethical practices 22 (F)</li> <li>• Entrepreneurship 23 (I)</li> </ul>	<ul style="list-style-type: none"> <li>• Credibility of managers 36 (GER)</li> <li>• Auditing and acc practices 49 (I)</li> <li>• Adaptability of companies 51 (F)</li> <li>• Entrepreneurship 56 (F)</li> <li>• Customer satisfaction 57 (F)</li> <li>• Credibility of managers 57 (SLO)</li> <li>• Social responsibility 61 (CRO)</li> <li>• Adaptability of companies 61 (CRO)</li> <li>• Credibility of managers 60 (CRO)</li> <li>• Entrepreneurship 60 (CRO)</li> <li>• Corporate boards 60 (SLO)</li> </ul>

Table 2: Management practices considered as strengths and weaknesses in the nations' business efficiency ranking

## 5. CONCLUSION

Business efficiency focuses on the extent to which the national environment encourages enterprises to perform in an innovative, profitable, and responsible manner [4]. It is assessed through indicators related to productivity such as the labour market, finance, management practices and the attitudes and values that characterize the business environment. Simply put, business efficiency requires greater productivity and the competitiveness of countries is greatly linked to the ability of enterprises to remain profitable over time. Increasing productivity remains a fundamental challenge for all countries.

As presented in the chapter methodology national competitiveness consists of economic performance, government efficiency, business efficiency and infrastructure. The ranking highlights one commonality among the best ranking countries regarding business efficiency in 2015 and 2016. In both years nine countries from the top 10 are also listed in the top 10 of the business efficiency factor.

As for the tested countries the comparison to the previous year was as follows: Italy experiences one of the largest gains in this factor (44 to 35) by improving in all sub-factors, except in finance, which greatly contributes to its ascendancy in the overall ranking (38 to 35). Austria's improvement (28 to 22) of business efficiency largely reflects its recovering in terms of labour market, finance, and management practices. These increases contributed to final ranking of Austria (26 to 24). Slovenia also improved the business efficiency factor (56 to 53) but mostly due to increase in its productivity and efficiency (44 to 30) while changes of other sub-factors were not so significant. Better productivity and efficiency also contributed to better business efficiency of France (39 to 37) and together with economic performance (27 to 25) preserved its overall position in comparison to the previous year (32). Business efficiency of Croatia remain on the same place at the very end (61) just as the year before. Minor improvements in productivity and efficiency, labour market and management practices were not sufficient to gain better place. The Germany's drop (16 to 15) in the business efficiency ranking is the result of lower scores in all sub-factors except in the labour market (17 to 13). In comparison to the previous year Germany lost its position among ten best countries in overall ranking (10 to 12).

Additionally, in 2016 seven out of first top 10 countries in the final ranking excel in management practices too. In parenthesis, there is a classification of first ranked countries with regard to their management practices: China Hong Kong (2), Switzerland (3), USA (14), Singapore (17), Sweden (4), Denmark (1), Ireland (6), Netherland (18), Norway (10) and Canada (5). It's interesting that among first best ten countries regarding management practices is also our tested country Austria (7th place).

Slovenian ranking in sub-factor "management practices" was in 2015 in average worse for nearly 20 places in comparison to the period 2005-2008. However, Slovenia improved its management practices for 4 places in the last ranking, while Austria gained 5 places, Italy even 9 places at the same time. Croatia gained only one place at the very bottom of the scale. Surprisingly, Germany and France drop for 2 and 5 places respectively which harm their overall position in the ranking.

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## STRUCTURAL DESIGN OF AN E-COMMERCE BUSINESS: YEMEKSEPETİ.COM EXAMPLE FROM TURKEY

Yasin Galip Gencer<sup>220</sup>

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**Abstract:** *Electronic Commerce or E-Commerce is the concept of making trade in electronic environment, which has emerged by the use of the internet in commerce and increased after 1995. Organizations started to use electronic commerce by internet facilities nearby their traditional marketing methods to increase their sales and profits. Because, E-Commerce has many advantages when compared to traditional trade. This paper aims to take out these advantages for the companies, which want to make use of electronic commerce, and includes important advices for these companies. The paper also includes the basic version of an e-commerce business, by analysing one of the most successful firms in Turkey, yemeksepeti.com in terms of an Entity-Relationship Diagram (ERD) and Event Driven Process (EDP) to explain the organizations how an e-commerce business model should be constructed systematically. An entity-relationship diagram (ERD) is a data modeling technique, which graphically illustrates an information system's entities and the relationships between those entities. On the other hand, an Event-driven process (EDP) is a chain for the modeling language which is used for describing business processes and workflows of an organization. This study examines yemeksepeti.com for providing an example of these two diagrams, which should be a milestone for the newcomers of an e-commerce. Organizing an e-commerce should start with the software designs and these examples of ERD and EDP are the base for the software of an e-commerce business. The limitations of the paper includes the examination of only one company which operates only in Turkey, thus the further research should examine a global company and/or an e-commerce business that operates in several industries.*

**Key words:** *Electronic Commerce, E-commerce, Turkey, Yemeksepeti, ERD, EDP*

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### 1. INTRODUCTION

The fast increase in the use of the World Wide Web (www) caused a rise electronic commerce (E-Commerce) (Gencer, 2017). Retailers all over the world are constructing online stores, which exist in the cyberspace and offer merchandise and services through an electronic channel to their customers with a fraction of the overhead required in a bricks-and-mortar store (Hoffman et al., 1996). Virtual stores enable consumer-oriented commerce, which is an E-Commerce product supported by a wide variety of technological infrastructures and services as described by Zwass (1996). Both the popular and academic literatures promise many benefits to be derived from e-commerce systems. Some of these include expanding firms reach without compromising richness (Evans and Wurster, 2000); gaining competitive advantage (Schuete, 2000; Warrington et al, 2000) and reducing market, administrative and operational costs (Chappell and Feindt, 1999; Coppel, 2000). Successful electronic commerce strategies are also inevitable for small and medium enterprises (Sozuer, 2012).

Demand forecasting is essential but very difficult for every business. (Gencer, 2013). In addition, there appears to be a lack of ecommerce success model(s) to guide and inform studies. As people increase the use of internet in their daily-life, their online behavior becomes more

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important for marketing managers of these firms and others in different sectors such as fast-moving consumer goods (FMCG) and services (Akkucuk & Turan, 2016). Our study is also examining a company that works in this sector. The emergence of Internet-based social media has made it possible for people to communicate online, and this new world changed rules of old-style offline socialization (Gencer, 2015). Since most online transactions are now carried out via mobile phones (smart phones), the driving forces behind consumer behavior in this area need further investigation (Akkucuk, 2016). The attractiveness and power of e-commerce lies in its impact on re-shaping traditional value chains in different industries and it represents a fundamental transformation of traditional business models (Chen, 2004). As the literature include many examples for the benefits of e-commerce compared with traditional commerce, a little provide examples about the systematic construction for an e-commerce business. Thus, our study starts with systematic construction examples and continues with some analysis including benefits, costs and advices.

## 2. ERD DESIGN

The following is the database design for yemeksepeti.com e-commerce model:

Customers (CustID, Name, Phone, Email, Username, Password)

Adresses (AddressID, CustID, Address, PostCode, LocID)

Restaurants (RestID, Name, Phone, Email)

Order (OrderID, Delivery Time, Payment Type, BasketID)

Product (ProductID, Name, Price, CuisineID)

Locations (LocID, Name, CityID)

Cities (CityID, Name)

Cuisines (CuisineID, Name)

Baskets (BasketID, TotalPrice)

Rest\_Cust\_Favorite (ResID, CustID)

Customer\_Order (OrderID, CustID, AddrID, OrderTime)

Rest\_Location (RestID, LocID, Minimum\_Delivery\_Amount)

Rest\_Cuisines (RestID, CuisineID)

Rest\_Products (RestID, ProductID)

Product\_Basket (BasketID, ProductID, Quantity)

The ERD should be as follows:

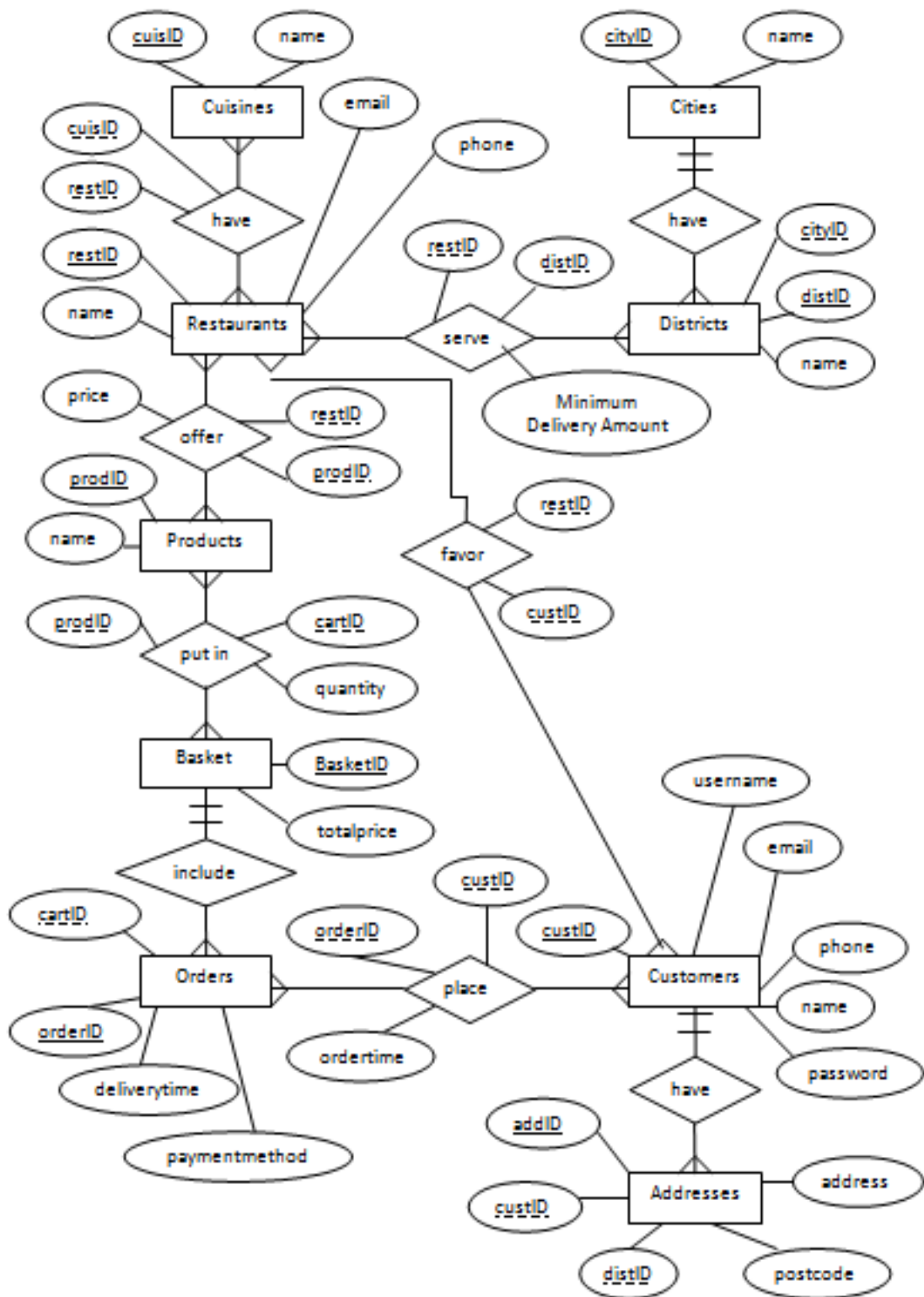


Figure 1: The ERD of yemeksepeti.com

### 3. EDP DESIGN

The EDP Design example of yemeksepeti.com is shown in the following figures.

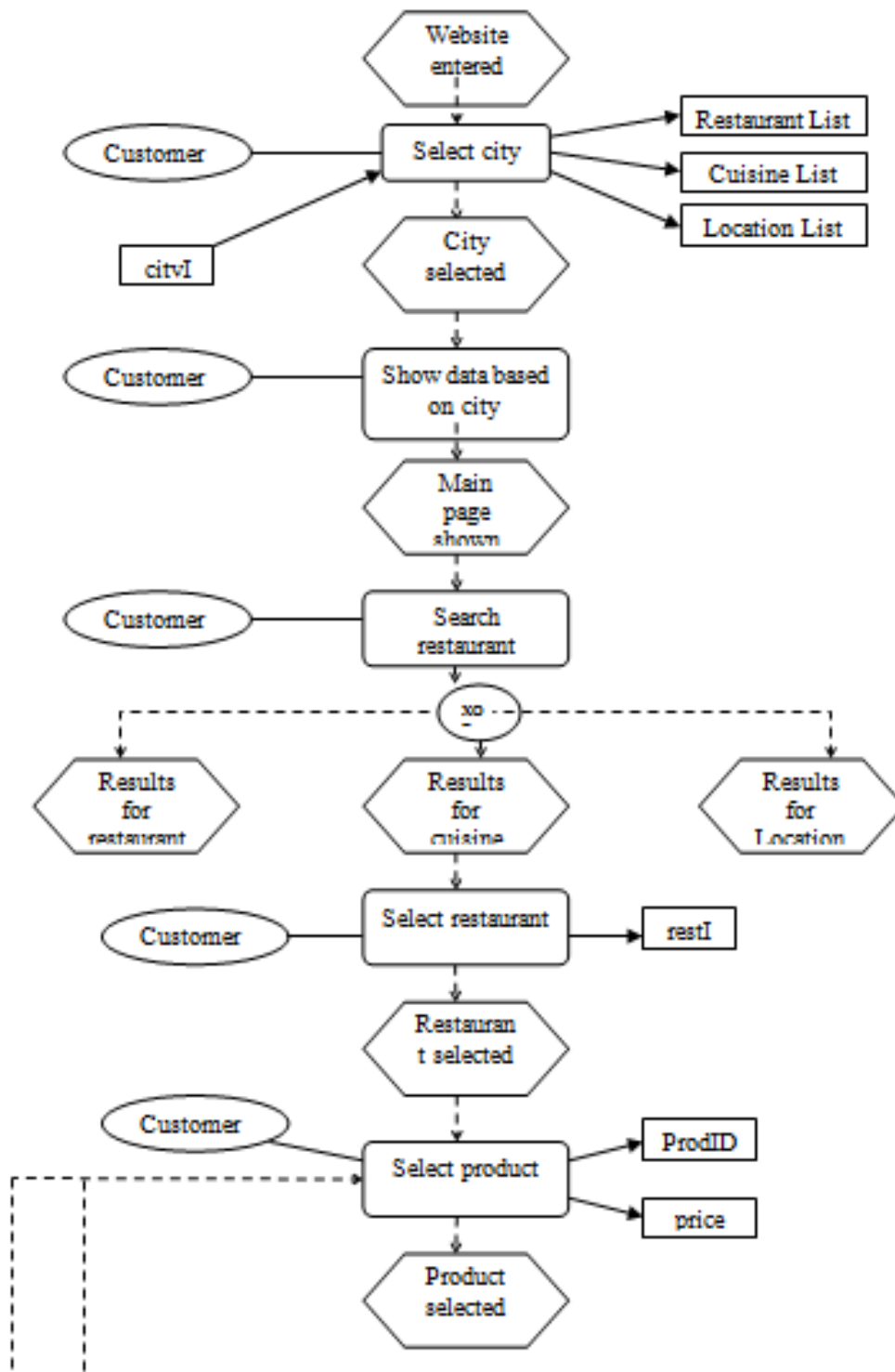


Figure 2. EDP Design of yemeksepeti.com (Part 1)

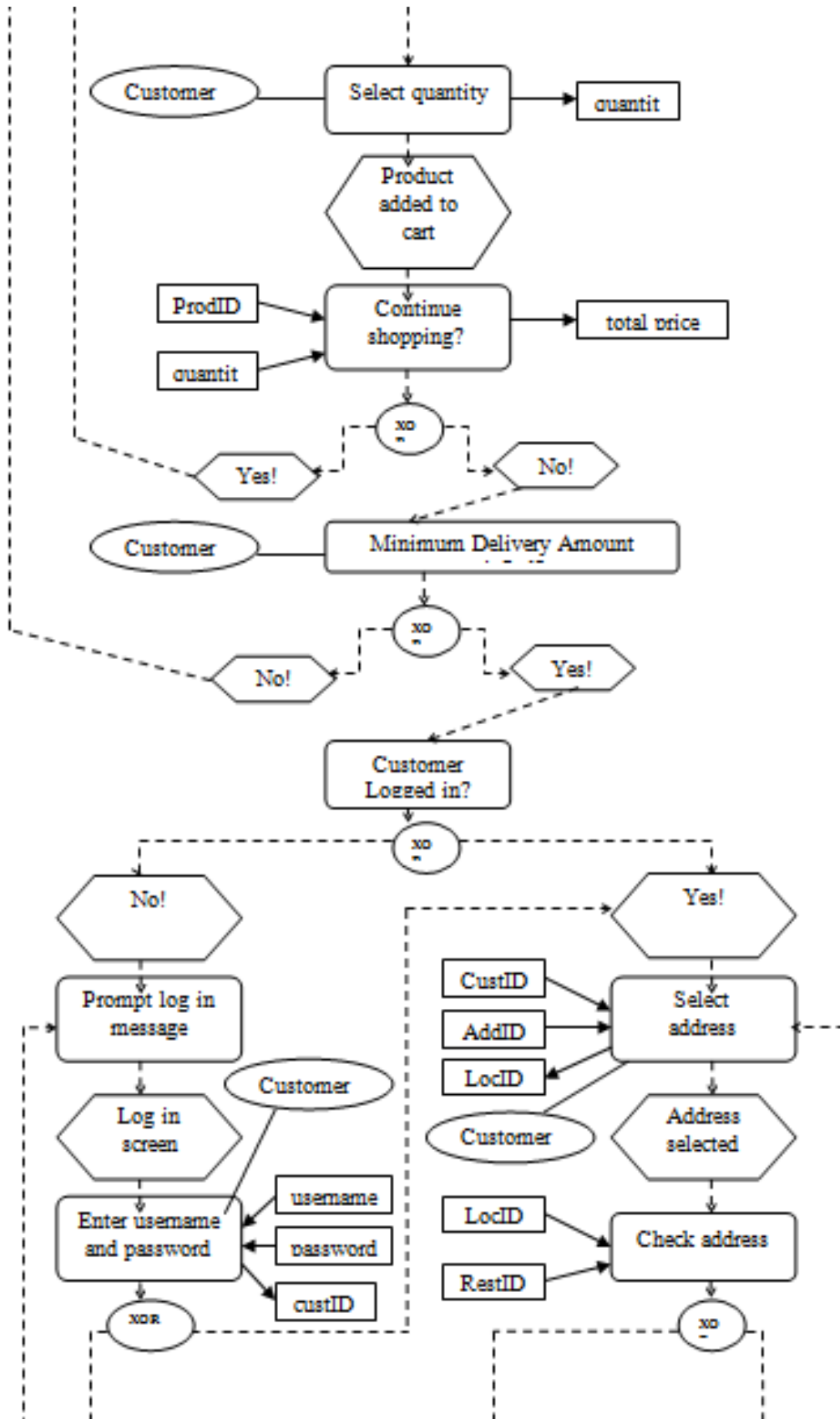


Figure 3. EDP Design of yemeksepeti.com (Part 2)



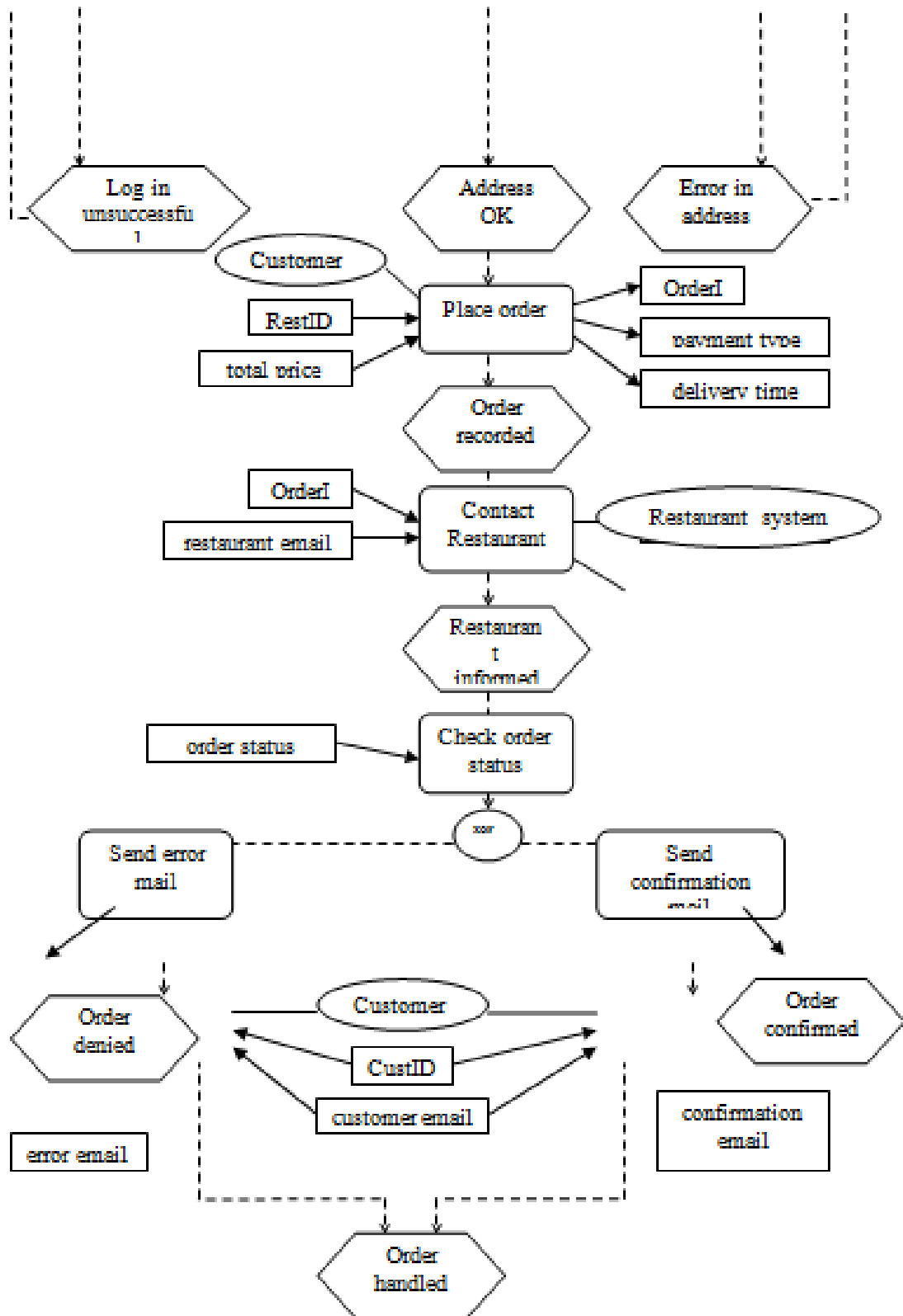


Figure 4. EDP Design of yemeksepeti.com (Part 3)

#### 4. BENEFITS AND COSTS

Yemeksepeti.com is one of the most successful entrepreneurship examples for Turkey. It has been founded by Nevzat Aydin in 2000 with two other contributors. In this study, we assumed that we are in the initial stage where we are moving from doing business by call center to e-commerce and analyze the benefits and costs of this expansion.

Business-to-Business (B2B) or Business-to-Customers (B2C) business models have many advantages, which makes them preferable by entrepreneurs. Since yemeksepeti.com should be considered as a B2C business, we will state here the benefits from using it. However, please note that most of them apply to B2B, as well.

Yemeksepeti.com enables a business concern or individual to reach the global market. Here we should be considering all of the cities of Turkey as the global market since the website are in the initial stage. Latest news about yemeksepeti.com is that they started doing business in Russia and Dubai, which proves the validity of this argument.

The direct cost-of-sale for an order taken from a web site, is lower than through traditional means (retail, paper based), as there is no human interaction during the on-line electronic purchase order process. Moreover, online selling reduces processing errors significantly.

Yemeksepeti.com provides a 7/24 service. The availability of a 7/24 food packaging system is an invaluable asset for customers. This is a win-win situation since it significantly increases the sales and profits.

Yemeksepeti.com gives the customers the opportunity to look for cheaper and high quality products. Since food is an income-inelastic product, i.e. increased income does not yield into increased food consumption since human beings eat food in certain capacity, vice versa, there will be a certain demand for food any time. Providing access to cheap and quality products is an invaluable asset for yemeksepeti.com. Moreover, it provides increased opportunities for buying alternative products that in turn, increases the total amount of customers targeted.

Shopping online is usually more convenient and time saving than conventional shopping. Moreover, people also can analyze reviews posted by other customers, about the products purchased from a particular restaurant, which can help make better purchasing decisions.

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For businesses, working with yemeksepeti.com drastically cuts down the cost associated with marketing, customer care, processing, information storage and inventory management since most of these are handled by yemeksepeti.com itself. It reduces the time involved with business process re-engineering, customization of products to meet the demand of particular customers, increasing productivity and customer care services

B2C enables efficient customer/care services. The orders are directly controlled by yemeksepeti.com and feedbacks are sent to the business, which is an invaluable opportunity for the business to improve their operations and build increased customer satisfaction.

B2C enables yemeksepeti.com collect and manage information related to customer behavior, which helps develop and adopt an efficient marketing and promotional strategy for businesses. In fact, today as yemeksepeti.com has grown up, it raises a significant amount revenue from advertises it receives from its business partners.

## 5. ANALYSIS

The best advice is to find a company exact questions that it should ask itself during its processes. So, in this part of our study, we provide some questions that the operator of yemeksepeti.com and an owner of a restaurant in this chain should ask themselves. Thus, as an operator of yemeksepeti.com;

- I would use segmentation analysis based on location in which regions I have the restaurants with the highest turnover?
- I would use segmentation analysis based on cuisine types that in which type do I receive maximum orders?
- I would use segmentation analysis again from the maximum order receiving restaurants which products are demanded most?
- I would use segmentation analysis again from the products that are ordered most, what are the hours that these products are ordered most?
- Maybe, the most important issue I was wondering about would be the TL average per order ratio. How much is the cost of an average order based on different cities?
- Which city has the highest orders in terms of price? What is the TL per order ratio in every city, and which city has the maximum TL/order ratio? In addition, which districts in each city has the maximum TL/order ratio?
- On the other hand, which cuisine type has the highest orders received in terms of number of orders and in terms of total price of orders? What are these ratios in each city and in each district?
- Which restaurant has the highest number of orders daily? Moreover, which restaurant has the highest TL per order ratio?
- Do the multi-located restaurants or single-located restaurants have higher number of orders received per restaurants? In addition, do the multi-located ones have higher TL/order/restaurant ratio or single-located ones have higher TL/order ratio?
- What is the number of restaurants that want to join yemeksepeti.com organization? Are there any restaurants that want to quit the organization?
- What are the daily order ratios per number or per TL of newcomers versus quitters?
- Which hours have the maximum orders received per number or per TL ratio? Which days have the maximum orders received per number or per TL ratio? Which weeks have the maximum orders received per number or per TL ratio? Which months have the maximum orders received per number or per TL ratio? In addition, maybe what is the

monthly or yearly increase in the ratios of orders received per restaurant based on number or TL of orders?

- Which products have the highest orders per TL and per number each hour? Which products have the highest orders per TL and per number each day? Which products have the highest orders per TL and per number each month?
- Which product category (cuisine type) have the highest orders per TL and per number each hour? Which product category (cuisine type) have the highest orders per TL and per number each day? Which product category (cuisine type) have the highest orders per TL and per number each month?
- Does the aggregate number of orders differ on weekdays versus weekends? Does the price per orders differ in weekdays versus weekends?
- In which regions, which type of campaigns, have the maximum sales increase? City based customer-reply for any type of campaigns in different districts and in different cuisines (product category)?

Furthermore, as an owner of a restaurant in yemeksepeti.com;

- I would try to learn what is the average daily/monthly number of orders my restaurant receives from yemeksepeti.com? In addition, I would try to learn what is the average daily/monthly price of orders my restaurant receives from yemeksepeti.com?
- I would try to learn what is the total daily/monthly number of orders my restaurant receives from yemeksepeti.com? Moreover, I would try to learn what is the total daily/monthly price of orders my restaurant receives from yemeksepeti.com?
- What is the total percentage of yemeksepeti.com orders in my gross sales? What is the percentage of yemeksepeti.com orders detailed by product type or product category in my gross sales?
- In which hours does my restaurant receive most orders from yemeksepeti.com? Do the hours have the same trend as my restaurant orders? In which days does my restaurant receive most orders from yemeksepeti.com? Do the days have the same trend as my restaurant orders?
- What is the profit per order ratio for orders that my restaurant receives from yemeksepeti.com? Are they more or less from my restaurant's profit per order ratio?
- Which products in my menu have the highest number of orders from yemeksepeti.com? Does this hierarchy resemble in my in-restaurant orders?
- In terms of any campaign planned, in what percentage does my number of yemeksepeti.com orders increase? Is this increase the same in my in-restaurant campaigns?
- What is my restaurant's market share in my region in terms of orders received from yemeksepeti.com

## 6. CONCLUSION

This study aims to show an outline for the firms that want to start doing electronic commerce. The sample models and some advices are given above. As explained, the real cost of preparing such a website starts with the software design of the e-business model. Once this model is established the costs of operating is significantly low compared to traditional business. The website can be built by an expert in this area within 1 month. You can pay a knowledgeable website developer a certain amount of money to build the webpage or you can have a partner to deal with this in the initial stage. The second is more appropriate for yemeksepeti.com since it reduces the probability of being imitated in the initial stage that has the outmost importance in such kind of business. The reality for yemeksepeti.com was indeed the second option, where

Melih Ödemiş has built the website and has become the partner and the CTO of the company. The web servicing can be done via purchasing web servers and having the deployment and maintenance by itself or hiring this service from and hosting/ISS firm. The second appears to be the most appropriate option for yemeksepeti.com since it does not have data security concerns due to fact that it does not perform online payment service.

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## UPRAVLJANJE S PRODAJNIM PROSTOROM V ŽIVILSKIH PRODAJALNAH VELIKIH TRGOVSKIH VERIG

### MANAGEMENT OF SALES AREA IN GROCERY SHOPS OF LARGE RETAIL CHAINS

Zdenka Grlica<sup>221</sup>

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**Povzetek:** V prispevku bomo predstavili rezultate komperativne analize treh največjih živilskih trgovskih verig na slovenskem trgu glede urejenosti enega od oddelkov s svežo hrano. Analizo smo izvedli na osnovi ogledov 53 prodajaln, ki so bili opravljeni novembra 2016. Predstavili bomo tudi trende na področju ponudbe in opremljenosti živilskih prodajaln, ki jih narekujejo najpomembnejši svetovni panožni sejmi in dizajnerski blogi. V razpravi omenjamo slovenska primera dobre prakse ter podajamo predloge za povečanje prodaje v živilskih super-, mega- in hipermarketih.

**Ključne besede:** merchandising, raziskava, komperativna analiza, živilske prodajalne, sejmi, trendi, dobre prakse, povečanje prodaje

**Abstract:** This article presents the results of comparative analysis of the three largest retail chains on Slovenian market about arrangement of one of the departments with fresh food. The research was done during november 2016. The analysis was performed on the basis of visiting 53 grocery shops. Our aim is also to show the trends in product offerings and looks of shops, determined by the world's largest branch fairs and designer blogs. In the discussion we mention the Slovenian examples of good practice and provide suggestions how to increase sales in the food super-, mega- and hypermarkets.

**Key words:** merchandising, research, comparative analysis, grocery shops, fairs, trends, good practices, increase of sales

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#### 1. UVOD

Nakupovanje je v sodobnem času postalo ena izmed oblik preživljanja prostega časa, kar je pripeljalo do povečanja potrošnje in z njo števila prodajaln in ponudbe izdelkov. Ne kupujemo več samo zaradi potrebe, temveč vse pogosteje tudi zaradi spremembe razpoloženja, užitka ali doživetja [1]. Vse večja izbira izdelkov, ki so si po lastnostih in ceni podobni, je pripeljala do iskanja novih načinov, kako pritegniti in osvojiti kupca. Prodajalci se zavedajo, da je način, kako prodajajo svoje izdelke, prav tako pomemben, kot kaj prodajajo. Prodajni prostor in dodana vrednost, ki smo jo znotraj tega prostora deležni, postajata nova razločevalna elementa.

Zgodba prodajnega prostora mora tako ustrezati filozofiji, identiteti podjetja in okusom ciljnih kupcev tako z opremo, izborom in postavitvijo izdelkov, osvetlitvijo, izbranim osebjem in lokacijo. Ustvariti je treba prijetno vzdušje, kjer bo kupec z veseljem preživel svoj čas, čim lažje in najhitreje našel, kar potrebuje, predvsem pa opravil nakup [1].

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Glavni cilj prodajalcev je zadovoljiti potrebe, želje in zahteve ciljne skupine kupcev, zato se vse bolj sprašujejo, kako urediti prodajalno, da bodo kupci kupovali čim več blaga ali kar najbolj posegali po točno določenih izdelkih. S primerno opremljenostjo prodajaln, razporeditvijo izdelkov na policah, prijetnim ozračjem in usposobljenimi prodajalci, želijo prodajalci podaljšati čas, ki ga kupec preživi v prodajalni [2]. Kupci ne iščejo več samo nizkih cen in raznovrstnosti blaga, ampak tudi kakovostno postrežbo, zanimivo predstavitev prodajanih izdelkov in doživetje ob nakupu, zato je treba skrbeti, da so izkušnje kupcev ob nakupu dobre [3].

## 2. PREGLED LITERATURE

### 2.1. MERCHANDISING

Izraz merchandising je anglo-ameriškega izvora in še nima ustreznega slovenskega prevoda. Prav zato lahko zasledimo vrsto izrazov, ki se uporabljajo kot sopomenke. Uporaba merchandisinga je v tujini poznana že več desetletij, pri nas pa je še razmeroma nova. Prvi med trgovskimi podjetji v Sloveniji ga je uvedel Mercator leta 1998. Avtorji pojmujejo merchandising različno. Merchandising pomeni vse, kar prodajalna in proizvajalec ukreneta na prodajnem mestu, da bi kupca spodbudila za prav določen nakup. Najpomembnejše naloge merchandisinga so pomoč pri načrtovanju opreme in prodajnega prostora, pomoč pri določanju sortimenta za določen format trgovine, umeščanje izdelkov na prodajnem mestu, pomoč pri spremljanju zaloga izdelkov, analiza prodaje ter merjenje učinkovitosti in uspešnosti poslovanja [4]. »Merchandising je umetnost razstavljanja blaga v prodajnem prostoru in na police tako, da se prodaja« [5]. Merchandising pa je še mnogo več. Poleg oblikovanja učinkovitega asortimenta, oblikovanja cen, dobave izdelkov in pospeševalno-prodajnih akcij, je merchandising ena izmed osnovnih taktik trženja v prodajalnah. Merchandising je torej interdisciplinarna veda. Ne moremo ga uvrstiti na eno področje, saj povezuje področje logistike, nabave, trženja, kadrovanja in aranžerske stroke.

Mag. Zdenka Grlica, univ. dip. ekon.



- *Delovne izkušnje:* v gospodarstvu 7 let (zaposlena kot vodja tržnih raziskav in komuniciranja v Esotech, d. d. Velenje), v izobraževanju 18 let;
- *Predavateljica* v višješolskih študijskih programih *Ekonomist* ter *Snovanje vizualnih komunikacij in trženja*;
- *Organizatorica praktičnega izobraževanja (PRI)*;
- *Sodelovanje v programih:*
  - *PHARE (Tehnološko inovacijski zavod Dravinjske doline in Zavod za turizem Celeia Celje, 2003)*,
  - *Mreža učečih se šol (Šola za ravnatelje, 2005)*,
  - *Impletum (Zavod IRC, 2009-2011)*, in sicer kot avtorica 2 študijskih gradiv in 2 katalogov znanja, recezentka 2 študijskih gradiv, multiplikatorica pri usposabljanju strokovnih delavcev,
  - *Erasmus+, KA2 – strateška partnerstva*, in sicer kot soprijaviteljica projekta štirih držav ter *KA1 – mobilnost osebja z namenom poučevanja in usposabljanja*, in sicer usposabljanje na Hrvaškem (2014) in v Makedoniji (2015);
  - *Aktivna udeležba na številnih domačih in mednarodnih konferencah ter poletnih šolah ekonomije v organizaciji Ekonomske fakultete Niš, Srbija*;
  - *Priprava 7 elaboratov, priprava strateškega dolgoročnega načrta promocije šole, organizacija 3 mednarodnih konferenc in mednarodnega simpozija, urejanje šolske kronike-letopisa za obdobje 2000-2012; oblikovnje in skrbništvo šolske strani na družbenem/socialnem omrežju Facebook, priprava in izvedba promocijskih akcij*;
  - *Lastno študijsko gradivo za vse predmete in praktično naravnane vaje*;
  - *Mentorstvo več kot 150 diplomskih del*;
  - *Večletno predsedstvo študijske komisije*.

Ko govorimo o merchandisingu ne moremo mimo trženja in trženske usmeritve, saj je merchandising orodje, ki je bilo izumljeno prav zaradi podjetij, ki so svoje poslovne cilje in rezultate dosegla s tem, da so povprašala kupca, kaj si želi in kaj potrebuje. Tržno usmerjena podjetja verjamejo, da je bistvo doseganja poslovnih ciljev in želenih rezultatov osredotočenje na kupce in njihove potrebe [6]. Vse odločitve v zvezi z merchandisingom se vrtijo okoli kupca. Vsak prodajalec je lahko uspešen kadar razume, kdo so njegovi kupci, kaj ti želijo, kdaj bi želeli kupiti izdelek, kje želijo kupiti, kje so se odločili za nakup in zakaj so se odločili za izbor določenega izdelka. Zato mora služba za merchandising dnevno proučevati povpraševanje po izdelkih [7].

## 2.2. VIZUALNI MERCHANDISING

Izraz vizualni merchandising pomeni urejanje izložbe in prodajalne, način razstavljanja in razporejanja izdelkov, urejenost prodajnega osebja in druge vizualne elemente, ki pritegnejo pozornost kupcev, jih motivirajo k vstopu v prodajalno in spodbujajo k impulznim nakupom. Poleg omenjenih pripomočkov pa so vizualnemu merchandisingu v pomoč tudi elementi vzdušja v prodajni, kamor spadajo svetloba, glasba, barve in vonj. Tako se izdelek kupcu približa še z uporabo drugih čutil in ga bolj celostno prepriča [4]. Vizualni merchandising različni avtorji opredeljujejo predvsem kot urejanje zunanosti in notranosti prodajalne, na način, s katerim bodo vanjo pritegnili čim več kupcev.

Gre za pozicioniranje in prikaz izdelkov na prodajnih policah, izbiro prodajne opreme, ureditev izložbe in ustvarjanje prijetne prodajne atmosfere, ki vključuje tudi urejenost prodajnega osebja [8].

Vizualni merchandising igra v trgovskih podjetjih vse pomembnejšo vlogo in se vedno bolj uveljavlja, saj velja za pomembno orodje pospeševanja prodaje. Če primerjamo merchandising in vizualni merchandising ugotovimo, da merchandising obsega širše poslovne vidike. Lahko bi tudi rekli, da je vizualni merchandising zgolj vidna komponenta merchandisinga [6].

## 3. ANALIZA PRODAJALN

### 3.1. ZBIRANJE PODATKOV

Raziskava je bila izvedena na pobudo trgovskega podjetja »A«. Raziskavo je izvedlo 21 študentov dveh višjih strokovnih šol, Šole za hortikulturo in vizualne umetnosti Celje in Ekonomske šole Celje, pod mentorstvom predavateljice. Obiski vseh prodajaln so bili opravljeni novembra 2016. Obiskanih in fotografiranih je bilo 50 prodajaln treh največjih živilskih trgovskih verig na slovenskem trgu in 3 prodajalne ostalih ponudnikov. V strukturi vseh prodajaln predstavljajo prodajalne trgovca »A« 41,5 odstotkov, trgovca »B« 35,8 odstotkov, trgovca »C« 17,0 odstotkov in ostalih ponudnikov 5,7 odstotkov. Strukturo prodajaln po velikosti in lokaciji prikazujeta tabeli 1 in 2.

Tabela 1: Analizirane prodajalne glede na velikost

Velikost prodajalne	Trgovec »A«	Trgovec »B«	Trgovec »C«	Ostalo	Skupaj	
					$f_j$	$f_j^\circ$
Hiper- oziroma megamarket	3	3	2	2	10	18,9
Supermarket	10	3	3		16	30,2
Market	9	13	4	1	27	50,9
Skupaj	22	19	9	3	53	100,0

Tabela 2: Analizirane prodajalne glede na lokacijo oziroma statistično regijo



Statistična regija	Trgovec »A«	Trgovec »B«	Trgovec »C«	Ostalo	Skupaj	
					$f_i$	$f_i^o$
Savinjska regija	16	15	7		38	71,7
Zasavska	2				2	3,8
Podravska	1	1	1	1	4	7,5
Osrednjeslovenska	1			1	2	3,8
Zasavska		2	1		3	5,7
Gorenjska	1	1		1	3	5,7
Obalno-kraška	1				1	1,9
Skupaj	22	19	9	3	53	100,0

Kriteriji, ki smo jih upoštevali pri analizi:

- kakšna je ponudba oziroma sortiment – kateri izdelki so v vitrinah/kaj vse se prodaja in v kakšnih količinah;
- kako so zloženi narezani izdelki, kako izdelki v kosu;
- kje so zloženi dražji izdelki in kje cenejši;
- kje so zloženi izdelki lastne blagovne znamke;
- kakšne so oznake za cene, akcije, poreklo;
- ali imajo kupci možnost izdelke pred nakupom degustirati;
- ali se razstavljene izdelke dopolnjuje z komplementarnimi izdelki in katerimi;
- ali se pri urejanju vitrin uporablja dekoracija in kakšna;
- kakšna je oprema za predstavljanje izdelkov (vitrine, hladilne omare, pladnji, košare ...);
- kakšna je čistoča;
- kakšen je odnos zaposlenih na oddelku do potrošnikov;
- vsesplošen vtis o urejenosti, ambientu oddelka.

### 3.2. REZULTATI

V razpravi so študenti podali tudi svoja mnenja, ki so jih oblikovali na temelju vsakodnevnih obiskov oziroma nakupov v prodajalnah proučevanih trgovskih podjetij. Urejenost delikatesnega oddelka pri vseh analiziranih trgovcih je odvisna od velikosti prodajalne, njene starosti oziroma datuma zadnje prenove.

Na splošno za delikatesne oddelke vseh proučevanih živilskih trgovskih verig veljajo sledeče ugotovitve:

- Slabo izpostavljanje lastne blagovne znamke. Le ta je pomešana med različnimi proizvajalci klobas in sirov (bilo bi bolje, da se jo postavi v ospredje).
- Poreklo izdelkov ni označeno.
- Zaposleni na delikatesnem oddelku redko uporabljajo rokavice.
- Problematična čistoča mesoreznic – istočasna uporaba za klobase in sire.
- Najslabše urejeni del delikatesnih oddelkov so vitrine s siri v kosu, najboljše urejeni pa vitrine z narezanimi izdelki.
- Prevelike količine narezanih izdelkov (vsak raje kupi svežo klobaso ali sir, saj se narezani izdelki lahko hitro pokvarijo).
- Prevelike količine istovrstnih izdelkov v kosu (suhomesni izdelki, siri), ki so razstavljeni oziroma zloženi zelo neurejeno.
- Nepreglednost cen izdelkov. Cene izdelkov so prilepljene na vitrinah v več vrstah, posledica je, da kupec težje razbere ceno za določen izdelek.
- Preveč kovinskih in plastičnih materialov. Premalo keramičnih in glinenih posod, opreme iz lesa, pletenih košar.

- Neenakomerno izkoriščen prostor na delikatesnih oddelkih: na eni strani z izdelki prenasočene vitrine (siri in suhomesni izdelki v kosu, pakirani), na drugi strani prazne, neizkoriščene stene in strop.
- Delikatesni oddelki dajejo občutek sterilnosti, hladnosti, dolgočasnosti. Ni občutka toplote, domačnosti. Bolj spominjajo na prostore zdravstvenih ustanov, kot na prijeten kotiček s hrano.

## 4. ANALIZA TRENDOV

### 4.1. PONUDBA IZDELKOV

Analizirali smo trende, ki jih predstavljata dva največja sejma na področju prehrane na svetu, Anuga (Nemčija) in Sial (Paris). Trendi na področju ponudbe izdelkov [9]:

- Organsko (ekološko) pridelani izdelki in zdrave sestavine. Delež ekološko pridelane hrane v svetovnem merilu narašča (7,4 % v letu 2014, 5,8 % v letu 2013). 48 % svetovne pridelave beležijo države zahodne Evrope.  
Povpraševanje po zdravih sestavinah je posledica številnih dejavnikov, kot so staranje prebivalstva, naraščajoče zanimanje za zdrav način življenja, skrb zaradi debelosti in vedno večje zavedanje o povezavi med prehrano in zdravjem. Svetovna prehrabena industrija trend podpira z velikimi naložbami v izdelke in promocijske aktivnosti.
- Vegetarijanski in veganski izdelki. Veganski način življenja pomeni uživanje hrane na rastlinski osnovi in izogibanje vsem živilom kot so meso, mleko in mlečni izdelki, jajca, med, kot tudi izogibanje izdelkom iz usnja in izdelkom testiranim na živalih. Veganstvo je nadgradnja vegetarijanstva. Za razlikovanje od običajnih vegetarijanskih proizvodnih linij se uporabljajo oznake kot »vegansko prijazen« ali »primerno za vegane«. Vzroki za tovrstni način življenja so lahko etični, zdravstveni, okoljevarstveni, ekonomski, verski ali filozofski. Trend se zadnja leta vse bolj širi, tovrsten način prehranjevanja, če ne celo življenja, postaja čedalje bolj razširjen po vsem svetu.
- Izdelki za gurmane in regionalne specialitete. Vse večji interes za kuhanje doma je posledica kuharskih TV oddaj in blogov. Predstavlja modni in družbeni trend, ki je zabaven, zdrav in tudi stroškovno učinkovit. To je povzročilo potrebo po večji izbiri svežih živil, sestavin za »kuhanje iz nič« in uporabo kuharskih receptov proizvajalcev in prodajalcev na drobno. Pričakovati je tudi rast povpraševanja po različnih etničnih jedeh, ki so na voljo v obliki »kit obrokov« (sestavljani in ustrezno pakirani), s čemer bo gurmanom omogočena izkušnja etnične restavracije doma.
- Izdelki na osnovi pravične trgovine. Innova Market Insights poroča, da je v letu 2014 (v primerjavi z letom 2013) prišlo do 59 % povečanja novih proizvodov, ki so v skladu z načeli gibanja pravične trgovine. Potrošniki postajajo vse bolj etično naravnani.
- Izdelki s certifikatom halal za potrošnike islamske vere. Potrošniki islamske vere zahtevajo večjo preglednost na področju označevanja živil, zato so halal certifikati deležni vedno večje pozornosti. Razvijajoči se trgi Bližnjega vzhoda in jugovzhodne Azije predstavljajo nove priložnosti za proizvajalce živil za vstop na te trge. Analize kažejo, da so se zahteve na svetovnem nivoju po halal certificiranju v letu 2014 v primerjavi z letom 2010 povečale za 24 %. Pričakovati je nadaljnje povečevanje zahtev in pomena označevanja izdelkov s halal certifikati po vsem svetu.

V okviru sejma Sial 2016 je bila predstavljena tudi študija WorldTour [10], ki so jo pripravili mednarodni tržno-raziskovalni agenciji Nielsen in Euromonitor International ter 28 partnerskih revij in časopisov iz vsega sveta. Namen študije je bil analizirati svetovne potrošniške trende na področju agroživilstva in poiskati odgovore na vprašanja v katero smer vodi povpraševanje in katere vrste pobud so pred kratkim sprožile verige trgovin na drobno. Rezultati študije so bili predstavljeni na 500 kvadratnih metrih sejemskega prostora.

Študija izpostavlja tri glavne trende:

- Zdravje. Potrošniki so vedno bolj osveščeni, povečuje se zaskrbljenost glede javnega zdravja. Potrošniki iščejo sveže in zdrave izdelke, in to je tisto, kar morajo ponuditi supermarketi in hipermarketi. Obenem narašča poraba lokalnih proizvodov in zavest o družbeni odgovornosti živilskih proizvajalcev. Potrošniki posvečajo več pozornosti temu, kaj jedo, iščejo naravne alternativne možnosti za prehranske izdelke, izdelke z manj sladkorja, nizko vsebnostjo maščob, brez konzervansov, brez glutena ... Super živila kot so chia semena, aronija, kvinoja, acai in goji jagode postajajo vse bolj in bolj priljubljena. Konvencionalni izdelki so pričeli vključevati trend med svoje sestavine. Prav tako za številne potrošnike predstavljajo resno težavo njihove dietne potrebe.
- Pametno nakupovanje in priročnost. Potrošniki iščejo izdelke, ki poleg tega, da so zdravi, dobrega okusa in imajo pravo ceno, prihranijo čas in trud pri pripravi. Povečuje se število manjših in specializiranih trgovin, ki rešujejo tovrstne potrebe potrošnikov.
- Sprememba potrošniških navad in prodajnih poti. Spreminjajo se zlasti potrošniške navade milenijske generacije, ki odrašča. To je generacija mladih, ki zelo rada in pogosto je prigrizke, prehranjujejo se na poti in pogosteje obiskujejo restavracije kot starejše generacije. Živilski trgovci na drobno in ponudniki gostinskih storitev niso več na različnih polih. Novi prodajni koncepti v prodajalnah z živili na drobno že vključujejo uživanje hrane na kraju samem oziroma na prodajnem mestu.

## 4.2. UREJENOST PRODAJALN

V okviru študije WorldTour je bil pripravljen seznam 10 najbolj inovativnih živilskih ponudnikov na drobno [11]. Še posebej izpostavljam francosko verigo Carrefour in njihov hipermarket Carugate Milano (Italija) ter italijansko verigo Iper La Grande s hipermarketom Arese (Italija). Vsem ponudnikom iz seznama pa je skupno sledeče:

- Trgovske verige se ukvarjajo s preoblikovanjem svojih prodajaln. Še posebej so na udaru oddelki sadje in zelenjava, mesnica in pekarna. Najpogostejše usmeritve: nove predstavitvene tehnike, nove sposobnosti zaposlenih in izbira ponujenih izdelkov s še večjo skrbnostjo (predvsem od lokalnih dobaviteljev in ekološko pridelanih).
- Preoblikovanje prodajaln v prave tržnice. Izdelki so vse manj pakirani, ponujajo se v razsutem stanju. Prodajne police so videti bolj kot tradicionalne stojnice. Prva faza v prenovi je združevanje vseh oddelkov svežih izdelkov. Ideja je spodbujanje vtisa »domačnosti«.
- Prenova včasih vodi k razvoju gostinske ponudbe na prodajnem mestu. Bodisi za uživanje hrane in pijače v prodajalni ali za prevzem domov (ponudba »to go« oziroma »takeaway«).

- Vse več trgovcev na drobno, še posebej na oddelkih kruha in pekovskega peciva, slaščic in delikatese, prehaja na proizvodnjo na kraju samem, ki je zagotovilo za »ultra sveže«.

Trende na področju opremljanja prodajaln z živili smo analizirali oziroma preverili tudi na blogu Retail Design Blog, kjer svoje oblikovalske projekte predstavljajo arhitekti, oblikovalci, odgovorni za vizualni merchandising, prodajalci in skrbniki blagovnih znamk iz vsega sveta. Blog vsak dan obišče več kot 20.000 obiskovalcev. Na blogu je trenutno predstavljenih 17.500 projektov, od tega 5.363 na področju urejanja prodajaln (v podskupini prodajaln z živili 149) [12].

Trend ustvarjanja ambienta domačnosti in možnost prehranjevanja na prodajnem mestu potrjuje tudi velika večina objavljenih projektov s področja oblikovanja oziroma urejanja prodajaln z živili. Tabela 3 izpostavlja nekatere med njimi [13] – [19].

Tabela 3: Primeri urejanja prodajaln z živili in delikates predstavljenih na Retail Design Blog

Ime prodajalne	Lokacija prodajalne	Vrsta prodajalne	Leto otvoritve
Checkers Hyper	Midrand, JAR	živilska prodajalna	2016
Simply Fresh gourmet store	Pennsylvania, ZDA	živilska prodajalna	2016
Loblaws food store	Toronto, Kanada	živilska prodajalna	2013
Woolworths food market	Cape Town, JAR	živilska prodajalna	2013
Sourced Grocers	Bangkok, Tajska	delikatesa	2016
Kostarelos Greek Delicacies	Atene, Grčija	delikatesa	2015
El Bocon Del Prete	Bassano del Grappa, Italija	delikatesa	2013

## 5. RAZPRAVA

### 5.1. PRIMERI DOBRE PRAKSE

Slovenija se trenutno lahko pohvali samo z dvema velikima živilskima prodajalnama urejenima v skladu z najnovejšimi sodobnimi trendi.

S prenovo hipermarketa Šiška v Ljubljani julija 2016, je Mercator sledil najnovejšim svetovnim trendom sodobne trgovine, ki nakupovanje nadgrajuje v doživetje. S prenovo je Mercator želel kupcem omogočiti več zabave ter edinstveno in interaktivno nakupovalno izkušnjo. Prenovljena prodajalna med drugim nudi 5.000 novih vrst izdelkov, ličenje na prodajnem mestu, povečan otroški oddelek (z igrali, s toboganom, Lego hišo, tablami za risanje itd.), zeliščni kotiček z medicinskimi pripomočki in prehranskimi dopolnili, oddelek z mednarodnimi specialitetami, na katerem bodo kuharski dogodki in degustacije. Pri vinu je Mercator ustvaril videz kamnite vinske kleti, na oddelku piva pa z bakrenimi cevmi videz pivovarne. Vsak oddelek je tako prostor doživetij, posebnost pa je tudi ta, da kupci od pekarnice in mesnice, do slaščičarne in suši bara, lahko opazujejo in vidijo pripravo hrane. Na postrežnih oddelkih so vključili ponudbo hrane, ki je doslej v trgovinah nismo bili vajeni; od odojka, ki ga pred očmi kupcev pečejo v posebej narejeni francoski peči, do raznih drugih vrst pečenih mesnih specialitet. Tudi v mesnici je omogočen pogled v »zakulisje«, saj steklena stena omogoča ogled priprave in rezanja mesa, v mesnici so tudi hladilniki za zorenje mesa, ponujajo vrsto

mednarodnih specialitet. Na oddelku delikatese visijo pravi pršuti in zorijo hlebci sira, medtem ko v pekarni kupci lahko spremljajo mesenje, pripravo in peko kruha. Slaščičarske izdelke prodajalci pripravljajo in okrašujejo po želji kupcev in pred očmi kupcev. Tudi v prenovljeni trgovini Mercator ostaja zvest ponudbi izdelkov in pridelkov domačih dobaviteljev, saj je lokalna hrana predstavljena v posebnem oddelku »Iz domačih krajev« s posebnimi policami »Radi imamo domače«. Tam sta na voljo tudi vinomat in oljemat. Prav tako je na vhodu v trgovino postavljen kotiček, ki spominja na stojnico na tržnici, kjer je na voljo sveža ponudba predvsem sadja in zelenjave [20]. Dokaz, da prenovljeni hipermarket vzpostavlja nove trende na področju trgovine na svetovni ravni, je njegova uvrstitev na seznam 15 trgovin na svetu, ki jih je v letu 2017 treba obiskati. Seznam je pripravila in objavila IGD, neodvisna, neprofitna raziskovalna in izobraževalna organizacija, ki trgovski industriji pomaga odgovarjati na potrebe kupcev. IGD redno spremlja in analizira novosti na področju trgovine po svetu. Združujejo edinstveno mrežo trgovcev, proizvajalcev in ponudnikov storitev. Imajo globalen doseg in vpliv ter sodelujejo s številnimi strokovnjaki s sedežem v Veliki Britaniji, Aziji in Severni Ameriki. Tokrat so obiskali in analizirali trgovske verige v več kot 20 državah [21] [22].

Februarja 2017 je vrata odprl prenovljeni hipermarket v Planetu Tuš Celje. Prenova je prinesla novo hladilno linijo in celovito prenovo svežih oddelkov, ki obsegajo oddelek kruha s samopostrežnim načinom, mesnico, delikateso, ribarnico, mlečni oddelek ter oddelek sadja in zelenjave. Še posebej je opazna optimizacija nakupne poti ter kupcem prilagojen asortiman, ki je izrazito nadgrajen, vendar je na policah še vedno moč najti več kot 70 odstotkov slovenskih, lokalno pridelanih izdelkov. V novem kotičku s pripravljeno hrano »En pajs« na hiter in enostaven način ponujajo izdelke za malico. Poleg pic, narejenih po recepturah vrhunskih italijanskih mojstrov, ponujajo še sladko in slano pekovsko pecivo, smoothije, sendviče, sveže solate, tortilje, rezano sadje v lončku ter mlečne in brezalkoholne napitke. Na oddelku kruha ljubitelji domačih okusov lahko izbirajo med široko ponudbo lokalnih pekarn in slaščic. Novost v ponudbi so tudi sveži brezglutenski izdelki. Na oddelku mesnice lahko odslej poleg klasične ponudbe mesa, perutnine, svinjine ali zorjene govedine, izbiramo še med specializiranimi vrstami mesa kot so kozliček, jagenjček, žrebiček ali govedina iz ekološke reje. Mesnica ponuja več kot 50 vrst sveže pripravljenih mesnih dobrot brez konzervansov, pripravljenih po lastnih recepturah. Poleg široke ponudbe delikatesnih dobrot za prave gurmane na oddelku toploteke vsak dan čaka več kot 40 pripravljenih jedi – stalnih in dnevnih menijev, mesnih ali brezmesnih. Odlična ideja za vse, ki jim primanjkuje časa za kuhanje. Na oddelku sadja in zelenjave so pripravili več kot 200 vrst kakovostnega sadja in zelenjave, med katerimi so tudi številni slovenski in bio pridelki [23] [24].

## 5.2. PREDLOGI ZA POVEČANJE PRODAJE

Predlagamo sledeče načine povečanje prodaje na delikatesnih oddelkih:

- Zaposleni imajo znanje in vedo kako razstavljati oziroma pozicionirati izdelke, potreben bi bil le stalen nadzor.
- Zgledovati se po primerih dobre prakse, saj so med prodajalnami posameznih trgovskih verig precejšnje razlike predvsem glede urejenosti.
- Uvesti enoten koncept urejenosti oziroma vizualnega merchandisinga prodajaln (z upoštevanjem velikosti le teh). Tudi v franšiznih prodajalnah.
- Skrb za higieno in prijazen odnos zaposlenih do vseh vrst potrošnikov, tudi mlajših.
- Dodati komplementarne izdelke kot npr. sadje, oreščki, vino, olje, vložnine, pribor za rezanje sirov, začimbe, sokovi in pripravljene solate ob sendvičih ...
- V vitrine dodati dekoracijo, npr. slama, zelenje, juta oziroma žaklovina ...

- Uporabiti posode, pladnje in podstavke iz naravnih materialov (glina, les).
- Poskrbeti za večjo preglednost označevanja izdelkov s cenami in enoten videz oznak le teh ter dodati oznake za poreklo izdelkov.
- Izpostaviti izdelke slovenskih proizvajalcev (vključno z lastno blagovno znamko). Stopnja etnocentrizma in ekološke zavesti slovenskega potrošnika se dviguje. Slovenskemu potrošniku ni več vseeno poreklo izdelkov in kakovost le teh.
- Opozarjati na možnost naročanja narezkov z plakati oziroma fotografijami le teh na stenah in napisom »sprejemamo naročila«.
- Dnevno bi lahko potrošnikom ponujali lastne degustacije izdelkov (kot npr. izdelek dneva). Na vitrine bi postavili košarico z koščki kruha, pladenj z koščki sira, salam, namazi ... Potrošnik, ki ima možnost poskusiti izdelek, se bo prej odločil za nakup.
- Obogatiti ponudbo ekološko pridelanih izdelkov, izdelkov brez glutena ..., izdelkov za vegetarijance in vegane ter izdelkov lokalnih pridelovalcev.
- Izrabiti prostor na vrhnjem in prednjem delu vitrin ter stene delikatesnega oddelka. Na vitrinah in policah pred vitrinami razstaviti komplementarne izdelke. Stene opremiti z napisi, slikami ter policami z delikatesnimi in/ali komplementarnimi izdelki.
- Upoštevati svetovne trende glede ponudbe, urejenosti in opremljanja prodajaln.
- Zaposlenim bi bilo potrebno omogočiti izobraževanja oziroma usposabljanja v obliki obiskov največjih živilskih sejmov v Evropi.

## 6. SKLEP

Primerjalna analiza urejenosti delikatesnih oddelkov treh največjih živilskih trgovskih verig v Sloveniji je pokazala, da na splošno med konkurenti ni večjih razlik glede založenosti oziroma ponudbe izdelkov in urejenosti. Podrobnejša analiza pa je pokazala, da so najbolj urejeni delikatesni oddelki v prodajalnah trgovskega podjetja »C«. Obstajajo številne možnosti za povečanje prodaje na delikatesnih oddelkih prodajaln analiziranih trgovskih verig. Nekatere od njih ne zahtevajo dodatnih investicij, nekatere zahtevajo investicije v opremo, prostor, zaposlene. Prvi korak je zagotovo uvedba enotnega koncepta založenosti in urejenosti prodajaln, zgledovanje po prodajalnah, ki so primeri dobre prakse in nadzor zaposlenih.

Pri analizi trendov smo kot vir uporabili najpomembnejše panožne sejme, blog s področja oblikovanja in spletni iskalnik Google. Sodobne trende bi lahko strnili v nekaj točk, in sicer ponudba zdravih, ekološko pridelanih izdelkov, poudarek na lokalnih dobaviteljih, ustvarjanje izgleda domačnosti in možnost uživanja sveže in pripravljene hrane na samem prodajnem mestu. Slovenija se trenutno lahko pohvali samo z dvema hipermarketoma, ki sta založena in urejena v skladu z najnovejšimi trendi. Žal, zaključujemo z ugotovitvijo, da so delikatesni oddelki živilskih prodajaln v Sloveniji, v primerjavi s tujino, slabo založeni, dolgočasni in sterilni.

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## ALATI MENADŽMENTA I POSJEDICE OOS-A NA POLICI U MALOPRODAJI

### RETAIL MANAGEMENT TOOLS AND ON-SHELF OUT-OF-STOCK CONSEQUENCES

Mirjana Nedović<sup>222</sup>

Marina Guzovski<sup>223</sup>

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**Sadržaj:** *Kako je danas tržište robe široke potrošnje izrazito turbulentno na kojem međusobno konkuriraju različite trgovine, a potrošači imaju priliku birati trgovinu ili maloprodajni lanac, te stoga, menadžment u maloprodaji treba nastojati izbjegavati situaciju nedovoljne količine robe kako na samoj polici u trgovini, na akcijski označenim mjestima ali i u skladišnim i drugim pričuvnim prostorima. Posebno je važno imati u svakom trenutku trajanja akcijske prodje proizvod koji se oglašava u katalogu s ciljem privlačenja kupaca i privolu na kupovinu. Cilj ovog rada jest ukazati na značaj pravilnog upravljanja nabavom robe za maloprodaju u vrijeme trajanja akcijskih cijena, ukazati na važnost pružanja određene razine usluge, te spoznati reakciju potrošača koji pod utjecajem marketinga ciljano dolaze u trgovinu. Posljedice koje proizlaze usljed nedovoljno dobrog upravljanja nabavom određenog akcijskog proizvoda utječu loše na cjelokupnu percepciju potrošača o trgovini. U ovom radu će se istražiti u kojoj mjeri dostupnost proizvoda u trgovini može utjecati na percepciju potrošača kao o samoj trgovini tako i o menadžmentu koji upravlja maloprodjom u cijelini.*

**Ključne reči:** *Nedovoljna zaliha proizvoda, upravljanje maloprodajom, akcijski proizvodi, potrošači*

**Abstract:** *In today's, consumer goods market is extremely turbulent which compete various stores, and consumers have the opportunity to choose from the store or retail chain. Therefore, retail managers should avoid a situation of out-of-stock, both on the shelves in the store, or in the action marked places and in storage and other reserve areas. It is especially important to have at any time during the action, available products who has advertised in the catalogue in order to attract customers and make them to purchase. The aim of this paper is in importance of purchasing process in retail duration of action price, and point out the importance of providing superior levels of service, and get to know the reaction of consumers who influenced marketing targeted coming into the store. This paper will explore customer perception about retail store and retail managers regarding availability of action product.*

**Key words:** *Out-of-stock, retail management, action products, customers*

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#### 1. UVOD

**E**fektivna marketinška i poslovna strategija zahtjeva objedinjavanje pozornosti, informiranja i utjecaja na relevantan izbor, a potencijalni potrošači ne kupuju proizvod ili uslugu na nesvjesnoj razini [1].

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Potrošači vrlo svjesno odabiru željeni proizvod i dolaze ciljano u trgovinu kada su informirani da je proizvod npr. na akcijskoj cijeni, sezonskom sniženju i sl. Kod takvih selektiranih proizvoda potrebno je istaknuti cijenu na polici, tj. tijekom trajanja akcije i proizvod mora biti dostupan na polici. Vrlo često se u praksi događa da upravo proizvodi koji su akcijski nisu dostupni na polici pa dolazi do izgubljene prodaje što narušava kvalitetu usluge trgovine prema potrošaču, a promatrajući dublje ili s druge strane narušena je i usluga dobavljača prema maloprodaji.

Promatrajući moguću grešku u opskrbnom lancu od same proizvodnje nekog proizvoda pa sve do njegova postavljanja na policu u trgovini, uključeni su mnogobrojni sudionici koji mogu biti uzrokom nedostatka akcijskog proizvoda.

Odgovornost može biti i rezultat većeg broja sudionika i samog menadžmenta unutar trgovine. Svrha ovog rada jest ukazati na moguće posljedice u poslovanju uslijed nedostatka akcijskog proizvoda na polici u trgovini u percepciji potencijalnih potrošača.

Situacija OOS nije poželjna i dovodi do nezadovoljstva potrošača koji promatraju trgovinu, odnosno menadžment unutar trgovine kao neprofesionalan. Kako je danas potrošač u centru pažnje kojem se želi zadovoljiti svaka potreba na primjeren način, ovakve situacije mogu utjecati na odlazak nezadovoljnih potrošača ka konkurenciji i gubljenje njihova povjerenja prema kvaliteti rada i odgovornosti trgovine u koju dolaze.

## **2. EFEKT MARKETINŠKE KOMUNIKACIJE U TRGOVINI**

Marketinškom koncepcijom se u središte zbivanja stavlja potrošač, te se polazi od ideje da poduzeće treba stremiti zadovoljenju potreba potrošača i istodobno postići ciljeve poduzeća. Shvatio se da je prodaja samo jedan od elemenata marketinga i da marketinške ideje trebaju djelovati na više od časa kada je proizvod proizveden, već prije nego što je dizajniran [2].

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*Kao član akademske zajednice, do sada je sudjelovala na brojnim domaćim i međunarodnim konferencijama te je autorica brojnih stručnih i znanstvenih radova iz područja ekonomije. Sagledavajući radno iskustvo u praksi, u razdoblju od 1998. do 2012. radila je u realnom sektoru u poduzeću „Podravka“ d.d.*

*Akademska karijeru započinje na „Veleučilištu Lavoslav Ružička“ u Vukovaru 2007. godine u zvanju višeg predavača znanstvenom području društvenih znanosti, znanstvenom polju ekonomija, znanstvenoj grani organizacija i menadžment. 2016. god. birana je u znanstvenog suradnika u znanstvenoj grani marketing na Ekonomskom fakultetu u Osijeku. Od 2015. godine radi kao prodekanica za nastavu i studente na istom Veleučilištu. Dodatnu edukaciju iz područja novih tehnologija i biznisa (u suradnji sa projektom FP7 Smart Santander Planet IoT6) ostvarila je sudjelovanjem na ljetnoj školi u rujnu 2014. godine u organizaciji Poslovne Akademije Rijeka. Također je bila suautor izrade kurikulumu za tečajeve stranih jezika za odrasle koji je uspješno akreditiran od strane Agencije za znanost i obrazovanje. Sudjelovala je u organiziranju više međunarodnih konferencija. Na nekoliko institucija pozvana je kao gost predavač (Ekonomski fakultet Osijeku, Ivora Visoka škola za menadžment i informatiku u Slavanskom Brodu, Europski parlament u Bruxellesu).*

Nadalje, marketinške komunikacije predstavljaju skup svih komunikacijskih aspekata instrumenata marketing miksa, kojima se nastoji da se utječe na svijest i ponašanje sadašnjih i potencijalnih kupaca, potrošača i korisnika. Sve to u pravcu njihove motivacije za kupovinom proizvoda i usluga, i stupanja u dugoročne odnose sa konkretnom organizacijom, bazirane na međusobnom povjerenju i lojalnosti [3].

Autori Lavidge i Steiner 1961. godine su prikazali model nazvan „Efekti hijerarhije“ koji opisuje sve faze koje potrošač prolazi do konačne kupovine. Cilj marketinške komunikacije jest pokretanje potrošača kroz različite faze do kupovine. Tako model sugerira da marketinška komunikacija ima značajnu ulogu u tri procesa: kognitivnost (svjesnost i znanje), utjecaj (sviđanje, sklonost, uvjerenje) i ponašanje (kupovina) [4].

Koliko je neka marketinška aktivnost uspješna ili efektna važan je podatak menadžmentu za daljnje planiranje bilo koje vrste akcija. Ovdje se postavlja pitanje primjene metrike koju trgovina ili poduzeće koristi kako bi spoznalo uspješnost provedbe aktivnosti. Jedan od načina konkretnog mjerenja uspješnosti jest volumen prodaje proizvoda koji je imao akcijsku cijenu, te ako je on porastao u odnosu na mjesec kada nije bilo marketinških aktivnosti tada se može smatrati da je akcija dala pozitivan efekt i obratno.

Nije uvijek nužno da rezultat provedbe marketinške aktivnosti bude pozitivan jer se može dogoditi da cijena akcijskog artikla nije bila dovoljno atraktivna da bi privolila potrošače na kupovinu. Analizom prodaje može se zaključiti i o uspješnosti marketinških aktivnosti koje se provode unutar trgovine, a mogu postojati i drugi mnogobrojni razlozi. Bitno je znati i kolika je razina zadovoljstva potrošača prilikom kupovine.

### 3. POSLJEDICE OUT OF STOCK-a<sup>224</sup> NA POTROŠAČE I PRODAJNI TIM U TRGOVINI

Potrošači dolaze u trgovinu ciljano po proizvod koji žele kupiti jer ih je trgovina obavijestila o povoljnijoj kupnji. Primjerice ubacivanjem kataloga ili letka u njihov poštanski sandučić trgovina obavještava potrošača o svim pogodnostima. Motivirani akcijskim proizvodom/ima

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<sup>224</sup> engl. Out of Stock (OOS), nedostatak robe

koji su im interesantni potencijalni potrošač dolazi u trgovinu, međutim već u ranim jutarnjim satima na dan početka akcije, željenog proizvoda nema.

Ovo je primjer situacije koju menadžment trgovine treba potpuno ukloniti ili svesti na minimum, jer dolazi do izrazito snažnog nezadovoljstva potencijalnog potrošača, a sa druge strane djeluje frustrirajuće i na prodajno osoblje koje nema odgovora zašto akcijskog proizvoda u vrijeme trajanja akcije na polici nema.

Razlozi ovakve situacije mogu biti mnogobrojni i mogu se protezati cijelom dužinom dobavnog lanca od same proizvodnje nekog proizvoda, pa do isporuke robe u trgovini, a potom i iznošenja i slaganja robe iz skladišta trgovine na policu kada proizvod i postaje dostupan potrošaču. U kanalima distribucije gdje se nalazi više međuovisnih institucija glavna zadaća je dobiti proizvod od proizvođača do potrošača (kupca).

Posljedice OOS - a ogledaju se u:

- a) nemogućnosti ostvarivanja planiranih ciljeva trgovine, te tako ima izravan utjecaj na rezultat poslovanja (izgubljene prodaje),
- b) ne ostvarenje provizije prodajnog osoblja, što stvara nezadovoljstvo zbog manje plaće,
- c) nezadovoljstvo potrošača koji su ciljano došli po proizvod kojeg na polici nema,
- d) odlazak nezadovoljnih potrošača konkurentima,
- e) nezadovoljstvo proizvođača radi izgubljene prodaje,
- f) narušena kvaliteta usluge potrošačima,
- g) percepcija trgovine od strane potrošača kao nepouzdana.

Uzroci OOS-a mogu biti mnogobrojni koji mogu nastati kod svih institucija uključenih u dobavni lanac, u nastavku će se istaknuti nekoliko:

- a) nedostatna narudžba robe prema dobavljačima,
- b) kašnjenje isporuke dobavljača/distributera,
- c) spor postupak istovara robe,
- d) kašnjenje sa slaganjem robe na policama u trgovini od strane trgovačkog osoblja ili unapređivača prodaje,
- e) propusti trgovačkog osoblja u primjećivanju praznih policica, nakon što je policica bila puna,
- f) nedostatak odgovarajuće sirovine za proizvodnju proizvoda, pa nema dovoljnih količina za prodaju trgovini.

Sagledavajući situaciju OOS-a na polici, može se uvidjeti veliki značaj trgovačkog osoblja koje pravovremeno može ukazati na postojeći problem ili ga i riješiti na način da ako ima dostupnu robu u skladištu, istu nadopuniti na polici.

Pružanje više razine usluga vjerojatno će zahtijevati više i bolje obučeno osoblje u trgovini [5]. Stoga menadžment trgovine postojećim menadžerskim alatima treba suzbijati stanje na kojem je policica u trgovina prazna.

Kako bi se utjecalo na suzbijanje OOS-a, praksa ukazuje na potrebu bolje suradnje s pružateljima logističkih usluga i regionalnim sjedištima, na način da se bolje napravi i detaljizira sporazum o razini usluge između dobavljača i trgovine, bilo izravno ili preko prodavača opskrbnog lanca [6].

Kako su potrošači razočarani neobavljenom kupovinom akcijskog proizvoda potrebno je znati kako pristupiti nezadovoljnom potrošaču i ublažiti razinu njegova nezadovoljstva. U nastavku se prikazuju koraci koji se u takvoj situaciji mogu poduzeti:

1. Preuzeti punu odgovornost.
2. Ispričati se zbog nastale situacije na koju se potrošač žali.
3. Razumjeti potrošača i njegov problem.
4. Kreirati jedinstveno rješenje.
5. Brzo i uvjerljivo reagirati.
6. Ojačati i potvrditi nastalo iskustvo sa kompenzacijom i iznenađenjem.
7. Trgovina mora nešto naučiti iz same pritužbe potrošača [7].

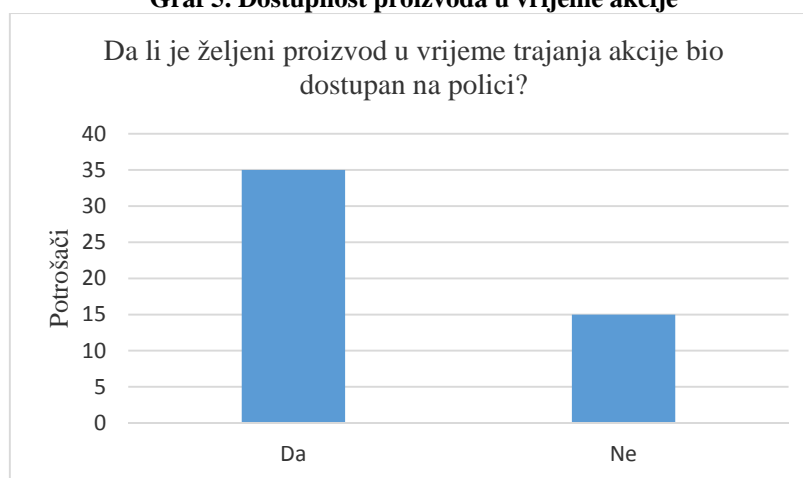
#### 4. ISTRAŽIVANJE

Kako bi spoznali kako potrošači percipiraju zatečenu situaciju OOS-a u trgovini pristupilo se anketiranju 50 ispitanika u dobi od 18 do 65 i više godina, metodom slučajnog uzorka u mjesecu ožujku u trgovini X<sup>225</sup>. Anketa je sadržavala 3 pitanja:

- Da li je željeni proizvod u vremenu trajanja akcije bio dostupan na polici?
- Da li je trgovačko osoblje imalo odgovor zašto proizvod nije dostupan za kupovinu?
- Da li su potrošači bili obaviješteni o akciji putem letka?

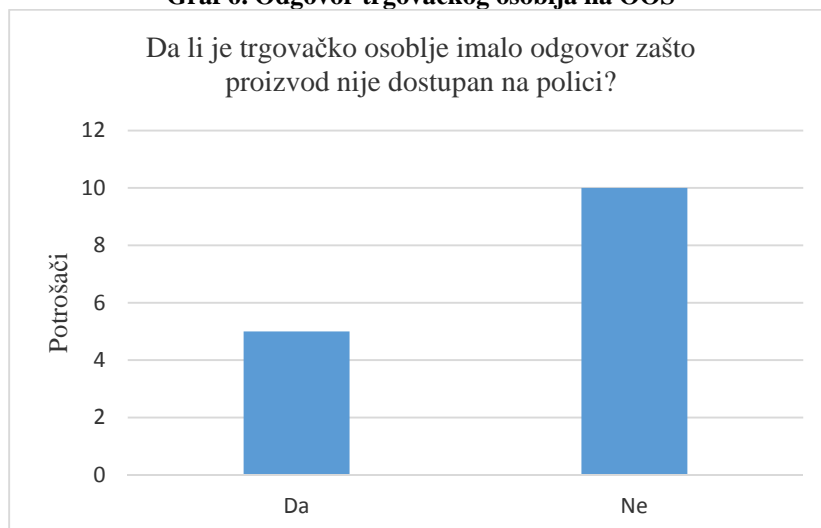
Analizom odgovora na postavljena pitanja dobiveni su sljedeći rezultati.

**Graf 5. Dostupnost proizvoda u vrijeme akcije**



Izrada: Autori

<sup>225</sup> Radi tajnosti podataka trgovine, označena je sa „X“ (asortiman robe široke potrošnje).

**Graf 6. Odgovor trgovačkog osoblja na OOS**

Izrada: Autori

**Graf 7. Informiranost potrošača o akciji u trgovina "X"**

Izrada: Autori

Na prvo postavljeno pitanje: Da li je željeni proizvod u vremenu trajanja akcije bio dostupan na polici? 70% ispitanika odgovorilo je pozitivno, dakle da je proizvod bio dostupan na polici, 30% je odgovorilo negativno.

Na drugo postavljeno pitanje: Da li je trgovačko osoblje imalo odgovor zašto proizvod nije dostupan za kupovinu? 33% ispitanika odgovorilo je potvrdno, a 66% ispitanika nije dobilo odgovor na postavljeno pitanje o razlozima nedostupnosti proizvoda.

Na treće postavljeno pitanje koje se odnosilo da li su potrošači bili obaviješteni o akciji putem letka, 80% ispitanika odgovorilo je pozitivno, dok je 20% njih odgovorilo negativno.

Istraživanje je pokazalo kako još uvijek postoji prostor koji se treba unaprijediti s ciljem povećanja razine usluge potrošaču. Potrošači koji su obavješteni o akcijskim proizvodima u trgovini ne bi smjeli biti razočarani jer u trgovini nisu mogli kupiti proizvod zbog kojeg su i bili motivirani doći. Menadžment mora imati točnu i preciznu informaciju o isporukama i

kontrolirati trgovačko osoblje na pravovremeno popunjavanje polica u trgovini. Razlozi zašto nekog proizvoda nema nije informacija potrošaču koja rješava problem. To postaje problem menadžmenta. Istraživanje je pokazalo da čak niti trgovačko osoblje ne zna razloge OOS proizvoda. Pretpostavka je da u ovom slučaju roba nije prisutna u skladištu trgovine, te da informacije svih sudionika u opskrbnom lancu nisu pravovremene.

## 5. ZAKLJUČAK

Analiza podataka pokazuje da još uvijek postoji učestale situacije OOS-a na polici u promatranoj trgovini, gdje se ne zna pravovremeno pravi razlog tome. Preporuka je uložiti dodatni napor u bolju komunikaciju i razmjenu podataka svih sudionika unutar opskrbnog lanca. Razina usluge potrošaču u svakoj trgovini koja želi biti konkurentna treba biti na visokoj razini. Razlog nedostupnosti robe mora biti poznat, potrebno je brzo reagirati i dobiti robu u najkraćem mogućem vremenu, s mogućnošću rezervacije akcijskog proizvoda. S obzirom da postoje mnogobrojni razlozi OOS-a – menadžment u trgovini ih treba precizno detektirati i ukloniti. Trgovačko osoblje ima značajnu ulogu u suzbijanju OOS-a na polici, te i ovdje menadžment treba pronaći adekvatan alat kako motivirati trgovačko osoblje kako bi ono kontinuirano popunjavalo prazne police, što je prilično zahtjevno u situaciji kada je većinom trgovačko osoblje slabo plaćeno. Kada marketinška komunikacija odigra svoju glavnu zadaću, a to je da uspješno motivira potrošača na dolazak po ciljani proizvod u ciljanu trgovinu, tada je potrebno da menadžment trgovine poduzme svo umijeće poslovanja kako bi proizvod bio dostupan za kupovinu.

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# KAKO SE JE RAZVIJALA DEFINICIJA O ZAVZETOSTI ZAPOSLENIH SKOZI ZGODOVINO

## DEFINITION OF EMPLOYEES ENGAGEMENT DEVELOPMENT THROUGH HISTORY

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**Povzetek:** V članku predstavimo različne opredelitve pojma zavzetosti zaposlenih od leta 1990 do leta 2017. Na osnovi pregleda domače in tuje literature glede opredelitve zavzetosti zaposlenih, smo prišli do ugotovitve, da avtorji različno pojmujejo pojem zavzetost zaposlenih skozi zgodovino, kar smo tudi pričakovali. Vsem avtorjem je skupno, da so zavzeti zaposleni tisti zaposleni, ki so fizično in čustveno povezani s cilji podjetja, delajo s strastjo in širijo pozitivno energijo med sodelavci. Zavzeti zaposleni so predani delu tako na fizični, duševni kot duhodni ravni.

**Ključne besede:** zaposleni, zavzetost, človeški viri.

**Abstract:** In this paper we present different definition of employee engagement from 1990 to 2017. Based on a review of domestic and foreign literature regarding the definition of employee engagement, we came to the conclusion that the authors considered differently term employee engagement through history, as we expected. All authors have in common that engaged employees are those employees who are physically and emotionally connected to the objectives of the company, work with passion and spread positive energy among co-workers. Engaged employees are dedicated to work on the physical, mental and spiritual level.

**Key words:** employees, engagement, human resources.

### 1. UVOD

Ljudje preživimo v službah veliko časa, zato je nadvse pomembno, da smo zavzeti za delo, ki ga opravljamo. Zavzeti zaposleni, ki vse napore vlagajo v uresničitev ciljev podjetja, so glavna konkurenčna prednost v sodobnem svetu.

Uspeh podjetja je močno odvisen od upravljanja človeških virov. Na področju ravnanja z ljudmi se je veliko pisalo o zadovoljstvu zaposlenih, njihovem zaupanju in njihovi zavzetosti. Veliko pozornosti je namenjeno ugotavljanju zadovoljstva zaposlenih brez jasnih povezav z delovno uspešnostjo zaposlenih, o zavzetosti pa ni bilo dosti razprav [1].

Za uspešno delo v podjetju je potrebno zaposlene spoštovati, jih izobraževati, sodelovati morajo v upravljanju, potrebno jih je motivirati, saj le motivirani, informirani, zadovoljni, zavzeti in pripadni zaposleni ustvarjajo konkurenčno prednost sodobnega [2].

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Koncept zavzetosti zaposlenih je prvi omenil in opredelil William A. Kahn v letu 1990 v članku z naslovom Psihološki pogoji za osebno zavzetost ali nezavzetost pri delu, kjer je omenil pojem zavzetosti kot fizično, psihično in čustveno pripadnost podjetju pri opravljanju delovnih nalo. Koncept zavzetosti ali nezavzetosti je povzel po miselnosti Alderferja in Maslowa, ki ugotavljata, da morajo zaposleni imeti možnost izražanja samega sebe (npr. čustev) na svojem delovnem mestu [3].

Po pregledu raziskav na temo o zavzetosti zaposlenih smo zasledili veliko raziskav s področja o zavzetosti zaposlenih in njenem vplivu na zadovoljstvo zaposlenih [4], o poslovnem izidu [5], absentizmu in zadovoljstvom z življenjem [6].

Zavzeti zaposleni so energični delavci, ki delajo s strastjo in čutijo globoko povezanost s podjetjem, v katerem so zaposleni. So izvor inovacij in pomagajo pri razvoju podjetja, zaupajo v sodelavce in vodje.

V članku predstavimo, na osnovi zbiranja podatkov iz sekundarnih virov, več opredelitev pojma zavzetosti zaposlenih in zapišemo novo (svojo-originalno) defincijo zavzetosti zaposlenih.

## 2. RAZVOJ OPREDELITVE POJMA ZAVZETOSTI ZAPOSLENIH SKOZI ZGODOVINO

Zavzetost zaposlenih je razmeroma nov koncept, ki je prejel veliko pozornosti od strokovnjakov s področja človeških virov, medtem ko so se jim pridružili tudi akademski strokovnjaki [7].

Nekateri raziskovalci [8] menijo, da gre pri zavzetosti zaposlenih za nov, edinstven koncept, drugi pa, da gre morda za muho enodnevnico [9].

Pojem zavzetost zaposlenih je postal široko uporabljen in priljubljen izraz pri raziskavah v sodobnem svetu [10] in se intenzivno pojavlja zadnjih 20 let v raziskavah [11].

V strokovni literaturi se pojavljajo različna pojmovanja zavzetosti zaposlenih. V angleščini jih raziskovalci opredeljujejo kot »work engagement« ali »employee engagement«, ali »job engagement« ali »organizational engagement« ali tudi »organizational commitment«.

Tudi raziskovalca Saks in Gruman [12] ugotavljata v svojem delu z naslovom What Do We Really Know About Employee Engagement? – Kaj v resnici vemo o zavzetosti zaposlenih? dejstvo, da različni avtorji različno pojmujejo pojem zavzetost zaposlenih.

V strokovni literaturi se uporablja več izrazov za pojem zavzetost zaposlenih. Uporabljajo se izrazi »work engagement« ali »employee engagement« ali »job engagement« ali

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»organizational engagement« ali »organizational commitment«, a raziskovalci v zadnjih dve letih najpogosteje uporabljajo izraz »employee engagement«.

Izraz »work engagement« oziroma »delovna zavzetost« dejansko prikazuje odnos delavca do njegovega dela, zato je bolje uporabiti izraz »employee engagement«, ker beseda »employee« pomeni zaposlenega oziroma človeško bitje.

Raziskovalka Welbourne, [13] je ugotovila na osnovi študije strokovne literature o zavzetosti zaposlenih, da zavzetost zaposlenih različno opredelijo različni raziskovalci.

Raziskovalci Saks, Anaza in Rutherford [12, 14] uporabljajo v svoji študijah izraz »job engagement«.

Raziskovalci Bakker in Demerouti [15], Gorgievski, Bakker in Schaufeli [16], uporabljajo izraz »work engagement«.

Guest [17] navaja, da je prvo knjigo in opredelitev zavzetosti zaposlenih napisal Kahn v letu 1990, kjer uporablja izraz »personal engagement«.

Podobno ugotavljata tudi Andrew in Sofian [18], ki navajata, da je prvi avtor, ki je omenil izraz »zavzetost zaposlenih« v znanstvenih in strokovnih revijah, Kahn v svojem delu z naslovom »Psychological conditions of personal engagement and disengagement at work« leta 1990.

Dharmasiri navaja, da so zavzeti zaposleni v bistvu povezani z delom, z mislimi (head), rokami (hands) in s srcem (heart), torej na psihični, fizični in duševni ravni. V nadaljevanju Dharmasiri navaja, da gre pri zavzetosti zaposlenih za tri različne dimenzije delovanja zaposlenega na področju razmišljanja, čutenja in vedenja [19].

Shuck in Wollard [20] sta opredelila zavzetost zaposlenih kot kognitivno, čustveno in vedenjsko usmerjenost posameznika k doseganju želenih organizacijskih rezultatov.

Attridge [21] pravi, da so zavzeti zaposleni tisti, ki so navdušeni nad delom in delo opravljajo s strastjo.

Raziskovalci Yadava, Oppenheimer in Konje, so želeli poudariti, da obstaja med pojma »work engagement« in »employee engagement« razlika, saj pojma nimata istega pomena. Pojem »work engagement« pomeni zavezanost zaposlenega k delu na individualni ravni, medtem ko pomeni pojem »employee engagement« zavzetost zaposlenih na organizacijski ravni [22].

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Maslach in Leiter [23] opredelita zavzetost zaposlenih kot pojem, ki je nasproten pojmu izgorelost.

Pojem zavzetosti zaposlenih avtorji Schaufeli in drugi [24] opredeljujejo kot pojem, ki se nanaša na pozitivno naravnost k delu in je stanje duha, za katerega je značilna energičnost, predanost in izjemna delovna vnema.

Zavzetost zaposlenih je kompleksen in dinamičen proces, ki je značilen za vsakega posameznika in opredeljuje njegov odnos do dela [25].

Raziskovalci Balducci, Fraccaroli in Schaufeli [26] opredeljujejo zavzetost zaposlenih kot pozitivno naravnost zaposlenih do dela, ki jo lahko opredelimo s tremi dimenzijami, in sicer z energičnostjo, predanostjo in popolno absorpcijo zaposlenih pri delu.

Zavzetost zaposlenih je stopnja zavezanosti in predanosti zaposlenih v smeri doseganja ciljev organizacije in njenih vrednot. Gre za pozitiven odnos, ki ga imajo zaposleni do organizacije in njenih vrednot. Zavzetost predstavlja energijo, ki jo zaposleni oddajajo na delovnem mestu. Zavzeti zaposleni delajo s strastjo [27].

Vodstvo podjetja mora poskrbeti, da bodo njihovi zaposleni zavzeti za delo. Zavzeti zaposleni pripomorejo k bolj uspešnemu poslovanju podjetja [28].

Inštitut IES (Institute for Employment Studies), ki raziskuje področje človeških virov, opredeljuje zavzetost zaposlenih kot veliko pripadnost zaposlenih podjetju, ki želijo delati bolje, se med seboj razumejo in vlagajo dodatne napore za doseganje ciljev podjetja. Gre za dvosmerni proces, in sicer za pozitiven odnos zaposlenega do podjetja in obratno, tudi za pozitiven odnos podjetja do zaposlenega [29].

Gostiša [30] zavzetost zaposlenih opredeli v obliki enačbe. Zavzetost zaposlenih = delovna motivacija + organizacijska pripadnost.

V organizacijskem smislu bil lahko zavzetega zaposlenega opisali kot izjemno predanega zaposlenega, ki dela s strastjo, z navdušenjem in pozitivno energijo [31].

Po Hewittu [32] je zavzeti zaposleni tisti, ki pozitivno govori o podjetju s sodelavcem, strankami in znanci (say), kateri želi ostati dolgo v podjetju (stay) in tisti, ki cilje podjetja postavi v ospredje pred osebne cilje (strive).

Lobnikar [33] opredeli zavzetost zaposlenih kot pripravljenost zaposlenih za nadpovprečno angažiranje energije pri delu z namenom dosežati izjemne rezultate.

Macey in Schneider, [34] navajata, da je zavzetost zaposlenih povezana s sodelovanjem pri delu, strastjo in navdušenjem ter energičnostjo.

Harter, Schmidt in Hayes [35] opredelijo zavzetost zaposlenih kot »navdušeno vpletenost posameznika v delo«.

Lucey, Bateman in Hines [36] razlagajo zavzetost zaposlenih kot povezavo med zaposlenimi in podjetjem ter njihovo povezavo s kupci.

Wellins in Concelman [37] opredeljujeta zavzetost zaposlenih kot skrito silo, ki motivira zaposlene k učinkovitemu delu. Prav tako avtorja menita, da zavzeti zaposleni delajo bolj z navdušenjem in ponosom ter imajo zato pozitiven odnos do delovnega mesta in podjetja.

Robinson, Perryman in Hayday [38] opredeljujejo zavzetost kot pozitiven odnos zaposlenih do podjetja in njegovih vrednot in tudi za pozitiven odnos podjetja do zaposlenih. Zavzeti zaposleni se angažira doseči cilje podjetja.

Markos in Sridevi [39] sta opisala zavzetost zaposlenih kot harmoničen in pozitiven odnos med delodajalcem in zaposlenim, kjer je delavec čustveno zavezan k ciljem organizacije in dela z veliko vnemo. Menita, da je zavzetost zaposlenih močno povezana z uspešnostjo poslovanja organizacije, kjer gre za dvosmerni odnos med organizacijo in zaposlenimi.

Raziskovalci [40] zavzetost zaposlenih opredeljujejo kot psihološko in fizično moč posameznika, ki jo zaposleni z navdušenjem uporabijo pri izpolnjevanju organizacijskih ciljev. Zavzeti zaposleni so ključ do uspeha in konkurenčnosti organizacije.

McBain [41] omenja, da so možne različne opredelitve pojma zavzetost zaposlenih, vsem pa je skupno, da opredelijo zavzetost zaposlenih kot počutje zaposlenega in njegov vložen trud, da opravi svoje delo učinkovito.

Iddagoda, Opatha in Gunawardana, [42] opredelijo zavzetost zaposlenih kot nivo, do katerega so zaposleni vključeni v delo in organizacijo na treh ravneh, in sicer kognitivno, čustveno in vedenjsko.

Raziskovalec Özçelik, [43] zavzetost zaposlenih opredeli kot visoko stopnjo motiviranosti zaposlenih na delovnem mestu, ki opravljajo delo z velikim navdušenjem, so čustveni navezani na podjetje in strmijo k uspehom podjetja.

Povzetek celotnega zgodovinskega razvoja miselnosti o pojmu zavzetost zaposlenih je prikazan v spodnji tabeli.

Leto	Avtor	Definicija
1990	Kahn	Vključevanje in sodelovanje članov organizacije oziroma zaposlenih v njihove delovne naloge. Zaposleni se pri opravljanju delovnih nalog izražajo fizično, kognitivno in emocionalno.
1998	Maslach in Leiter	Energično stanje zaposlenega, ki izpolnjuje osebno zadovoljstvo in je strokovno učinkovit. Zavzetost zaposlenih je nasprotje izgorelosti zaposlenih.

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2002	<b>Schaufeli, Salanova, Roma in Bakker</b>	<i>Pozitivna naravnost k delu je stanje duha, za katerega je značilna energičnost, predanost in izjemna delovna vnema.</i>
2002	<b>Harter, Schmidt in Hayes</b>	<i>Navdušena vpletenost posameznika v delo.</i>
2004	<b>Robinson, Perryman in Hayday</b>	<i>Pozitiven odnos zaposlenih do podjetja in njenih vrednot in pozitiven odnos podjetja do zaposlenih. Zavzeti zaposleni se angažira doseči cilje podjetja.</i>
2004	<b>Wellins in Concelman</b>	<i>»Skrita« sila, ki motivira zaposlene k učinkovitemu delu.</i>
2005	<b>Lucey, Bateman in Hines</b>	<i>Povezava med zaposlenimi in podjetjem ter povezava zaposlenih s kupci.</i>
2008	<b>Cook</b>	<i>Zaposleni je predan organizaciji in je pripravljen vlagati dodatne napore za zagotavljanje kakovostne storitve za kupce.</i>
2008	<b>Hewitt</b>	<i>Zaposleni pozitivno govori o podjetju s sodelavci, strankami ter znanci (say), želi ostati dolgo v podjetju (stay) in cilje podjetja postavi v ospredje pred osebne cilje (strive).</i>
2008	<b>Macey in Scheider</b>	<i>Sodelovanje zaposlenega pri delu, ki dela s strastjo, navdušenjem in energičnostjo.</i>
2009	<b>Armstrong</b>	<i>Zaposleni, ki tesno sodelujejo z ostalimi sodelavci, s ciljem povečati učinkovitost dela in korist podjetja.</i>
2010	<b>Dharmasiri</b>	<i>Zaposleni so v bistvu povezani z delom z mislimi (head), rokami (hands) in srcem (heart), torej na psihični, fizični in duševni ravni. Pri zavzetosti zaposlenih gre za tri različne dimenzije delovanja zaposlenega, in sicer na področju razmišljanja, čutenja in vedenja.</i>
2010	<b>Markos in Sridevi</b>	<i>Harmoničen in pozitiven odnos med delodajalcem in zaposlenim, kjer je delavec čustveno zavezan k ciljem organizacije in dela z veliko vnemo.</i>
2010	<b>Shuck in Wollard</b>	<i>Kognitivna, čustvena in vedenjska usmerjenost posameznika k doseganju zelenih organizacijskih rezultatov.</i>
2010	<b>Balducci, Fraccaroli in Schaufeli</b>	<i>Pozitivna naravnost zaposlenih do dela, ki jo lahko opredelimo s tremi dimenzijami, in sicer energičnostjo, predanostjo in popolno absorpcijo zaposlenih pri delu.</i>
2011	<b>Gruman in Saks</b>	<i>Psihološka in fizična moč posameznika, ki jo zaposleni z navdušenjem uporabi pri izpolnjevanju organizacijskih ciljev.</i>
2011	<b>Litten, Vaughan in Wildermuth</b>	<i>Kompleksen in dinamičen proces, ki je značilen za vsakega posameznika in opredeljuje njegov odnos do dela.</i>
2011	<b>Siti in Yahyab</b>	<i>Stopnja, do katere so zaposleni pri opravljanju svojih nalog pripravljeni sodelovati po svojih najboljših močeh, motivirano in z navdušenjem.</i>
2012	<b>Gostiša</b>	<i>Zavzetost zaposlenih = delovna motivacija + organizacijska pripadnost.</i>
2012	<b>Mohanani, Sequeira in Kumar</b>	<i>Stopnja zavezanosti in predanosti zaposlenih v smeri doseganja ciljev organizacije in njenih vrednot. Gre za</i>

		<i>pozitiven odnos, ki ga imajo zaposleni do organizacije in njenih vrednot. Zavzetost predstavlja energijo, ki jo zaposleni oddajajo na delovnem mestu in dela s strastjo.</i>
2012	<b>Pantri in Ramadhan</b>	<i>Izjemna predanost zaposlenega, ki dela s strastjo, navdušenjem in pozitivno energijo.</i>
2013	<b>AON Hewitt</b>	<i>Čustveno in intelektualno medsebojno sodelovanje zaposlenih, ki so motivirani, da opravijo delo najbolje in prispevajo k poslovni uspešnosti podjetja.</i>
2013	<b>Robbins in Judge</b>	<i>Navdušeno sodelovanje zaposlenih pri delu, ki ga opravljajo in so z njim zadovoljni.</i>
2015	<b>Iddagoda, Opatha in Gunawardana</b>	<i>Zavzeti zaposleni so tisti zaposleni, ki so inovativni, ustvarjalni in usmerjeni v kupce, imajo namen ostati v podjetju zelo dolgo in se zelo trudijo, da se cilji podjetja dosežejo.</i>
2015	<b>Lobnikar</b>	<i>Pripravljenost zaposlenih za nadpovprečno angažiranje energije pri delu z namenom dosežati izjemne rezultate.</i>
2015	<b>Özcelik</b>	<i>Visoka stopnja motiviranosti zaposlenih na delovnem mestu, ki opravljajo delo z velikim navdušenjem, so čustveno navezani na podjetje in stremijo k uspehom podjetja.</i>
2016	<b>Iddagoda, Opatha in Gunawardana</b>	<i>Nivo, do katerega so zaposleni vključeni v delo in organizacijo na treh osebnih ravneh, in sicer kognitivno, čustveno in vedenjsko.</i>

Tabela 1: Zgodovinski razvoj miselnosti o zavzetosti zaposlenih (Lastna raziskava, 2017)

Glede na vse do sedaj zapisane opredelitve pojma zavzetosti zaposlenih bi lahko opredelili zavzetost zaposlenih kot: **»Zavzetost zaposlenih je stopnja ljubezni, ki jo zaposleni vključi v delo na duhovni, miselni in fizični ravni.**

## 5. ZAKLJUČNE MISLI

V članku smo predstavili različne slovenske in svetovne avtorje, ki se ukvarjajo s področjem zavzetosti zaposlenih. Vsi avtorji poudarjajo, da so zavzeti zaposleni glavna konkurenčan prednost podjetij.

Prvi raziskovalec, ki je pojem zavzeti zaposleni omenil leta 1990, je bil Kahn. Iz tabele lahko razberemo, da se je opredelitev pojma zavzetost zaposlenih skozi zgodovino spreminjala. Ugotavljamo, da so zavzeti zaposleni nadpovprečno motivirani za delo kar na treh nivojih in sicer na fizičnem, duševnem in duhovnem.

V članku, smo na osnovi študije domače in tuje literature, zapisali povsem “originalno” definicijo zavzetosti zaposlenih, ki temelji na besedah “delajmo z ljubeznijo”.

V nadaljnjih raziskavah bi bilo potrebno proučiti še več tuje literature s tega področja in poskušati najti različne povezave med zavzetostjo zaposlenih in uspešnostjo poslovanja podjetij (dobiček podjetja, kakovost izdelave izdelka, napake pri delu, odstotnost iz dela zaposlenih, zadovoljstvo kupcev, itd...).

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# LIDERI I LIDERSTVO ZA XXI VEK

## LEADERS AND LEADERSHIP FOR 21 CENTURY

Mirjana Šekarić<sup>229</sup>  
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**Sadržaj:** *Vreme u kome živimo je vek velikih promena na svim poljima. Postavlja se pitanje kakvi su nam lideri potrebni da bi te promene mogli da prate i da bi organizacije na čijem su čelu mogle da budu konkurentne na tržištu. Ustaljena praksa da su uspešni lideri samo muškarci i da žene nemaju šta tu da traže, polako ali sigurno se menja u korist žena. Nadamo se da više nema podele na muške i ženske poslove, mada nas vrlo često stvarnost demantuje. Pokušaćemo da u ovom radu damo jedan mali doprinos ovoj tvrdnji.*

**Ključne reči:** *lideri, liderstvo, organizacija, žene lideri.*

**Abstract:** *The time that we are living now is the century of changes on all scientific fields. The main question is what kind of leaders we need, which one of them has ability to follow up the changes, so that the organization which they are leading will be better than the other concurrent company.*

*Common practice shows us that successful leaders are males, and that the women do not have the privilege to do the same, but slowly and sourly this situation is changing in favor of women. We have hopes that there is no more dividing between man and women type of work, but the reality is often giving us demands. We will try in this work to give one little contribution to this constatation.*

**Key words:** *leaders, leadership, organization, women-leaders.*

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### UVOD

**G**lobalizacija današnjice nameće izazov liderstvu, koji postaje ključ u kreiranju savremenih organizacija koja će zauzeti vodeću poziciju na turbulentnom tržištu. Ali zadatak lidera je i da savremenu organizaciju što duže održi na postignutom nivou tako što će se prilagoditi nastalim promenama, a svojom fleksibilnošću i inovativnošću bude i pokretač tog procesa na svim nivoima. Vreme u kome živimo nameće razvijenom poslovnom svetu da uvide značaj liderstva za opstanak kompanija na svetskom tržištu. Opstaće samo one kompanije koje imaju lidere koji su vizionari, prihvataju nove ideje, preuzimaju rizik i u suštini su genijalci. To su moderni lideri. Ukoliko ne reaguju brzo na promene, ne rade na sebi u smislu sticanja novih veština jednostavno gube poziciju na kojoj su i nestaju zato što vreme neumitno teče.

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Današnji uslovi poslovanja zahtevaju kontinuirano i brzo prilagođavanje uslovima tržišta pa značajna uloga u organizaciji pripada lideru koji ne samo što rukovodi organizacijom, već mora da motiviše ljude sa kojima radi ka zajedničkom cilju, opstanku organizacije.

Savremeno društvo sve više postavlja pitanje da li žene mogu da vode? Odgovori su različiti u zavisnosti ko ih daje, muškarac ili žena. Iskustvo govori da su muškarci skeptični a žene odgovaraju sa velikim da. Razlike se mogu videti jedino u stilu i efikasnosti liderstva između muškarca i žena. Sposobnost žene lidera nije upitna pa se postavlja pitanje, zašto je malo žena na elitnim liderskim pozicijama?

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*Oblast naučnog istraživanja:*

*Kvantitativne metode, menadžment ljudskih resursa.*



## **POJAM, ULOGA I OSOBINE LIDERA U ORGANIZACIJAMA**

Lideri (leaders) su osobe koje svojim osobinama uspešno utiču na ponašanje zaposlenih u organizacijama i njihova uloga je veoma bitna. Najobuhvatniju klasifikaciju ulogu lidera dali su Kauzes i Posner [1]. Po njima uloge lidera su:

1. Izazivaju proces. To znači da su lideri osobe koje prihvataju izazov u smislu da prepoznaju dobre ideje, da ih sprovedu i da podstiču inovativne procese.
2. Inspirišu željenom vizijom. Kako lideri poseduju viziju oni svojom sposobnošću utiču na saradnike da tu viziju prihvate bez prisile, oni ih samo inspirišu.
3. Omogućavaju drugima da deluju. Lideri rade timski, pa je zadatak lidera da budu podrška svim članovima tima koji rade na zajedničkom projektu.
4. Modelišu put. Lideri su ti koji svojim ličnim primerom svakodnevnog ponašanja utiču na saradnike u procesu izvršenja postavljenog zadatka.
5. Podstiču srce. Lideri u svoj rad unose emocije, jer za njih je važna pobednička atmosfera i samopoštovanje.

Vrlo često se stavlja znak jednakosti između lidera i menadžera. Međutim, osobine koje poseduju lideri i menadžeri čine ih potpuno različitim.

<b>Lideri</b>	<b>Menadžeri</b>
Duša	Um
Vizionar	Racionalan
Strastan	Savetodavan
Kreativan	Istrajan
Fleksibilan	Rešava probleme
Inspirativan	Tvrdočlan
Inovativan	Analitičan
Hrabar	Konstruktivan
Maštovit	Oprezan
Eksperimentativan	Autorativan
Inicijator promena	Stabilan

Moć ličnosti	Moć pozicije
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Tabela 1: Osobine lidera i menadžera

Izvor: Lončarević, R., Mašić, B., Đorđević-Boljanović, J. (2007), Menadžment, Univerzitet Singidunum, Beograd, st.430.

Može se jasno videti da liderom vlada duša (srce) a menadžerom um (razum). Iako su osobine lidera i menadžera dijametralno suprotne one čine neraskidivu vezu koja jednu organizaciju dovodi do uspeha u rešavanju postavljenih ciljeva a time i dobru poziciju na tržištu što je glavni cilj njihovog delovanja. Zato se smatra da će organizacija raditi bolje ako menadžeri poseduju i odgovarajuće liderske osobine.

Pored toga što je liderstvo skup osobina (trait approach) koje se smatraju kao urođene i unapred date, ono je i skup veština (skills approach) koje se uče i razvijaju, pa je za uspešno liderstvo potrebno kako znanje tako i sposobnost-inteligencija.

Individualne karakteristike	Kompetencije	Rezultati liderstva
1. Opšta kognitivna sposobnost	1. Veština rešenja problema	1. Efektivno rešenje problema
2. Kristalizovana kognitivna sposobnost	2. Veština socijalnog zaključivanja	2. Radni učinak
3. Motivacija	3. Znanje	
4. Ličnost		

Tabela 2: Tri komponente modela liderstva zasnovanih na veštinama

Izvor: Peter G. Northouse, (2008), Liderstvo, Data Status, Beograd, st.30.

Može se reći da posedovanje veština kod lidera u mnogome zavisi na kojoj su poziciji u organizaciji. Ako su lideri na nižim menadžerskim pozicijama za njih su važne veštine tehničke i humanističke prirode. Kako je njihova pozicija na višem nivou to se od njih zahteva da poseduju osim tehničke i humanističke i konceptualne veštine (sposobnost rada na idejama). Ukoliko lideri nemaju razvojne jake konceptualne veštine mogu vrlo lako da ugroze celokupnu organizaciju.

Da bi lideri bili uspešni u rešavanju problema u organizaciji oni treba da poseduju veštinu procenjivanja društvenih okolnosti i znanje. "Znanje ima pozitivan uticaj na to kako se lideri angažuju u rešavanju problema. Znanje i stručnost omogućavaju ljudima da razmišljaju o složenim sistemskim pitanjima i da formulišu moguće strategije za realizaciju odgovarajućih promena." [3]. Te promene će u mnogome zavisiti od transformacionih lidera koji stvaraju viziju a sledbenici ih smatraju kompetentnim, pouzdanim, veruju u njih a sebe smatraju ravnopravnim učesnicima u ostvarivanju postavljenih ciljeva u organizaciji.

Za uspešno vođenje organizacije vrlo je važno i timsko liderstvo, jer samo tako mogu ostati konkurentni i brzo se prilagoditi stalnim i brzim promenama na tržištu. Mnoga istraživanja su pokazala da organizacije koje su uvele organizacione timove umnogome su produktivnija u korišćenju resursa, većeg kvaliteta usluga kao i većeg stepena inovacija [4]. Da bi uopšte tim mogao da funkcioniše dobar lider mora da bude fleksibilan, da stvori uslove za timsko rešavanje problema, da analizira unutrašnje i spoljne faktore nastojeći da realizuje ciljeve tima. Proučavajući 600 timova sa preko 6000 članova La Fasto i Larson [5] zaključili su da efektivan timski lider:

- tim usmerava ka cilju,
- podstiče atmosferu saradnje,

- definiše prioritete,
- upravlja performansama,
- izgrađuje poverenje među članovima.

Međutim za postizanje visokog nivoa kvaliteta tima, uspešni timovi moraju da imaju sledeće karakteristike [6]:

- Jasan inspirativan cilj,
- Struktura vođenja rezultatima,
- Kompetentni članovi tima,
- Potpuna posvećenost,
- Atmosfera saradnje,
- Standardi izvrsnosti,
- Spoljna podrška,
- Liderstvo zasnovano na principima.

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*Oblast naučnog istraživanja: menadžment znanja, liderstvo, ljudski resursi.*

Sposobnost timskih lidera je u tome da navedene standarde učinka primene i da na osnovu njih procene uspeh svog tima a za lidere bude dobar izvor informacija koji će omogućiti da se poboljšaju ukupni rezultati tima. Isto tako za obezbeđenje timske efikasnosti, lider mora da nadgleda rad tima i usmeri akciju u tom pravcu i time pomogne timu da koriguje određene akcije. Tako lider odlučuje šta je najbolje i najefikasnije za tim, a isto tako lideri mogu da uoče gde postoje najveće slabosti i gde je potrebna intervencija. Primenjujući kriterijume lider je u mogućnosti da bolje vodi tim i ostvari visok stepen kvaliteta. Kada se bira lider tima uvek stoji nedoumica kakav lider treba da bude "Možda će biti najbolje da se izabere neko ko ima veliku moć zapažanja, da je ostvaren, objektivan, analitičan, ume pažljivo da sasluša i da ima dobre dijagnostičke veštine" [3].

Za lidere je karakteristično da moraju da budu u stalnom procesu menjanja, kako sebe tako i organizacije na čijem su čelu. Te promene "omogućavaju kontinuirano razvijanje nečega što bi se moglo nazvati "LP" ili "Leader's Personality", kao zbir IQ (Intelligence Quotient), EI (Emotional Intelligence) i dugotrajnog rada i usavršavanja sebe samog. "LP" nije i ne sme biti "gotov proizvod". Kao što ličnost trpi određena prilagođavanja i promene tokom radnog i životnog veka osobe, tako i "LP" mora biti podložna stalnim prilagođavanjima promena i tendencijama u organizaciji i njenom okruženju." Sa sigurnošću se može tvrditi da se liderstvo " ne može u potpunosti "uhvatiti" niti definisati, jasno je da ono što čini lidera jeste spoj koji rezultira u "Leader's Personality" (Liderstvo ličnosti)" [10].

Za uspeh modernih organizacija na svetskom tržištu je njihova efektivnost koja je u direktnoj vezi sa liderstvom, pa se neće postaviti pitanje da li je jedan proizvod skup ili jeftin za proizvodnju, nego da li će on napraviti "bum" na tržištu i pri tom animirati potrošača da ga kupi [10].

## **UTICAJ KULTURE I ETIKE NA LIDERSKE PROCESSE**

Globalizacija nameće stvaranje multinacionalnih organizacija u kojima su zaposleni iz različitih kultura, pa se pred organizaciju postavlja problem izbora lidera koji će razumeti kulturološke razlike svojih zaposlenih. Tako se od lidera očekuje da budu kompetentni i svesni multikulturalnosti i kako je primeniti u organizaciji. Ting-Toomey [7] zastupa stanovište da globalni lideri moraju da budu obučeni da bi stvorili multikulturalnu viziju. Isto tako da bi stvorili tu viziju moraju da razvijaju i komunikacione kompetencije jer će samo tako biti

efikasni na globalnom tržištu. U organizacijama u kojima vlada zdrava kultura zaposleni veruju svojim liderima i bezuslovno ih podržavaju u akcijama za poboljšanje svih performansi ka zajedničkom cilju, uspehu organizacije.

Uticaj kulture na liderstvo najbolje je dao istraživački program pod nazivom GLOBE [8] Istraživači su prikupili podatke iz 950 organizacija koje predstavljaju 62 različite kulture širom sveta. Rezultate koje su dobili upućuju na zaključak da svaka kultura ponaosob traži različite osobine lidera, ali su ustanovili listu liderskih osobina koje su univerzalno prihvaćene u cilju liderske efikasnosti.

<b>Pozitivni atributi lidera</b>
Pozitivni atributi lidera
Osoba od poverenja
Ima sposobnost predviđanja
Pozitivan
Gradi samopouzdanje
Rešava probleme tako da su svi na dobitku
Administrativno vešt
Usmeren na postizanje kvaliteta
Pravičan
Planira unapred
Dinamičan
Inspiriše
Odlučan
Komunikativan
Koordinator
Iskren
Ohrabruje
Motiviše
Pouzdan
Efektivan pregovarač
Informisan
Gradi tim

Tabela 3: Univerzalno poželjni liderski atributi

Izvor: Peter G. Northouse (2004), Liderstvo, Data Status, Beograd, st.225.

Posedovanje ovakvih osobina lidera doveo bi do toga da efikasnost uopšte nije upitna. Sa liderima koji imaju ovakve osobine svaka organizacija može da računa na uspeh u nemilosrdnoj konkurenciji.

Međutim, projekat GLOBE utvrdio je nepoželjne osobine lidera koje bi dovele do neefikasnosti liderstva.

<b>Negativni atributi lidera</b>
Usamljenik
Iritativan
Bezobrazan
Asocijalan
Nejasan

Diktator
Nekooperativa
Egocentričan

Tabela 4: Univerzalno nepoželjni liderski atributi

Izvor: Peter G. Northouse (2004), Liderstvo, Data Status, Beograd, st.225.

Sve ove osobine lidera po mišljenju ljudi svih kultura smatraju se velikom preprekom u efikasnosti liderstva. Zadatak globalnih lidera, da bi bili uspešni, je da nauče kako da se ophode prema ljudima koji su iz drugih zemalja sa njihovim kulturama i kako da efikasnije komuniciraju u različitim kulturama i time lakše spajaju organizacije na globalnom nivou.

Za današnje lidere veoma je važna etika. U izboru koje lider pravi i njegovoj reakciji u datim okolnostima u mnogome se rukovodi svojom etikom. Osim što se lider posmatra kako deluje on se posmatra i kao čovek. Etički egoizam je dozvoljen samo u slučaju kada organizacija i zaposleni donose odluke, na koji način će postići cilj da maksimalno povećaju profit. Ovo se odnosi na malu grupu-tim u organizaciji. Međutim treba težiti utilitarizmu, stvarati najveće dobro za najveći broj zaposlenih i altruizmu čija je osnovna svrha propagiranje najboljeg interesa za druge. Od lidera se zahteva da radi u interesu drugih a da sopstvene interese zanemari. Kako lideri imaju veću moć i kontrolu nego ostali zaposleni, time je njihova odgovornost veća jer njihovo liderstvo pozitivno utiče na ostale zaposlene. Lideri imaju etičku odgovornost da se ponašaju dostojanstveno i sa poštovanjem prema zaposlenima, jer su u mogućnosti da na osnovu posebne pozicije koju zauzimaju u organizaciji u mogućnosti su da utiču na druge na različite načine.

Zadatak lidera je da se uspostavljene organizacione vrednosti poštuju zarad dobrobiti cele organizacije. lideri treba da koriste autoritet u razrešavanju nastalih konflikata i nateraju zaposlene da se suoče sa problemima i olakšaju im pri donošenju odluka, pa time uspostavljaju veći stepen moralne odgovornosti. Etičan lider vodi brigu o zajedničkom dobru i kako će promene koje on predlaže uticati na zaposlene i na celu organizaciju i šire. Naše društvo danas ima veliku potrebu za moralnim liderstvom.

## LIDERI I ZNANJE

Da bi mogli da rešavaju složene probleme u organizaciji, lideri moraju da imaju znanje. Oni lideri koji imaju puno znanja nazivaju se ekspertima. Znanje u kombinaciji sa stručnošću liderima omogućavaju da rešavaju složena systemska pitanja i naprave strategiju za realizaciju odgovarajućih promena u organizaciji. Takođe, znanje liderima pomaže da koriste prošlost kako bi napravili dobru strategiju za budućnost organizacije.

Obrazovanje i rad na sebi za lidere treba da je prioritet. Samo tako lideri mogu da imaju viziju jer to je pokretač svih ideja koje dovode do uspeha. Primer je Sebastijan Trana (Sebastian Thrun) koji je vodio "Guglovu" (Google) laboratoriju X, američku gigantsku internet kompaniju. On je uveo veb-sajt Glesdor (Glassdoor) na kome anonimno radnici iznose svoje mišljenje o rukovođenju i ujedno daju ocene. Trana tvrdi da svih 200 zaposlenih u njegovoj kompaniji "Judasiti" odobrava politiku takozvanog projekta oslobođenja (Project Liberation), to je njegov način da oslobodi na lep način radnika koji više ne zadovoljava postavljene kriterijume. Ono što ga najviše motiviše je borba protiv prosečnosti. On se zalaže za obrazovanje koje se transformiše pod nazivom "štrebersko-hipsterska ekonomija", u kome je radno angažovanje zaposlenih kratkog veka, a ključno je učenje novih veština. On se založio

za otvaranje onlajn kurseva ("Mooc"), to su besplatna onlajn predavanja za sticanje visokog obrazovanja i sticanje nove kvalifikacije koju je nazvao "nano-diploma". Smatraju "Judasiti" da je za sticanje ove diplome uz rad potrebno šest meseci. Trenutno ima 100000 onlajn korisnika. Za ostvarivanje pravog efekta govori se o 100 miliona ljudi. Njegova uspešna vodilja je naučna disciplina i kaže da su današnji menadžeri previše posvećeni sadašnjosti a da su loši u predviđanjima. On takođe smatra da "Judasiti" koji su mnogo isplativiji i pristupačniji široj grupi ljudi neće zameniti univerzitete, i ako univerzitet postoji 150 godina, ne znači da je i najbolji. Odluku koju je doneo da bi "Judasiti" trebalo da vrate studentima školarinu ukoliko njihove studije ne dovedu do zaposlenja, samo govore o odgovornom menadžeru. Što se tiče njegove kompanije rešen je da iskoreni uobičajenu patologiju korporativnog ponašanja koja vodi osrednjosti koja je po njemu kamen spoticanja ka uspehu, a standardno vođenje kompanije put ka njihovoj stagnaciji [12].

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*Zaposlena je u banci Credit Agricole A.D.*

*Novi Sad.*

*Oblast naučnog istraživanja: menadžment,*

*ljudski resursi.*



## **ŽENE I LIDERSTVO**

Pozicija žene lidera u organizacijama je uvek pod znakom pitanja, u smislu da li ona može tu funkciju da obavlja. Stvarnost nas demantuje jer je sve više žena na liderskim pozicijama gde su do skoro vladali muškarci, nauka, politika, vojska, velike korporacije. Razlika je samo u efikasnosti liderstva između žena i muškaraca. Karakteristično za žene lidere je "staklena tavanica" (glass ceiling) koja predstavlja barijeru da žene ne budu na višim liderskim pozicijama sa većim autoritetom od muškaraca. To se mora promeniti.

Istraživanja su pokazala da žene zauzimaju liderske pozicije u onim organizacijama sa manjim finansijskim uspehom. Sama njena pozicija koju zauzima u porodici je diskriminisana u odnosu na muškarce. Ona preuzima na sebe sve poslove u kući, odgaja decu, pre će napustiti posao zarad porodice, teže se zapošljava ako ima decu. Sve te obaveze, koje nemaju muškarci, sprečavaju ih u napredovanju na višim liderskim pozicijama. Kod žena postoji dilema porodica ili posao, šta izabrati? Neke se opredeljuju za posao pa se ne udaju ili imaju porodicu ali bez dece, a neke pokušavaju da balansiraju između porodice i posla. Veliki problem nastane u trenutku kada naprave pauzu u karijeri pa žele da se vrate. Tada po pravilu bude vraćena na nižu lidersku poziciju, što to nije slučaj sa muškarcima. Postoje predrasude prema ženama kada su u pitanju liderske pozicije. One su zastupljene na onim pozicijama koje ih ne dovode do top liderskih pozicija. To su uglavnom sektori sa manje odgovornosti; obrazovanje, menadžment ljudskih resursa, sektor računovodstva. Sve ukazuje na podelu društvenih uloga i na održivu "staklenu tavanicu". Stereotipi o polovima su ukorenjeni i nisu podložni promenama pa za muškarce važi da su pouzdani, nezavisni, racionalni, uporni, odlučni a za žene da su brižne, osetljive, sklone pružanju pomoću i vaspitanju, pa tako muškarci preuzimaju kontrolu a žene brigu. Tamo gde su većina muškarci, žene imaju veliki pritisak, zato što se njihov rad i učinak pomno prati sa stanovišta opterećenosti stereotipom o polovima.

Ohrabruje činjenica da se polako razbija "staklena tavanica" kako u politici tako i u privredi. Polako se gubi podela rada po polu, u smislu da se ravnopravno podele zaduženja na poslu i u kući. Praksa pokazuje da sve više žena započinje poslove u privatnom vlasništvu pa time postaju najuspešnija grupa preduzetnika. One primenjuju transformacioni stil liderstva i polako razbijaju muški stereotip u razmišljanju o liderstvu, postaju upornije a kao atribut, u poslu više vrednuju liderstvo i moć.

Mora da se razbije suštinska podela moći među polovima, a ženama da se pruži prilika da zauzmu vodeće liderske pozicije.

Primer koji ilustruje zastupljenost žena u odborima direktora u Srbiji je istraživanje koje su obavile Đulić i Kuzman [9] u 30 kompanija i to šest privatnih kompanija i 24 javnih akcionarskih društava, uključeno je 25 žena i 5 muškaraca. Rezultate koje su dobile samo pokazuju neravnopravnost polova a u korist muškaraca.

Muškarci mnogo ranije postaju članovi odbora, između 40 i 50 godina starosti a žene između 50 i 60 godina starosti. Uzrok se može naći u tome što je 60% žena udato i 76% žena imaju decu pa je prekid u karijeri još jedna prepreka ka imenovanju. Što se tiče obrazovanja 56% žena imaju ili master ili doktorsku titulu a kod muškaraca je samo 20%. To pokazuje da su žene nastavile da se obrazuju tokom svog života i smatraju da je to veoma važno. Žene su prosečno članice u 2,6 odbora i provedenih 2,5 godina, dok su muškarci članovi u proseku 4,4 i provedenih 4,6 godina. To samo pokazuje koliko su muškarci forsiraniji jer provode dvostruko više vremena u odborima od žena.

Što se tiče nadoknade koje primaju u odborima, iako su njihove odgovornosti i nivoa rada iste, žene se nalaze u nezavidnom položaju u odnosu na muškarce, jer primaju mnogo manje. Tako 40% žena i 80% muškaraca primaju nadoknadu više od 500 evra, sa tim što 40% muškaraca prima nadoknadu između 1000 i 2000 evra a samo 12% žena prima višu nadoknadu. Nadoknadu manju od 500 evra prima 60% žena a nijedan muškarac. Što se tiče raznolikosti u smislu polova u odborima, 100% muškaraca i 92% žena je izjavilo da je veoma bitna i ima uticaja za rad u odborima zato što žene poseduju veštine koje se dopunjuju sa veštinama muškaraca.

Najvažniji razlog za imenovanje u odborima 60% žena i 60% muškaraca misli da je vezano za iskustvo i stručnost iz određene oblasti. Kao drugi faktor 40% muškarca stavlja poslovne veze, dok kao drugi faktor za žene je visok nivo posvećenosti i odgovornosti. Najveća prepreka za većim udelom žena na izvršnim pozicijama je dvostruki teret žena u smislu porodice i karijere. Ovaj dvostruki teret žena ne podržava trenutna politika ljudskih resursa u smislu fleksibilnosti radnog vremena za žene, a to misle 80% muškaraca i žena. Što se tiče transparentnosti, misle se na objavljivanje sastava odbora, 92% žena i 60% muškaraca misli da bi to moglo da se poveća, jer bi se na taj način izvršio pozitivan javni pritisak na kompanije da bude više žena u njima.

Ovo istraživanje koje su sprovele Đulić i Kuzman samo potvrđuje nezavidan položaj žena koje zauzimaju na lestvici liderstva.

U sadašnjem poslovnom svetu sve je više dokaza da kompanije s odborima raznolikog sastava beleže bolje rezultate od onih čiji su članovi samo muškarci. Tako je 26% direktora kompanija koje ulaze u FTSE 100, manje od petine najviših rukovodilaca su žene. Ema Vomsli (Emma Walmsley), nova izvršna direktorka "Glakso Smit Klajna" (Glaxo Smith Kline), biće tek sedma žena na čelu FTSE 100 grupacije. Tako članovi aktivističke grupe "30% klub" (30% Klub),



fond menadžeri se obavezuju da će glasati protiv direktora kompanija koji se ne zalažu za postavljenje većeg broja žena na veće pozicije. Predsednica ovog kluba Brenda Trenowden (Brenda Trenowden) se nada da će dobiti podršku investicionih menadžera da prihvate raznolikost i da ne budu protiv promena. Putem konsenzusa je napravljen napredak u zastupljenosti oba pola u odborima [11].

Sve ovo govori o tradicionalnoj ulozi žene u društvu i predrasudama koje predstavljaju ozbiljne prepreke, pa je potrebno angažovanje društva na svim nivoima kako bi pomogli ženi da izađe iz začaranog kruga porodica-karijera.

## ZAKLJUČAK

Savremeno doba postavlja zadatke koji su pravi izazov bilo za rukovodioce malih ili velikih organizacija. Zato su tu lideri koji će svojom hrabrošću, vizijom i znanjem omogućiti konkurentsku prednost za svoju organizaciju na turbulentnom tržištu. Ako se liderstvo posmatra kao skup veština, to se lideri nalaze u samom centru u kome se naglašavaju njegove kompetencije. Za postizanje izuzetnih rezultata u organizaciji zaslužni su sposobni lideri koji će inspirisati svoje sledbenike ka ostvarivanju postavljenih zadataka. Transformacioni lideri su kreatori promena i imaju jasnu viziju u kom pravcu treba da ide organizacija a sledbenici treba da im veruju na tom putu ostvarenja. Isto tako, timski lideri treba da nadgledaju i utvrde stanje grupe, da preduzmu potrebne mere i pomognu grupi da reše problem da bi ostvarili postavljeni cilj koji je organizacija pred njih postavila.

Centralno mesto u liderskom procesu zauzima etika. Lideri su na takvoj poziciji koja im omogućava da koriste moć nad zaposlenima ali u isto vreme moraju da imaju i veliku etičku odgovornost. Moraju da uključe zaposlene u postizanju pozitivne etičke klime kako bi sve funkcionisalo po zacrtanom planu.

Postoje predrasude o ženi lideru. Lideri muškarci ne gledaju blagonaklono na ženu lidera. Fenomen "staklene tavanice" je prepreka, pa su neophodne promene na svim nivoima kako bi se te prepreke prevazišle i žene bile ravnopravni učesnici u trci ka liderskim pozicijama. Promene moraju da se odvijaju na makroorganizacionim i društvenim nivoima, ako bi se smanjila razlika među polovima u liderstvu. Za sada muškarcima su zagantovane visoke liderske pozicije, mada u mnogim slučajevima žene su mnogo kompetentnije, ali im se to ne priznaje jer još uvek postoji stereotip u biranju liderskih pozicija koje su u korist muškaraca. Da bi lideri doneli uspeh svojoj organizaciji od njih se zahteva da pomoću SWOT analize nađu načina kako da umanje negativne a iskoriste pozitivne strane organizacije.

Za lidere u XXI veku važan je vizionarski način razmišljanja, zato što je to jedini način za uspeh organizacije na duži rok, a oni sami moraju da prihvate promene, da uče, da razvijaju nove veštine i stvore bazu aktivnog znanja.

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# GLOBALIZATION VS. TRADITION – CULTURAL: CHALLENGES FOR SERBIAN CITIZENS

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**Abstract:** *After the period of sweeping political and economic changes in the last decade of 20th century, Serbia is going through a process of transition under the influence of the neoliberal concept of economy, which is creating new patterns of behaviour and cultural attitudes. The focus of this paper is directed towards an analysis of influences of the global economy and the global media on the cultural situation in Serbia. Our research indicates that the majority of citizens in Serbia have a negative attitude towards globalization of culture, considering it as the main culprit in endangering national culture and national identity. One of important issues of the contemporary Serbian society is adoption of a new model of cultural policy, which will be based on the acceptance of positive values of cultural globalization, while maintaining the fundamental values of national culture.*

**Key words:** *Serbia, globalization, media, culture, cultural policy*

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## 1. INTRODUCTION

The global impact on culture imply a steady increase in contacts of different cultures in the world. These contacts are not bilateral or reciprocal, so instead of a cultural exchange we talk about the dominance of cultural identity, behaviour patterns or lifestyles of Western countries. The basis of cultural globalization are modern media, which worldwide lead to the creation of similar cultural patterns, based on the dominant values of the capitalist system. The main product of the global culture is the so-called global isomorphism, which means increasing cultural similarity in different societies [1], [2]. Therefore, the global media are a threat to cultural diversity, since they favour the development of monoculturalism [3]. Intertwining of the local and global culture is synthesized in the concept of “glocalization”. Glocalization involves a modification of Western cultural values in accordance with the local meanings, which results in creating a new cultural synthesis [4]–[6]. Glocalization theory is nearest to the real process of cultural globalization [1], [7].

The last decade of the 20th century in Serbia remains remembered as the period of profound changes because of the wars, economic and political isolation, but also as the time of disorders of value systems and ethical norms. During the wars of the 1990s, national identity and ethnic narcissism was reaffirmed in Serbia. However, even in this period of economic and political isolation, the country did not stay completely excluded from the processes of cultural globalization. The dominant ideological system of views about cultural (self)sufficiency and specificity of Serbia were denied by the rule of consumerism, pop culture, numerous symbolic representations of the West [8]. After the democratization in 2000, Serbia was included in economic and political trends of the market neoliberalism, and the global media systems

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imposed the acceptance of Western cultural values. Serbia found itself in a new socio-cultural setting which, free from the previous barriers to the world, led to further cultural and identity self-positioning of the society.

## 2. METHODS AND DATA

The survey method was applied in the research in order to determine the attitudes of Serbian citizens about cultural phenomena which reflect the global processes. The survey included seven questions. The study was conducted on a sample of 259 respondents in two places in Serbia – Belgrade (132 respondents) and Krupanj (127 respondents) (Table 1). Based on the obtained responses, we attempted to determine whether the average Serbian citizen's attitude towards cultural globalization is positive or negative. The second goal of the research was to determine whether there are differences in attitudes on globalization, depending on the geographic origin of respondents.

Belgrade, the main and most developed city in Serbia, is widely open to new economic and the cultural influences of the modern world. Krupanj is one of the smallest urban settlements in Serbia. Krupanj is surrounded by villages, inhabited by mostly elderly people, who have kept some elements of traditional rural lifestyle. On the basis of socio-economic characteristics of these two settlements, the starting hypothesis in the study was that a degree of cultural of globalization is higher in Belgrade than in Krupanj, i.e. inhabitants of the largest city of Serbia consume more content brought by the global media and have a more positive attitude about globalization.

## 3. RESULTS AND DISCUSSION

Some of the basic categories of national identity, such as language, alphabet, and holidays are getting a new dimension in the era of globalization. The processes of cultural globalization in Serbia are a necessity imposed by the capitalist economic system and democratic order established in that country [9]. Because of the convergence of economic development models, the convergence of cultural values of capitalist and of former socialist countries must eventually take place [10]. According to the results of the conducted survey, 72.6% of the respondents believe that national culture is threatened by globalization processes. The differences in opinions between the respondents in Belgrade (66.7%) and those in Krupanj (78.7%) are present.

The media in the former Yugoslavia were centralized and controlled by the state, and had a primarily integrative function of propagating the ideology of socialism and of “fraternity and unity”. In contrast, the present Serbian society is characterized by unprecedented expansion of

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all types of the media content. These facilities are pointing to a lower value, and are presented in the form of information that can be consumed without prior knowledge or experience. An increasing number of commercial television programmes with predominantly kitsch content, that uncritically follow patterns of the Western media. These were the first effects of globalization in the former communist republics [11]. The contents of the so-called cultural elite, the understanding of which requires a certain level of education and intellectual motivation, are suppressed from the wider public scene.

The survey results have shown that the population of Serbia is not satisfied with the quality of TV programmes or with the share of national contents. Seven tenths of the respondents (70.7%) think that TV programs are of low quality, with some differences between Belgrade (78.0%) and Krupanj (63.0%). Most respondents (69.5%) believe that there are not enough television programs that deal with national culture. Such a response was given by 64.7% of the respondents from Belgrade and 74.4% from Krupanj.

In Serbia today, the influences of Western culture are dominant in the field of music, fashion, film, language etc. Having grown up with Western culture, the young people in Serbia have often difficulties accepting the elements of traditional Serbian culture, considering them as archaic and less valuable [12]. A neglect of contacts with the “eastern” cultures, especially with Russia, is evident. If we take into consideration the traditionally strong ties between the Serbian and Russian peoples, the low level of cultural cooperation with this country is difficult to understand. On the other hand, globalization has brought the contents of exotic culture for citizens of Serbia. The best examples of this are popular commercial TV series from Latin America, Turkey and India. Therefore, the popular culture in Serbia is not an exclusive product of “westernization”, although the Western culture exerts the biggest influence through the media.

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<b>The cultural effects of globalization in Serbia</b>	<b>yes</b>		<b>no</b>	
	<b>number</b>	<b>%</b>	<b>number</b>	<b>%</b>
National culture is threatened by globalization processes.	188	72.6	71	27.4
<i>Belgrade</i>	88	66.7	44	33.3
<i>Krupanj</i>	100	78.7	27	21.3
TV programmes are of low quality.	183	70.7	76	29.3
<i>Belgrade</i>	103	78.0	29	22.0

<i>Krupanj</i>	80	63.0	47	37.0
Shows related to national culture are not present enough on TV.	181	69.9	78	30.1
<i>Belgrade</i>	85	64.4	47	35.6
<i>Krupanj</i>	96	75.6	31	24.4
Do you use English words in everyday conversation?	160	61.8	99	38.2
<i>Belgrade</i>	92	69.7	40	30.3
<i>Krupanj</i>	68	53.5	59	46.5
The presence the English language on local media is too high.	195	75.3	64	24.7
<i>Belgrade</i>	89	67.4	43	32.6
<i>Krupanj</i>	106	83.5	21	16.5
The Serbian language is endangered because of the expansion of English.	170	65.6	89	34.4
<i>Belgrade</i>	82	62.1	50	37.9
<i>Krupanj</i>	88	69.3	39	30.7
Do you use the Cyrillic more than the Latin alphabet?	105	40.5	154	59.5
<i>Belgrade</i>	40	30.3	92	69.7
<i>Krupanj</i>	65	51.2	62	48.8

Table 1: Survey results

Cultural globalization in Serbia is also manifested through changes in linguistic identity. The process of linguistic hybridization is taking place, and it involves changing the Serbian language under the influence of English. This leads to the emergence of new slang varieties, popularly called Angloserbian. In addition to using more English words, Angloserbian deviates from grammatical and semantic norms of the Serbian language and adjusts to the norms of English [13]–[15]. English words are used in everyday language by 61.8% of the respondents – 69.7% in Belgrade and 53.5% in Krupanj. Most respondents (75.3%) consider that the English language is too present in the national media, with a significant difference between Belgrade (64.7%) and Krupanj (83.5%).

The English language is often used in Serbia today in naming domestic companies, cultural and other public events etc. Events get English names with the aim of their internationalization and attracting visitors from abroad (Belgrade Beer Fest, music festivals Exit etc.) [12]. This phenomenon is confirmed by research conducted in three cities in Serbia, which showed that about 40% of domestic companies have English words in their names [16].

Spreading of the English language in Serbia is also contributed to by foreign companies operating in the country. When recruiting, they often require knowledge of English as a necessary precondition for the job. Those who do not speak English are consequently marginalized and an impression of lower value of the Serbian language is created as well. Therefore, in Serbia, more and more people are improving their English in a foreign language schools, to increase their competitiveness in the labour market. About two thirds (66.6%) of the respondents consider that spreading of English has a negative impact on the Serbian language, and more respondents in Krupanj think so (69.3%) than in Belgrade (62.1%).

One of the phenomena brought along by globalization is a widespread use of the Latin alphabet instead of the Cyrillic. The research shows that the press uses the Latin more than the national alphabet – in the period between 2009 and 2011, 51.8% of books and 61.3% of newspapers in

Serbia were printed in the Latin alphabet [17]. According to the survey results, only 40.5% of the respondents use the Cyrillic more than the Latin alphabet in Serbia. The percentage of those who write using the Cyrillic alphabet in the capital (30.3%) was lower compared to Krupanj (51.2%), which can be explained by traditional values that have been more preserved in the rural parts of Serbia.

Accepting attitudes and values of the west through media also brought the dominance of consumerism as a cultural and ideological phenomenon of neoliberal economics to the Serbian society. Similarly to other post-socialist societies in transition, increasing number of major shopping centres indicate that Serbia has entered the phase of a consumer society, typical for a market economy. Advertising messages place the emphasis on the cultural significance of consumerism – by buying products that come from the USA and the European Union, citizens of Serbia imitate an idealized Western way of life.

These mentioned survey results show that among the population of Serbia a negative view on globalization and its effects dominates. Most respondents consider that the original values of national culture are marginalized by the expansion of the Western culture.

During the rapid expansion of the mass media, the Serbian society did not have cultural policy elaborate enough or a developed critical taste, which would enable a good-quality selection of the media contents. Therefore, there was a large acceptance of negative cultural elements in relation to the positive.

Even though the population of Serbia has a generally negative attitude about cultural globalization, there are differences between the citizens of Belgrade and Krupanj. The population of the capital of Serbia is more globalized than of the rural communities and have a positive attitude about the globalization. By contrast, the inhabitants of Krupanj use English words less, use the Cyrillic alphabet more and have a more critical attitude towards the culture brought by the global media, and they believe that national culture, language and alphabet are endangered.

Though a negative attitude about cultural globalization is dominant among the survey respondents from Serbia, most of them live “globally“ and use diverse elements of Western values every day. A lot of young people have stated, for example, that the Serbian language is endangered by foreign words, but at the same time they admit that they use some English words

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in everyday conversation. That indicates that a generally negative attitude about cultural globalization does not automatically mean rejecting its products.

#### 4. CONCLUSION

The research results presented in this paper indicate that the citizens of Serbia are aware of the changes in culture, which are becoming increasingly similar to the dominant values of Western lifestyle. Most respondents emphasize negative implications of cultural globalization and vulnerability of Serbian culture, which is typical for other transitional societies with a low standard of living.

The official cultural policy in Serbia at the time of political and economic changes practically never existed, and it was based mainly on a declarative support to the protection of cultural heritage, but almost without a specific activity. The issue of cultural heritage protection in modern conditions is an important task for Serbia, so a long-term cultural policy must be adopted, which will consolidate the activities of individuals, non-governmental sector, local communities and the state. The state should keep the full control of creating the cultural policy in the following areas: protection and revitalization of cultural heritage (including language, alphabet, folklore, etc.); education; and international cultural cooperation.

The future cultural policy of Serbia should be consistent with the guidelines recommended by UNESCO and the European Union [18]–[19]. The conceptual core of these recommendations consists of the efforts that specific societies should accept the positive values of cultural globalization (easy access to cultural products around the world, intercultural cooperation and exchange etc.), but at the same time preserving the values of their own culture. The adoption of foreign cultural influences is not necessarily negative, if it enriches the national culture with new contents, and when it does not call into question the fundamental value of Serbian culture.

The cultural policy in Serbia are yet to be harmonised with the recommendations of UNESCO and the European Union. Notwithstanding the expansion of the global mass culture, by creating the instruments which will adjust the international conventions and declarations to the local social, historical, economic and cultural conditions, the priorities of national cultural policy can be achieved in Serbia.

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## COMPLEXITY VIEW ON NEW TECHNOLOGICAL INNOVATIONS AND THEIR IMPLICATIONS IN ORGANISATIONAL CHANGES

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**Abstract:** *The purpose of this paper is to investigate the significance of innovative information and communications technologies for organisational development and adaptation to an ever-changing business environment and its successful management. The paper examines critical factors that influence the role of information and communications technologies (ICT) in the processes of the organisational changes and creation of new business models. The paper contributes to the discussion about the increasingly important role of ICT technologies in the management strategies and operations. A particular limitation of the paper is that no research was made. Further researches should be focused on the effect of this direction of technology on the ecosystem. The topic is relevant for designing corporate new digital business models. Better understanding of the impact of the internet and communication technologies on management strategies could significantly enhance both the top and bottom lines.*

**Key words:** *Organisational changes, Complexity paradigm, Digital business models, Internet, Innovation economy, Internet of Things, Knowledge management.*

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### 1. INTRODUCTION

Bertalanffy (2009) and Luhmann (1986) defined an organisation as an open system whose behaviour is influenced by various strategically relevant perturbations from the external social and business environment. Such a significant external impact was caused because of the transformation of “traditional heavy industry” into the technological development-oriented economy, which was preceded in middle of eighties of 20 centuries [1]. These processes of technological transformation prompted the formation of knowledge economy, which had an important influence on organisational changes in strategies, structures and management styles [2], [13].

Managers and leaders should be also aware of negative aspects of the knowledge. Pagano and Rossi (2009) claim that the cause of the crisis lies at the monopoly of developed countries over intellectual rights. International agreements on trade-related aspects of intellectual property have caused a rise in the cost of investments in countries that had neither abundant inexpensive labor nor high amounts of intellectual property. The authors believe the solution to the crisis, besides changes in monetary policy, financial regulation and standards of economic policy, also needs a measure that will reduce the intellectual monopolization of the economy.

With its impact on the organisational changes, the technological developments have led to the emergence of the innovative organisation. Its fundamental characteristic is opposite to a neoclassical organisation; it is not based on the accumulation of financial capital as the main driver of economic growth in the knowledge-based organisation, but to a greater extend on intellectual capital [11], [30].

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The paper discusses the importance of organisational changes according to trends of the third and fourth industrial revolution in classic organisations for providing sustainable development of organisation and reorganisation into the innovative organisation. This new business logic assumes that the rate of economic growth depends on the products and/or services that are incurred predominantly as a result of knowledge integration.

## **2. IMPLICATION OF THE INNOVATIVENES AND TECHNOLOGY DEVELOPMENT TO COMPLEXITY OF ORGANISATIONAL CHANGES**

Business processes are in fact closely related to each other. For each phase of business processes transformation specific business rules, resources and levers need to be applied, that, if managers strive for stable long-term growth, must not and cannot be skipped [30].

A new evolutionary stage is connected with the development of the social superstructure, and occurs only when the wider social environment it created the right conditions, i.e. the rate of development of business skills, awareness of an individual approach to the environment, etc. [9]. This means that with the emergence of a new evolutionary innovative phase characteristic of the previous blend with its characteristics. Perhaps it is time to stop viewing the business systems as something artificial. They have to be accepted as one of the natural forms of coexistence and development. So it is opened a much wider range of potential in the field of incorporating the processes of the organisational changes in the business models. The focus of management and administration spontaneously moves with functions and processes closer to the human relations.

### **2.1. ROLE OF THE ECONOMICS OF INNOVATIONS AND TECHNOLOGICAL DEVELOPMENT**

Economics of innovations introduces new approaches for the development of business models in the process of organisational evolution [7]. Innovative economics theory, contrary to neoclassical one, is arising from the thesis that capital accumulation is the main vehicle for economic growth in knowledge-based economy of the 21st century. This new business logic assumes that the rate of economic growth in the innovative economy depends on the products or services, as a result of knowledge [30]. Thus the emergence of innovative entrepreneurship has evolved based on the R&D, deregulation of certain activities, venture capital, enhancement of intellectual property rights (patents and licenses) and facilitation of the networking organisation that facilitates cooperation among businesses (e.g. clustering).

Results of technological development and social changes are shown in changes of management methods and corporate governance [4]. The turnaround is the result of a number of strong guidelines, which are the consequence of an increasing of the globally connected business environment [15].

Mega trends such as internationalization, computerization, innovation and relational marketing have a major impact on the essence of the organisational operation in response to the continuous changes in the business environment. The capacity and speed of adjustment businesses to changes in the business environment is becoming a key factor for success in the fight for survival [18].

Local markets are ousting large markets and the world is becoming one big global market. It does not change only the size of the market, but also the scope and pace of change. As is

sometimes changed rarely, in a few decades, and the first locally, is now changing with breathtaking speed and in the world at the same time [23].

The changes are fully inclusive and ongoing. The refusal to change is already withdrawing "management of change", and this phenomenon will in future be even more pronounced. The capacity and speed of adjustment businesses to changes in the business environment is becoming a key factor for success in the fight for survival. It is going for the processes of the ability of the dynamic adaptation in complex systems.

Innovation organisations gave an answer how to increase the economic growth in last few years. They have launched new business models which are based on the emergence of internet technologies joined with digital technology. This kind of the digital technology business models further affected into the changes in global markets, which in turn reflected in different ways of consumer behavior and consequently in the development of business models [17].

Conservative organisations have been faced with demands for policy change management and organisational structures which are based on the Taylor paradigm hierarchy. At the same time, it is necessary to realize that the ability to develop knowledge and conquest of high-tech information and communication technologies play an important role in the economic and social development. By achieving the strategic goals of the organisation, this has an impact on increased productivity and efficiency, added value and consequently the development of economy and society [19].

## 2.2. ORGANISATIONAL ADAPTATION TO THE ICT AND INTERNET TECHNOLOGIES

The emergence of the ICT and Internet in the early nineties of the twentieth century (period of the internet or digital economy) has influenced the rise of the postmodern era (e.g. third and fourth wave of capitalism).

The organisations as a complex adaptive system had to adopt the ICT and internet. Complexity is in this case arising through large-scale, nonlinear interaction. Development of the internet technologies influenced on the launching the postmodern theory in the firm's processes [11].

New business models based on the internet platforms which are based on the perspective of a neural network model, emphasizing connections among agents rather than attributes of the agents themselves. This perspective comes from modern conceptions of how brains and distributed intelligence function. In the connectionist perspective—and as in neural net models—brain functioning is not in the neurons, nor “in the network,” but rather “is the network” [14].

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The internet becomes a system for creating and distribution of the knowledge and as such it is characterized firms, and many other social systems [29]. Network economics considers the integration as a strategic instrument that affects the production of knowledge and important role of sharing and providing access to knowledge in innovative based society [21].

Networks provide management an upgrade or appropriate synergy between the co-management of information, knowledge and human resources. Knowledge and information have become a key factor for success in the innovation economy [3].

The Internet launched the new institutional revolution in the globe. The consequences have been seen in increasing the importance of networks and crowds in relation to market institutions. Internet revolution is based on a population size (N), the resources feeding supply sub-system (F) encompassing both the natural resources and food system, and accumulated technological and scientific knowledge sub-system (K). The key factors N-F-K have an important influence on human development and economic growth [12], [29].

A new concept of German economic policy was formed in Germany in 2011, based on high-tech strategies named as Industry 4.0 [25]. From the concept was raised the fourth technological revolution, which is based on the concepts and technologies that include Cyber-Physical Systems, the Internet of Things (IoT) and the Internet of Services (IoS) [26] based on perpetual communication via internet that allows a continuous interaction and exchange of information, not only between humans (C2C) and human and machine (C2M), but also between the machines themselves (M2M) [28].

Epistemology is claimed on what knowledge is valid in research, how that knowledge is presented and what kind of knowledge is found in knowledge – intensive organisations, society, environment and especially with using and analyzing the information obtained from social media and the Internet of Things – in the virtual world (e.g. big data clouds storage) [10].

### **3. THE TECHNOLOGICAL DEVELOPMENT PARADIGM AS A PREMISE FOR A FUTURE BUSINESS MODELS**

Organisation is an open system which is affected by the external environment with emphasis on the global nature and constantly changing requirements of customers, suppliers and market conditions (nature conditions, the legislation, customs, taxes, and religion) [11].

The value of external system is featured as the ability to solve problems and needs of our customers. The external effects on the organisation are evident in organisational effectiveness, and relevance of the activities in the field of R&D of individuals and groups within the organisation and the organisation's contribution to society [8].

According to the organisational adaptation to the digital business model, which includes the socio and technological change, organisations have to take into consideration the complexity of the changes in the business processes. An organisation needs the business-support infrastructure as a result of initiating partnerships, which allows them to access information, advice and education [16].

The transformation from existent to digital business model needs to take into consideration:

1. Definition of adoption of human communication methods in the external environment (terms of quality, distinctiveness and ownership of data, information and knowledge).
2. How users are prepare for the risk of sharing their content with unknown people. How users are receptive to the issues of ownership and transfer of data between strangers (the problem of transmission of information from researchers and developers with external experts to help create the so-called open innovation)?
3. How it affects the takeover or merger of the development organization that owns the new technologies developed by its members to communicate with experts in acquiring?

Due to globalization changes, modern organisation is exposed to rapid changes in society and nature, which have the greatest impact on product development, operations, and ultimately to the success of the organisation [32]. This changes caused the growth of importance of reaction in interaction with the environment in which the entity operates (headquarters, production), as well as the markets in which it sells.

The massive classical information passes into custom-made information known user or target groups of users with high added value [31]. Such information is analysed and transformed into specialist solution and continuous monitoring. Educational platforms which include and share knowledge about new technologies and trends (e.g. smart city platforms) are increasingly important for the organisational knowledge.

## CONCLUSION

The goal of the paper is to present the importance for organisations to transform their classical business model into the digital, innovative business models. Managers should be aware that innovative information and communication technologies are influencing the business performance in the 21st century. Businesses changes, including changes in business model, are becoming a key factor for success of the organisations in the fight for survival.

The findings are based on the literature review. A particular limitation of the paper is that no research was made. Further researches should be focused on the effect of this direction of technology on the ecosystem. Deeper investigation of this topic could include case study with elements of implementation, testing business benefits and social and environmental benefits with real data.

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# IZAZOVI GLOBALNOG POSLOVANJA KOMPANIJA U SAVREMENOM DIGITALNOM OKRUŽENJU<sup>237</sup>

## THE CHALLENGES OF GLOBAL BUSINESS OPERATIONS IN MODERN DIGITAL ENVIRONMENT

Snežana Popovčić-Avrić<sup>238</sup>

Marijana Vidas-Bubanja<sup>239</sup>

**Sadržaj:** *U uslovima kada globalni rizici pomeraju granice dostizanja održive konkurentne prednosti, inovativnost se prepoznaje kao jedan od ključnih faktora pomoću kojeg kompanije mogu menjati postojeća ograničenja na svetskom tržištu. U radu će se analizirati ključni izazovi globalnog poslovanja kompanija u savremenom digitalnom okruženju. Kreiranje strateških sposobnosti za uspešno pozicioniranje na globalnom tržištu pretpostavlja ne samo izbor odgovarajućih međunarodnih poslovnih strategija, već i digitalnu transformaciju poslovanja kompanija. U radu će se posebno analizirati uticaj informacionih tehnologija na unapređenje konkurentnosti kompanija.*

**Ključne reči:** *Globalno poslovanje, konkurentnost, inovativnost, informaciono-komunikacione tehnologije*

**Abstract:** *As global risks under the current business conditions determine fulfillment of sustainable competitive advantages, innovations are the key factor that can help companies to face challenges and limitations of world market. This paper analyzes key challenges of global business in modern digital environment. In order to create strategic capabilities for successful positioning on the global market, companies need to select proper international business strategy, as well as to realize digital business transformation. In the paper, special attention will be given to the implications of information-communication technologies for the improvement of companies' competitiveness.*

**Key words:** *Global business, competitiveness, innovations, information-communication technologies.*

### 1. UVOD

Za razliku od prethodnog perioda kada je heterogena konkurencija na svetskom tržištu pružala mogućnosti pojedinim kompanijama da se pozicioniraju korišćenjem ekonomije obima i strategije troškovne prednosti ili diferencijacije, dinamiziranje procesa globalizacije, a posebno posledice ekonomske krize iz 2008 godine, menjaju poslovni i konkurentski ambijent. Jačanje integracije svetskog tržišta, smanjivanje troškova transakcija i liberalizacija međunarodne trgovine povećali su konkurentski pritisak kako postojećih, tako i

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novih kompanija. Konkurentski ambijent se menja ne samo zbog repozicioniranja ključnih igrača, već pre svega zbog jačanja koncentracije na pojedinim segmentima svetskog tržišta. To znači da relativno mali broj granskih globalista zauzima pojedinačna, pa i regionalna tržišta brzim preuzimanjima postojećih kompanija ili njihovih profitabilnih delova (M&A), ili kreiranjem strategijskih poslovnih mreža.

U uslovima kada globalni rizici pomeraju granice dostizanja održive konkurentske prednosti, prilagođavanje proizvoda i usluga globalnim trendovima zahteva pažljivo oblikovanu globalnu strategiju kompanije u kojoj su poslovne funkcije prilagođene izmenjenom globalnom okruženju. Poslovanje na globalnom tržištu podrazumeva kreiranje multikulturalnog i korporacijskog identiteta, pri čemu multinacionalne kompanije i njihovi menadžeri polaze od različitih pristupa prilagođavanju i osvajanju novih tržišta [1]. Dinamične promene globalnog poslovnog ambijenta za posledicu imaju promenu koncepcije poslovanja i orijentaciju kompanija na glavnu delatnost (core business) uz istovremenu eksternalizaciju (outsourcing) ostalih aktivnosti. U takvim okolnostima, savremeni menadžment se nalazi pred novim izazovima koji pored konceptualnih i tehničkih znanja potrebnih za poslovni uspeh, fokusiraju inovativnost kao ključni faktor unapređenja konkurentnosti na svetskom tržištu.

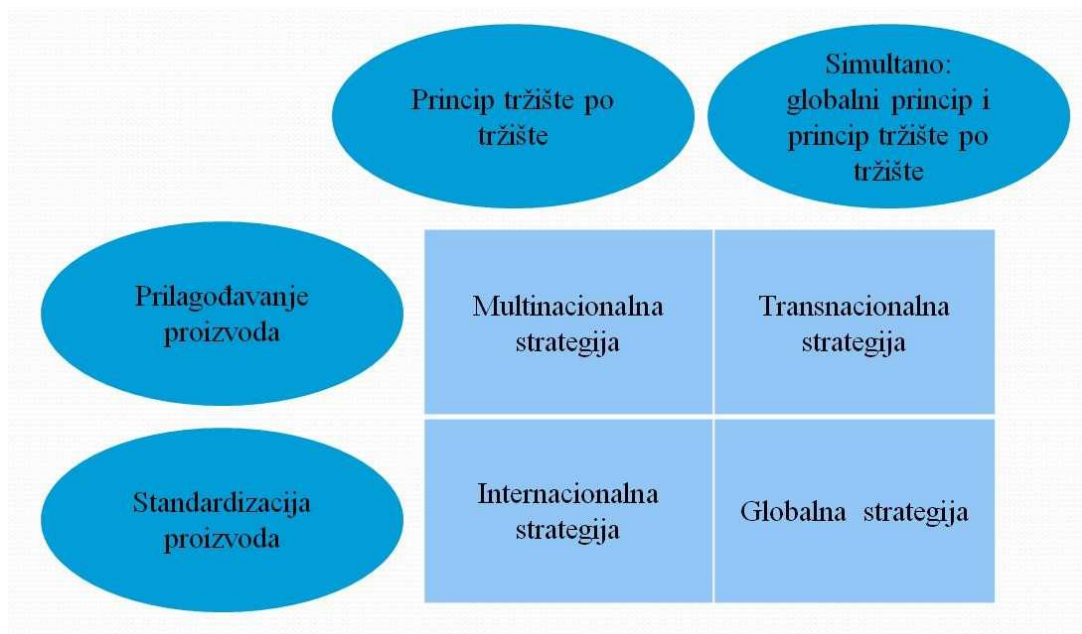
*Prof. dr Snežana Popovčić-Avrić je redovni profesor na Fakultetu za ekonomiju, finansije i administraciju u Beogradu. Diplomirala, magistrirala i doktorirala na Ekonomskom fakultetu Univerziteta u Beogradu iz oblasti međunarodne ekonomije. Govori engleski i nemački jezik. Autor je monografije i udžbenika iz oblasti međunarodne ekonomije, kao i preko stotinu stručnih i naučnih radova. Na Fakultetu za ekonomiju, finansije i administraciju predaje Međunarodnu ekonomiju, Međunarodne ekonomske odnose i Međunarodno poslovanje. U periodu od 2003 do 2015 obavljala je funkciju prodekana za nastavu. Predaje i na Elektrotehničkom fakultetu Univerziteta u Beogradu na predmetu Ekonomija. Radila je u Institutu za tržišna istraživanja u Beogradu na poslovima rukovodioca odeljenja konjunktive privrednih delatnosti, kao i u Institutu ekonomskih nauka u Beogradu. Rukovodila je brojnim projektima iz domena međunarodne trgovine, istraživanja makroekonomske konjunktive i privrednih kretanja u zemlji i inostranstvu, kao i istraživanja tržišta proizvoda i ocene opravdanosti investicionih ulaganja.*



## **2. MEĐUNARODNE POSLOVNE STRATEGIJE I ODRŽIVA KONKURENTSKA PREDNOST**

Promene koje donosi globalizacija zahtevaju od kompanija fleksibilnost i stalno prilagođavanje novim uslovima poslovanja, počev od izbora modaliteta nastupa na inostranom tržištu i kreiranja odgovarajuće međunarodne poslovne strategije, preko uspostavljanja adekvatne organizacione strukture i koordinacije poslovanja na međunarodnom nivou, do saradnje sa partnerima i interesnim grupama [2]. Za izbor odgovarajuće međunarodne poslovne strategije ključne su informacije i znanje koje kompanija poseduje o određenom tržištu. Većina uspešnih kompanija kombinuje međunarodne poslovne strategije u zavisnosti od promena u globalnom konkurentskom ambijentu (Slika 1), a dilemu globalna standardizacija ili lokalno prilagođavanje proizvoda i usluga rešavaju na način da se opredeljuju za standardizaciju

proizvodnje i marketing miksa uz određeno prilagođavanje proizvoda i kanala marketinga kako bi proizvodi bili što pristupačniji lokalnim potrošačima.



Slika 1: Strategije nastupa na međunarodnom tržištu

Izvor: [3]

Među ključnim parametrima koji opredeljuju kreiranje međunarodne poslovne strategije (Slika 2), mogu se izdvojiti pokretači internacionalizacije (*internationalisation drivers*), izvori konkurentskih prednosti (*sources of competitive advantage*), tržišna selekcija (*market selection*) i način ulaska na tržište (*mode of entry*) [4]. Kada se govori o pokretačima internacionalizacije, izdvajaju se tržišni pokretači, pokretači troškova, pokretači konkurentnosti i državni (vladini) pokretači. Među tržišne pokretače se ubrajaju slične potrebe potrošača, globalni potrošači i prenosivi (*transferable*) marketing. Ovo znači da savremeno tržište sve više postaje jedinstveno, posebno imajući u vidu razvijena tržišta, gde su potrebe potrošača vrlo slične i gde postoji mogućnost primene slične marketing strategije za plasiranje proizvoda. Primenom strategije internacionalizacije moguće je postići smanjenje troškova usled efekata ekonomije obima, karakteristika određene zemlje i odgovarajuće logistike.

Vladina politika, tehnički standardi koji važe na određenom tržištu i pravna regulativa predstavljaju ključne državne pokretače koji opredeljuju kreiranje međunarodne poslovne strategije. Izbor odgovarajuće poslovne strategije na međunarodnom tržištu opredeljen je i pokretačima konkurentnosti, među kojima se izdvajaju međuzavisnost između zemalja i globalni konkurenti. Što je veća međuzavisnost između zemalja to postoji veći prostor za internacionalizaciju poslovanja. Sa druge strane, ukoliko se na vreme ne izvrši internacionalizacija poslovanja, postoji opasnost da će se izgubiti pozicija i na domaćem tržištu kada se pojave globalni konkurenti sa već visoko razvijenom i implementiranom internacionalnom strategijom.



Slika 2: Okvir za internacionalnu strategiju kompanija

Izvor: [4]

### 3. INOVATIVNOST-KLJUČNI FAKTOR KONKURENTNOSTI

Održiva konkurentna prednost i strategija razvoja koja se zasniva na unapređenju konkurentnosti pretpostavljaju kontinuiran proces inovativnosti usmeren ka jačanju produktivnosti, ali i širenju kapaciteta kompanije. Ključni deo ovog ciklusa obuhvata sposobnost menadžmenta da održi dinamičku sposobnost kompanije. To znači da kompanija izvore koje dobija rastom usmeri ka sopstvenom razvoju inovacija, ali i da jača sposobnost prihvatanja i usavršavanja inovacija ostvarenih kod drugih. U poslednjih nekoliko godina značaj inovativnosti kao ključnog faktora konkurentne prednosti dobija sasvim drugačiju dimenziju, jer istraživanja pokazuju da inovativnost vrednosti za kupca, celog lanca ostvarivanja vrednosti ili poslovnog modela može da bude od ključnog značaja za uspeh na globalnom tržištu i da samo inovativnost proizvoda nije dovoljna za uspeh kompanije [5].

- Inovativnost u oblasti proizvoda i tehnologija. Inovativni proizvodi i tehnologije obično donose višu vrednost za kupca čime ponuđač ostvaruje prednost u odnosu na konkurente, a u izuzetnim slučajevima nastaju i sasvim novi oblici delatnosti ili njihovih segmenata.
- Inovativnost u ostvarivanju nove vrednosti za kupca. Koncept i pristup stvaranju "drugačije" vrednosti za kupca i inovativnih proizvoda zahteva radikalnu redefiniciju tradicionalnih koncepata, kao i postojećih standarda zadovoljstva kupaca.
- Inovativnost strukture lanca ostvarivanja vrednosti i poslovnih modela. Inovativnost u oblasti proizvoda ili ostvarivanja vrednosti za kupca svakako je važna za dostizanje konkurentne prednosti ponuđača, a inovativnost u strukturi lanca ostvarivanja vrednosti ili celokupnog poslovnog modela znači i korak napred kod ostvarivanja njegove trajne konkurentne prednosti.
- Inovativnost poslovnog modela obuhvata inovativnost na tri ravni, i to inovativnost proizvoda ili vrednosti za kupca, inovativnost procesa i inovativnost u oblasti izvora kompanije i tada možemo da govorimo o strateškoj inovaciji.

Među osnovnim preduslovima koje kompanija koja pretenduje da rast konkurentnosti temelji pre svega na inovativnosti poslovnih procesa mogu se izdvojiti sledeći [6]:

- Strategija organizacije koja mora biti jasno umerena i podešena na razvoj inovativnosti i njeno delotvorno i uspešno iskorišćavanje;
- Organizacijska kultura u kojoj su kreativnost i inovativno ponašanje ključne vrednosti organizacije, a sistem prepoznaje i nagrađuje zalaganja i rezultate pojedinca;
- Znanje, veštine i motivacija zaposlenih koji ostvaruju nove ideje;

- Strukture i procesi koji omogućavaju sistematično identifikovanje, razvoj i uvođenje inovacija na svim područjima poslovanja kompanije (tzv. inovacijski menadžment).

Razvoj informaciono-komunikacionih tehnologija (ICT), kao i intenzivan proces jačanja međuzavisnosti na globalnom tržištu, kreirali su novu dimenziju inovativnosti i postavili pred menadžment niz izazova.

#### 4. DIGITALNA TRANSFORMACIJA GLOBALNOG POSLOVANJA

Tokom 19. i 20. veka svet je prošao kroz tri industrijske revolucije –mehanizaciju, elektrifikaciju i automatizaciju. U 21. veku svedoci smo četvrte industrijske revolucije digitalizacije. Suština ove nove revolucije leži u pametnom funkcionisanju sveprisutnih mreža, pojavi pametnih uređaja, pametnih aplikacija baziranih na tehnologiji velikih podataka i drugim osnovnim sistemima u brojnim oblastima kao što su proizvodnja, transport, energetika, zdravstvo. Ove promene zapravo vode čovečanstvo iz industrijske preko informatičke ere, do faze pametnog digitalno povezanog sveta [7].

Tehnološke mogućnosti koje nudi digitalno povezan svet menjaju način na koji industrijske grane proizvode i način na koji posluju kompanije. Sa širenjem obuhvata širokopojasnih konekcija i procesom "opametnjavanja" svega (Tabela 1), kreira se novi industrijski ekosistem koji menja poslovno okruženje kako bi ono što više odgovaralo potrebama informacione ere.

- 3,5 milijarde ljudi u svetu koristi Internet.
- Broj pretplatnika mobilne telefonije se približava broju od 7 milijardi, što znači da se približava ukupnom broju ljudi u svetu.
- 52,3 % domaćinstava u svetu ima pristup Internetu od kuće.
- Ima 3,6 milijardi mobilnih širokopojasnih konekcija u svetu, što je stopa penetracije od 49,4% .
- Prognoze za 2018. godinu predviđaju oko 5,3 milijardi mobilnih širokopojasnih veza.

Tabela 1. Koliko je svet prisutan na mreži 2016. godine

Izvor: [8].

Poslovni uspeh u digitalno izmenjenom ambijentu može biti ostvaren samo prihvatanjem promena i masovnim investiranjem u tehnologije orijentisane budućnosti, nova rešenja i nove poslovne modele. Suština investiranja u novu tehnološku revoluciju polazi od integracije različitih disciplina u oblasti nauke i interdisciplinarnosti inovacija. Tako na primer, u oblasti novih materijala veliki progres je ostvaren u grafenu i nanotehnologiji, a ovi pomaci će ozbiljno promeniti svet i njegovu strukturu slično kao što je to uradio silikon [7].

U oblasti energetike, obnovljiva energija i tehnologije skladištenja energije postaju važan izvor za obezbeđivanje energetske stabilnosti u budućnosti. U genetici i biologiji stalno približavanje biotehnologije i računarstva otvara nove mogućnosti analize i interpretacije genetskog koda. U robotici povećanje mogućnosti računara zajedno sa novim sensorima i alatima razvoja softvera učiniće robote pametnijim i primenljivijim. Veštačka inteligencija u kombinaciji sa klaustrarnom računarnom i tehnologijom velikih podataka će moći da parira, pa i da prevazilazi potencijale ljudske inteligencije u nekim oblastima.

Međutim, nijedan od ovih kvantnih skokova ne bi bio moguć da nema osnovu koju čini konvergencija informacionih tehnologija i komunikacija. Zapravo, informaciono-

komunikacione tehnologije su osnovna infrastruktura za inovacije u svim oblastima i ključna determinanta konkurentnosti država i kompanija u budućnosti [9].

## 5. KONKURENTNO DIGITALNO PREDUZEĆE

Digitalna preduzeća su ona koja karakteriše visok intenzitet primene novih digitalnih tehnologija (posebno društvenih medija, big data analitike, mobilnih tehnologija i oblaka) u cilju unapređenja poslovnih operacija, kreiranja novih poslovnih modela, jačanja poslovne inteligencije i povezivanja preduzeća sa kupcima i stejkholderima. Ona doprinose kreiranju novih radnih mesta i razvojnih šansi u budućnosti [10].

Korist koju donose digitalne tehnologije je veća interakcija sa kupcima i rast mogućnosti ispunjenja njihovih očekivanja, što će definitivno postati kritičan element konkurentnosti i održavanja nivoa kvaliteta proizvoda i usluga u narednom periodu. Prema zahtevima savremenog potrošača **proizvod** treba da bude personalizovan i lokalno proizveden. Proces digitalizacije donosi više slobode i fleksibilnosti u sam proizvodni proces, tako da je moguće, uz relativno niske marginalne troškove, proizvesti kvalitetan proizvod prilagođen zahtevima pojedinačnog korisnika. Takođe, proces distribucije za rezervne delove i jednostavnije potrošačke proizvode se lakše sprovodi, ako se samo podaci prenose na daljinu, dok se proizvodnja ostvaruje lokalno.

Ovo posebno podržava primena 3D štampe u fabrikama koje postaju manje osetljive na troškove radne snage, a dovoljno blizu za realizaciju personalizacije proizvoda[11].

Drugi osnovni aspekt digitalne transformacije preduzeća je intenzivna saradnja unutar vertikalnih industrija, kako bi se povećala umreženost privrede i tako povećala brzina procesa inoviranja proizvoda, procesa i poslovnih modela. **Proces poslovanja** savremenih digitalnih preduzeća treba da podržava koncept mrežne proizvodnje i dinamike proizvodnih klastera. Poslovi se obavljaju na disperzovanim lokacijama u skladu da raspoloživom radnom snagom. Jedna od vodećih prilika je tzv. fenomen "industrijske demokratije" koji znači da se brišu granice između fizičkog i informacionog sveta, što snižava barijere ulaska u posao malim i specijalizovanim firmama (MSP). Na taj način dolazi do pomeranja distribucije moći između multinacionalnih kompanija, MSP, ili vrlo fokusiranih tržišnih igrača. U ovakvim uslovima poslovanja raste kompleksnost proizvodnih i snabdevačkih mreža. Ovo vodi i konceptu

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*viši naučni saradnik u Institutu ekonomskih nauka, Beograd. Zvanje naučnog savetnika stekla je 2008. godine. Od 2004. godine radi kao profesor na Beogradskoj poslovnoj školi i kao redovni profesor na Fakultetu za finansije, bankarstvo i reviziju Alfa Univerziteta, Beograd. Pored tema iz međunarodne ekonomije koje su vezane za strane direktne investicije i trgovinske tokove, dr Vidas-Bubanja se bavi i problematikom razvoja informacionog društva, e-ekonomije i posebno temama vezanim za e-trgovinu i e-poslovanje. U periodu 2000-2002. godina bila je e-ambasador Srbije u Inicijativi elektronska jugoistočna Evropa Pakta za stabilnost u JI Evropi. Na funkciji predsedavajućeg Inicijative radila je u periodu 2002-2007. godine i učestvovala je u izradi baznih dokumenata za razvoj informacionog društva u regionu jugoistočne Evrope - eSEE Agende iz 2002. godine i eSEE Agende+ iz 2007. godine. Autor je 5 knjiga i preko 100 članaka u domaćim i stranim časopisima i zbornicima radova-*

"mobilnih proizvodnih jedinica" - male autonomne proizvodne ćelije koje mogu biti pozicionirane tako da proizvode za lokalno tržište bez izgradnje kompletnog, složenog fabričkog sistema. Ovo može promeniti i kretanja stranih direktnih investicija u pogledu većeg uvažavanja brzorastućih tržišta i lokalnih potreba [11].

**Poslovni model** savremenih digitalnih preduzeća obično počiva na fragmentaciji lanca vrednosti. U kompleksnoj i međupovezanoj proizvodnoj mreži uloga dizajnera, snabdevača i posrednika koji ugovaraju posao sa kupcima se menja. Pošto poslovni lideri restrukturiraju i ponovo osmišljavaju lance vrednosti, otvaraju se novi izazovi u pogledu troškova i profita, a mali igrači zbog sniženih barijera lakše ulaze na tržište i dolaze u poziciju da ponude rastući nivo kvaliteta proizvoda i usluga.

**Konkurencija u novom ambijentu digitalnog poslovanja** vodi ka konvergenciji granica, što znači da se tradicionalne granice u industriji brišu, kao i granice između industrijskih i ne-industrijskih aplikacija. Fokus je na moći reprodukcije ne samo identičnih proizvoda, već i usluga. Usluge mogu biti realizovane u procesu masovne proizvodnje kao i fizički proizvodi. Ključni uslovi za realizaciju koncepta digitalizacije poslovanja su upravo outsorsovane visoko kvalitetne usluge i sigurna digitalna infrastruktura. Dolazi do daljeg povezivanja između IT kompanija, telekom operatera i tradicionalnih industrijskih proizvođača. Na taj način IT giganti zapravo postaju industrijski lideri, kao na primer kompanija Facebook koja kupuje učešće u industriji dronova, a Google ulazi u biotehnologiju. Za razliku od prethodnog perioda u kome su proizvođači mašina i alata ostvarivali najveće profitne margine u industrijskom sektoru, u novom konceptu digitalnog poslovanja lideri u profitu u sajber-fizičkom sistemu proizvodnje postaju snabdevači senzora, IT kompanije i proizvođači softvera [11].

Izmenjeni ambijent digitalnog poslovanja fokusira interdisciplinarno razmišljanje kao osnov **znanja** kojima raspolaže preduzeće. Koncept digitalnog poslovanja od radne snage zahteva različita društvena i tehnička znanja, a dominante tehnologije postaju IT, elektronika, robotika, biotehnologija i nanotehnologija. Dolazi do pomeranja sa "proizvodnog razmišljanja" na "kreativno razmišljanje". Korporativna kultura se bazira na kontinuiranoj obuci i razvoju radne snage na radnom mestu i LLL (*long life learning*) učenju, što postaje ključna konkurentna prednost za radnu snagu. Da bi radnik mogao da odgovori na poslovne zahteve u novom mrežnom okruženju mora posedovati sposobnosti za saradnjom i kros-kulturna znanja. Tehnička specijalnost radnika više postaje inter-disciplinarna nego usko specijalizovana.

## 5. ZAKLJUČAK

Kreiranje strateških sposobnosti za uspešno pozicioniranje na globalnom tržištu pretpostavlja ne samo izbor odgovarajućih međunarodnih poslovnih strategija, već i digitalnu transformaciju poslovanja kompanija. Kroz proces digitalne transformacije, preduzeća kombinuju inovativni operativni model sa jeftinijim, više prilagođenim proizvodom, bržom uslugom i poboljšanim iskustvima korisnika. Postajući digitalna, preduzeća su u mogućnosti da realizuju nove zahteve vezane za proizvod, poslovne procese, poslovne modele, potrebna znanja i globalne uslove poslovanja [11].

Razvoj savremenih tehnologija i komunikacija omogućio je digitalnu transformaciju globalnog poslovanja što kreira nove mogućnosti inoviranja, ali, istovremeno, definiše i uslove inovativnih procesa na potpuno nov i diferencirani način. Eksponencijalni rast digitalne ekonomije bazirane na moćima informaciono-komunikacionih tehnologija je najbolja potvrda da se svet suočava sa novom četvrtom industrijskom revolucijom koja će iz korena promeniti

način rada, poslovanja, života i komuniciranja, što pred menadžment savremenih kompanija postavlja vrlo složene izazove.

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## UTICAJ GLOBALIZACIJE NA POLOŽAJ PUTNIKA U MEĐUNARODNOM VAZDUHOPLOVNOM TRANSPORTU

### THE IMPACT OF GLOBALIZATION ON THE POSITION OF PASSENGERS IN INTERNATIONAL AIR TRANSPORT

Irena Radumilo<sup>240</sup>

**Abstrakt:** *Proces globalizacije koji poslednjih decenija sve više zahvata evropsku i svetsku privredu, odrazio se svakako i na sektor međunarodnih usluga u oblasti saobraćaja. Vazdušni saobraćaj, nekada veoma nepristupačan, danas predstavlja vid transporta putnika i robe sa najdinamičnijim razvojem. Ugovorom o vazdušnom prevozu putnika, vazdušni prevoznik se obavezuje da putniku izvrši uslugu prevoza od jednog vazduhoplovnog pristaništa do drugog, a putnik se obavezuje da za to plati ugovorenu naknadu. Masovnost vazdušnog transporta kao osnovno pitanje postavila je odgovornost vazdušnog prevoznika prema korisniku usluga prevoza. Takođe, slabljenje nacionalnog suvereniteta u oblasti razmene dobara i usluga, kao jedno od osnovnih obeležja globalizacije, stvorilo je potrebu razvijanja sistema zaštite korisnika vazdušnog saobraćaja u vidu međudržavnih sporazuma. Montrealska konvencija o ujednačavanju određenih pravila u međunarodnoj vazdušnoj plovidbi iz 1999. godine uvođenjem sistema objektivne odgovornosti prevoznika, znatno je unapredila kvalitet zaštite putnika tokom leta. Međutim, zamerke u tekstu Konvencije na koje je ukazivano još prilikom održavanja konferencije na kojoj je Konvencija usvojena, nisu do kraja uvažene, te su problemi koji su se javili u praksi još primenom prethodne, Varšavske konvencije iz 1929. godine, i dalje prisutni.*

*U radu će biti predstavljeni efekti globalizacije u svetlu međunarodne zaštite prava putnika u vazdušnom saobraćaju, kao pravno i ekonomski slabije strane u ugovornom odnosu. Biće predstavljeni pre svega osnovi, limiti i priroda odgovornosti vazdušnog prevoznika, kao i teorijski i praktični problemi koji se javljaju primenom slova međunarodnih sporazuma. Ograničenost odgovornosti prevoznika na mali krug osnova, te veoma usko vremensko ograničenje u kome se putnik može pozvati na njegovu odgovornost, samo su neka od spornih pitanja. Cilj istraživanja skoncentrisan je na skretanje pažnje stručne, pa i opšte javnosti, na pravne praznine, kao i nedostatke u savremenim rešenjima, kako bi sistem zaštite putnika izrastao u još bezbedniji i ekonomski sigurniji. Postojećim rešenjima ostavljen je širok prostor za arbitrarnost u ponašanju, kao i pogodovanje interesima avio prevoznika i njihovih asocijacija. De lege ferenda, jasnija formulacija teksta Konvencije, a samim tim i nacionalnih zakonodavstava zemalja članica, zasigurno bi doprinela pravnoj sigurnosti i smanjenju broja sudskih sporova.*

**Ključne reči:** *vazduhoplovni prevoznik, putnik, odgovornost, šteta*

**Abstract:** *The process of globalization, which in recent decades more and more influences European and world economy, has also reflected on the sector of international services in the field of transport. Air transport, once very inaccessible, today represents a form of passenger and merchandise transport, which showed the most dynamic development. Thanks to laws of passenger air transport, air transporter is obligated to perform a transportation service for the passenger from one airport to another, whereas the passenger is obligated to pay a certain*

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*amount of money for this service. Massive scale of air transport itself has set the responsibility of the air transporter towards the user of their services as the main issue. Furthermore, weakening of national sovereignty in the field of trade of goods and services, as one of the main marks of globalization, has created the need to develop a system of protection of users of air transport in the form of international agreements. Convention for the Unification of Certain Rules for International Carriage by Air (The Montreal Convention) from 1999, has significantly improved the quality of passengers' protection during the flight by introducing a system of objective responsibility of the air transporter. However, objections to the certain parts of the Convention' writings which were pointed out during the conference when the Convention was adopted, were not entirely accepted. Therefore, problems that arose in the real-life situations where the previous, Warsaw Convention from 1929 was applied, still exist.*

*In this work, you will be presented with the effects of globalization in the light of international protection of passengers' rights in air transport, as legally and economically weaker side in the contract relationship. You will primarily be presented with foundations, limits and nature of liability of the air transporter, as well as the theoretical and practical problems that arise when international agreements are applied. Some of the disputed questions are those of the limitation of liability of the air transported to small circle of basis, as well as narrow time limit in which the passenger can bring into question air transporters liability. The goal of the research is focused on directing the experts' and general public's attention on legal gaps, as well as shortages in contemporary solutions, all done with the purpose of growing the passenger's protection system into an even safer and economically secure one. Existing solutions have been allowed a lot of room for arbitrariness in conducting, as well as leaning towards the interest of the air transporters and their associations. De lege ferenda, a more clear formulation of the Convention writings, and at the same time of national legislation of member-countries, would without a doubt contribute to legal stability and reducing the number of litigations.*

**Key words:** *air transporter, passenger, liability, damage*

## 1. UVOD

**A**nalizirajući savremene vrste transporta, možemo reći da vazdušnom transportu najviše odgovara pridev „međunarodni“. Kao takav, on briše granice među državama Evrope i sveta, te je u uslovima sve naprednijeg i pristupačnijeg leta, kvalitetna međunarodna regulativa postala imperativ.

Kako je u uvodnim izlaganjima napomenuto, Konvencijom o ujednačavanju određenih pravila u međunarodnom vazduhoplovnom prevozu, donesenom u Montrealu 1999. godine, unapređen je sistem privatnopravne zaštite putnika predviđen Varšavskom konvencijom, koji je bio na snazi čitavih sedamdeset godina. Iako je Montrealska konvencija pooštrila limite odgovornosti prevozioca prema putniku i na taj način uvela veću sigurnost putnika u toku leta, u pogledu osnova odgovornosti prevozioca gotovo da nema razlike. Kao i u Varšavskoj konvenciji, osnovi odgovornosti prevozioca su i dalje prilično ograničeni – smrt putnika, telesna povreda, šteta na prtljagu i kašnjenje.

## 2. SMRT I TELESNA POVREDA KAO OSNOVI ODGOVORNOSTI

U pogledu zaštite telesnog integriteta putnika, kao i prema Varšavskoj konvenciji, prevoznik je odgovoran za slučaj smrti (eng. *death*) ili telesne povrede (eng. *bodily injury*) putnika, i to samo ukoliko nastanu kao posledica nesrećnog slučaja (eng. *accident*) u avionu ili tokom ukrcanja ili iskrcanja putnika.<sup>241</sup> Doduše, Varšavska konvencija sadrži nešto širu formulaciju u vidu ranjavanja ili svake druge telesne povrede.<sup>242</sup> Osim pomenute razlike, možemo primetiti da je navedeni član ostao gotovo nepromenjen tokom čitavog jednog veka, dok detaljnija definicija i objašnjenja spornih pojmova i dalje izostaju. To nadalje rezultira spornim situacijama i nejednakom praksom u sudskim procesima povodom ove vrste odgovornosti.

Pojam smrti je u svakom slučaju nesporan. Međutim, pojmovi telesna povreda i nesrećan slučaj godinama unazad su predmet analize naučne misli kao i prakse mnogobrojnih nacionalnih sudova. U pogledu pojma telesne povrede, sporno pitanje predstavlja pravo putnika na naknadu za pretrpljenu psihičku povredu, ili moralnu štetu, kako se ona još u teoriji naziva.<sup>243</sup> Naime, veoma je česta situacija u praksi da putnik, usled specifičnosti ove vrste prevoza, pretrpi određenu količinu stresa ili sličnog nelagodnog osećaja. Formulacija odredbe Konvencije najviše upućuje na to da se pravo putnika iscrpljuje u nadoknadi za isključivo fizičke povrede. Stoga, mnogobrojne presude sudova slažu se u stavu da psihička povreda (u vidu straha, anksioznosti, poremećaja sna ili posttraumatskog stresa, itd.) kao jedina posledica nesrećnog slučaja, ne može biti osnov prava putnika na naknadu štete. U prilog ovako zauzetim stavovima ide striktno tumačenje teksta Konvencije i njenog označenja povrede kao telesne (eng. *bodily*).

Međutim, u sudskoj praksi prisutni su i stavovi prema kojima je sud odobrio dosuđenje naknade za psihičku povredu, ali samo za one povrede koje predstavljaju posledicu fizičke povrede putnika. Pa tako, u slučaju *Floyd v. American Airlines Inc* iako je putnici, nakon što je povredila nogu u avionskoj nesreći od strane psihijatra konstatovan posttraumatski sindrom (PTSP), sud je odlučio da tužilji ne pripada naknada štete po navedenom osnovu, kako registrovani PTSP ne proističe iz fizičke povrede. U konkretnom slučaju, sud je smatrao da se naknada može dosuditi samo za psihičke povrede koje su proistekle iz povrede noge.<sup>244</sup>

Takođe, u evropskoj praksi poznat je slučaj *Longo v. Air France* u kome je par, putujući na medeni mesec, zadobio fizičke povrede usled prinudnog sletanja aviona u okean. Tužiocima su istakli zahtev za nadoknadu štete po osnovu psihičkih povreda, tvrdeći da im to pravo pripada prema Konvenciji, sve dok njihove mentalne povrede prate i fizičke. Sud je ovakav zahtev odbio, ističući da tužiocima pripada pravo na naknadu štete za mentalnu povredu samo ukoliko se ona javlja kao posledica telesne, odnosno proističe iz nje. Sud je, dalje, naveo da iako je slučaj *Floyd* otvorio pitanje mogućnosti nadoknade štete za mentalnu povredu koja prati fizičku, u konkretnom slučaju mentalne povrede tužilaca nisu bile uzrokovane njihovim fizičkim povredama, dodajući da se ovakva situacija ne razlikuje od one u kojoj je putnik pretrpeo samo mentalnu povredu, u kom slučaju tužiocima ni prema Konvenciji niti sudskoj praksi ne pripada nadoknada.<sup>245</sup>

<sup>241</sup> Convention for the Unification of Certain Rules for International Carriage by Air (the Montreal Convention), Article 17. [http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:22001A0718\(01\):en:HTML](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:22001A0718(01):en:HTML), 15.03.2017.

<sup>242</sup> Convention for the Unification of Certain Rules Relating to International Carriage by Air (Warsaw Convention 1929), <https://www.mcgill.ca/iasl/files/iasl/warsaw1929.pdf>, 15.03.2017.

<sup>243</sup> V. Trajković, M., *Međunarodno vazduhoplovno pravo*, str. 127.

<sup>244</sup> V. Đurđev, D., *Pravno regulisanje ugovora o prevozu putnika u vazdušnom saobraćaju EU i Srbije*, str. 107.

<sup>245</sup> V. McKay Cunningham, *The Montreal Convention: Can Passangers Finally Recover for Mental Injuries?*, at. 22.

Sa druge strane, u teoriji se ističe i druga grupa slučajeva u kojima je psihička povreda direktno izazvana nesrećnim slučajem bila uzročnik kasnijeg fizičkog oboljenja putnika. U ovom slučaju, sudska praksa zauzela je stav da je dosuđenje naknade za psihičku povredu opravdano. Recimo, ukoliko putnik može da dokaže da su PTSP ili depresija kao posledice nezgode uzrokovale kasnije fizičke promene u organizmu, oštećenom pripada pravo na naknadu. Primer ovakvog shvatanja suda nalazimo i u slučaju *Salerno v. Pan American World Airways* pred Okružnim sudom države Njujork. Naime, tužilja je navela da je strah koji je pretrpela tokom leta usled vesti da je u avionu postavljena bomba, bio uzrok njenog spontanog pobačaja dvadeset i četiri sata kasnije. Sud je usvojio tužbeni zahtev i tužilji dosudio naknadu za pretrpljen strah, dovodeći ga u uzročnu vezu sa fizičkim promenama koje je tužilja doživela kao posledicu.<sup>246</sup>

Dakle, pitanje dosude naknade štete se ne javlja kao problematično ukoliko se mentalna i fizička povreda steknu u jednoj. Međutim, dilema se javlja kada je na strani oštećenog prisutna samo mentalna povreda. Shodno tome, postoji stav teorije da su slučajevi naknade štete koji dopuštaju naknadu mentalne povrede kao uzročnika fizičke, otvorili *Pandorinu kutiju*, jer su navedeni uzročni odnosi veoma teško dokazivi, te da bi se trebalo držati striktnog tumačenja člana 17 Konvencije.<sup>247</sup> Međutim, prisutna su i suprotna stanovišta. Pojedini autori smatraju da ove dve vrste povreda treba izjednačiti, bilo da se pojavljuju zajedno ili odvojeno.<sup>248</sup> U tom slučaju termin „telesna povreda“ treba tumačiti kao „povreda“.

Uzimajući u obzir oba stava, mišljenja smo da se ne može ići tako daleko i termin „telesna“ povreda izjednačavati sa „mentalna“. *Ratio* izjednačavanja je jasan i pravičan, međutim potpisnice Konvencije očigledno nisu delile mišljenje autora da je vreme za deklarisanje izričite promene, te su pravo na naknadu i dalje predvidele samo za povredu koja je isključivo telesna, odnosno vidljiva. Na kraju, sam termin „telesno“ upućuje na nešto upravo suprotno „mentalnom“, te smatramo da je izjednačavanje ovih termina predstavlja isuviše slobodno tumačenje Konvencije koje lako može odvesti pravnoj nesigurnosti. Svakako, predlozi za naredne izmene Konvencije u pravcu proširenja predviđenih povreda i na mentalnu su poželjne i dobrodošle.

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<sup>246</sup> Justia US Law, <http://law.justia.com/cases/federal/district-courts/FSupp/606/656/2157115/>, 17.03.2017.

<sup>247</sup> V. Đurđev, D., *nav. delo*, str. 109.

<sup>248</sup> V. Trajković, M., *nav. delo*, str. 129.

## 2.1. Pojam nesrećnog slučaja

Pored navedenog, teorijska i praktična rasprava se ne završava na analizi pojma povrede. U vezi sa istim članom Konvencije, kao sporno javlja se i tumačenje pojma nesrećnog slučaja, čije se posledice javljaju u vidu smrti ili telesne povrede. Kako Konvencija nije dala definiciju ni ovog pojma, sudska praksa ga je vremenom definisala. Kao značajna ističe se presuda Vrhovnog suda SAD-a iz 1985. godine, koji je u slučaju *Case Air France v. Saks* odredio kriterijume definisanja nesrećnog slučaja.<sup>249</sup> Nesrećni slučaj jeste neočekivan ili neuobičajen događaj koji je izvan samog putnika, a u vezi je sa vazduhoplovnom operacijom. Sud je zauzeo stav da se pogoršanje zdravstvenog stanja putnika u očekivanim i uobičajenim uslovima leta, kakvi su promena pritiska, ne može smatrati nesrećnim slučajem za koji je avio kompanija odgovorna. Navedeni stav postao je široko prihvaćen od strane sudova kako u SAD-u, tako i od strane sudova drugih država potpisnica Konvencije.

Međutim, sudska odluka u slučaju *Olympic Airways v. Husain* otvorila je nova pitanja. Naime, supruga putnika, koji je bolovao od astme, zatražila je od stjuardese da im obezbedi druga sedišta u avionu, kako su se njihova sedišta nalazila u blizini pušačkog dela aviona. Stjuardesa je zahtev odbila, a putnik je u toku leta preminuo. Pred sudom se postavilo pitanje da li se akt nečinjenja stjuardese može smatrati neočekivanim i neuobičajenim događajem, odnosno da li se problematično zdravstveno stanje putnika pogoršano uslovima leta može podvesti pod član 17 Konvencije. Kao sasvim novu praksu, sud je zahtev tužilje usvojio, ističući da iako se samo ponašanje stjuardese ne može smatrati nesrećnim slučajem, ono jeste jedna karika u lancu događaja koji su rezultirali štetom za putnika iz razloga koji je izvan samog putnika, a u uobičajenim uslovima leta.<sup>250</sup>

Iako je presuda u slučaju *Saks* dala jednu korisnu i široko primenljivu definiciju, kritika koja se javlja u vezi sa praksom sudova ide u pravcu doslovne primene definicije iz slučaja *Saks*, koja je faktički zamenila slovo Konvencije. Stoga su sudovi Australije i Velike Britanije insistirali na presudama drugačijim od one u slučaju *Saks*. Pred ovim sudovima sporni su bili tzv. DVT (eng. deep vein thrombosis) slučajevi. Naime, nije retkost da se putnicima na letovima dužeg trajanja, usled viščasovnog sedenja javi zdravstveni problem tromba koji može rezultirati čak smrtnom posledicom (tzv. „sindrom ekonomske klase“<sup>251</sup>). Vrhovni sudovi ovih zemalja zauzeli su stav da se javljanje ovakvog zdravstvenog problema tokom leta ne može smatrati nesrećnim slučajem, kako prema standardima ponašanja posade i politici avio kompanija ne postoji obaveza informisanja putnika o eventualnom nastanku zdravstvenog problema, te se njihovo nečinjenje ne može smatrati neuobičajenim ili neočekivanim događajem. Stoga su ovi sudovi odbili razmatranje okolnosti propusta posade o obaveštavanju putnika, u kontekstu člana 17 Konvencije. Sa druge strane, smatramo da su navedene okolnosti uzete u obzir, verovatno bi odluka ličila na onu iz slučaja *Husain*.<sup>252</sup>

<sup>249</sup> V. Đurđev, D., *Pojam nesrećnog slučaja i telesne povrede u vazdušnom saobraćaju*, str. 79, <http://caselaw.findlaw.com/us-supreme-court/470/392.html>, 21.03.2017.

<sup>250</sup>

<http://www.mondaq.com/x/25005/Olympic+Airways+v+Husain+An+Unusual+and+Unexpected+Decision>, 22.03.2017.

<sup>251</sup> V. Filipović, V., *Montrealska konvencija iz 1999. o međunarodnom zračnom prijevozu stupila na snagu*, str. 2.

<sup>252</sup> V. Karin Paulsson, *Passenger Liability according to the Montreal Convention*, Autumn 2009, at. 47.

### 3. LIMIT I PRIRODA ODGOVORNOSTI PREVOZIOCA

Za razliku od Varšavske konvencije, koja primenjuje sistem subjektivne odgovornosti prevozioca za štetu koju je putnik ili član njegove porodice pretrpeo za slučaj smrti ili telesne povrede, Montrealska konvencija pooštrava odgovornost prevozioca. Naime, Konvencija uvodi dvostepeni sistem odgovornosti prema kome do određenog novčanog limita prevozioc odgovara objektivno, bez obzira na krivicu, dok je za odgovornost preko navedenog limita a do stvarnog iznosa štete potrebna krivica prevozioca, koja se pretpostavlja.<sup>253</sup> Konvencija princip subjektivne odgovornosti predviđa u drugom stepenu, te nije na oštećenom teret dokazivanja postojanja krivice, već je na prevoziocu teret dokazivanja da krivica ne postoji.<sup>254</sup>

Prema opštim pravilima o objektivnoj odgovornosti štetnika, ona postoji ukoliko postoji uzročna veza između radnje prevozioca i nastale štete. Stoga, prema pravilima Konvencije prevozioc se samo u izričito predviđenim situacijama može osloboditi odgovornosti, i to – ukoliko dokaže da šteta nije nastala kao posledica nepažnje odnosno druge kažnjive radnje ili propusta prevoznika, njegovih zaposlenih ili agenata, odnosno ukoliko dokaže da je šteta nastala usled nepažnje ili druge protivpravne radnje odnosno propusta lica koje traži naknadu.<sup>255</sup>

Limit objektivne odgovornosti iznosi 100.000 specijalnih prava vučenja (eng. SDR – *special drawing rights*) po putniku, koja predstavljaju specifičnu obračunsku jedinicu Međunarodnog monetarnog fonda.<sup>256</sup> Međutim, visina odštete koja se uobičajeno dosuđuje svakako zavisi od prakse države članice u kojoj tužilac podnosi tužbu. Shodno tome, tužiocu je na raspolaganju *forum shopping*, odnosno izborom suda može donekle predvideti iznos naknade koji će mu eventualno biti dosuđen.<sup>257</sup> Trebalo bi skrenuti pažnju, takođe, na sudsku praksu do donošenja Montrealske konvencije, prema kojoj većina tužbi protiv avio prevoznika koji obavljaju prevoz prema zemljama sa niskim premijama, a to je većina zemalja sveta, nije upravo premašivala iznos od 100.000 SPV.

Iz navedenih karakteristika, jasno je da je namera autora Konvencije išla u pravcu zaštite obe ugovorne strane, kako vazduhoplovnog prevoznika postavljanjem limita odgovornosti, tako i putnika koji je do tog limita oslobođen dokazivanja postojanja krivice prevozioca. Sa druge strane, ovakvo fiksiranje limita odgovornosti prevozioca izazvalo je i druge pravne efekte, u vidu ništavosti klauzula i ugovornih odredbi koje predviđaju nižu granicu odgovornosti od ustanovljenog limita, odnosno oslobođenje prevozioca od odgovornosti.<sup>258</sup> Suprotno je, svakako, moguće. Nema smetnji da prevozioc i putnik ugovorom predvide viši limit objektivne odgovornosti prevozioca od limita ustanovljenog Konvencijom.

### ZAKLJUČAK

Proces globalizacije svetske privrede učinio je međunarodni vazdušni saobraćaj pristupačnijim. Masovnija upotreba vazduhoplovnog prevoza u svakodnevnom životu, neminovno je vodila različitim povredama prava putnika od strane prevozioca, te i raznovrsnom sudskom praksom

<sup>253</sup> Montreal Convention, Article 21.

<sup>254</sup> V. Trajković, M., *nav. delo*, str. 119.

<sup>255</sup> Konvencija ne daje mogućnost pozivanja na uobičajene osnove isključenja odgovornosti u vidu više sile ili radnje trećeg lica. V. D. Đurđev, *Ekskluzivnost Montrealske konvencije i komunitarno pravo*, str. 35.

<sup>256</sup> V. International monetary fund, <http://www.imf.org/external/np/exr/facts/sdr.htm>, 25.03.2017.

<sup>257</sup> V. Domazet, A., *Zaštita prava putnika u vazdušnom saobraćaju u pravu Evropske unije i pravu Republike Srbije*, str. 27.

<sup>258</sup> V. Radionov, N., Novačić, T., *Aktualnosti u sustavu odgovornosti zračnog prijevoznika*, str. 18.

u ovoj oblasti. To je, nadalje, stvorilo potrebu preciznog i jasnog formulisanja obima i sadžaja prava putnika u slučaju nezgode u toku leta ili u vezi sa njim. Montrealska konvencija uvođenjem sistema objektivne odgovornosti prevozioca, znatno je unapredila kvalitet zaštite putnika tokom leta. Međutim, zamerke u tekstu Konvencije na koje je ukazivano i prilikom održavanja konferencije na kojoj je Konvencija usvojena, nisu do kraja uvažene, te su problemi koji su se javili u praksi primenom prethodne, Varšavske konvencije, i dalje prisutni. Pod navedenim se pre svega podrazumeva nepostojanje jasnog uporišta u Konvenciji za dosuđenje čisto mentalne povrede putnika do koje je došlo usled leta, kada ona nije praćena fizičkom, kao i nedefinisanje važnih pojmova u tekstu Konvencije, kakav je pojam nesrećnog slučaja. Smatramo da je na taj način ostavljen širok prostor za arbitrnost u ponašanju, kako stranaka tako i suda. *De lege ferenda*, jasnija formulacija teksta Konvencije bi zasigurno doprinela pravnoj sigurnosti i smanjenju broja sudskih sporova.

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# THE IMPACT OF INFORMATION AND COMMUNICATIONS TECHNOLOGIES ON INNOVATIONS

## UTICAJ RAZVITOSTI INFORMACISKO – KOMUNIKACISKIH TEHNOLOGIJA NA INOVACIJE

Denis Tomše<sup>259</sup>  
Boris Snoj<sup>260</sup>

**Abstract:** *The purpose of this article is to research the impact of ICT development on Innovation. ICT has significant impact on the economy, both directly as well as indirectly. The results show that ICT development has a significant impact on innovation. This is a very clear message to governments, that they should increase investment in ICT, if they want to increase the innovation and improve the economic situation of their Country.*

**Key words:** *Country, Development Index, Economy, Innovation index, Information and Communications Technology*

**Sadržaj:** *Svrha ovog članka je istražiti utjecaj razvoja IKT na inovacije. IKT ima značajan izravan i neizravan utjecaj na ekonomiju. Rezultati pokazuju da je stupanj razvoja IKT utjecajan faktor stope inovacija. Ovo je vrlo jasna poruka vladama, da bi trebalo povećati ulaganja u IKT, ako žele da dignu inovacije i poboljšaju ekonomsku situaciju u svojoj zemlji.*

**Ključne reči:** *zemlja, index razvoja, ekonomija, index inovacija, informaciska i komunikaciska tehnologija*

### 1. INTRODUCTION

Authors in this study deal with impact of Information and Communications Technology (ICT) on innovation index. Previous studies on the correlation between ICT development and innovations and also some other economic factors are offering good basis for hypothesis development. However, they mostly focus on individual countries, while our study examines the impact of ICT development index on the innovation index in many different countries. The results therefore provide more general picture of how the level of ICT development impacts the level of innovations, and also the answer whether the countries can expect increase of innovations when they increase investments in ICT. As a basis for the level of development of ICT the authors used ICT Development Index, which is a composite index that combines 11 indicators into one benchmark measure (see Figure 1). It is used to monitor and compare developments in information and communication technology (ICT) between countries and over time [1].

For other determinant authors took innovation index [2], which aims to capture the multi-dimensional facets of innovation by providing a rich database of detailed metrics [2, p. 35].

The purpose of this study is to determine whether individual Country by increasing inputs in ICT (which in turn means a rise in ICT Development Index) can expect the increase of

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innovations. The aim of the research is to determine whether the ICT Development Index has statistically significant impact on innovation index.

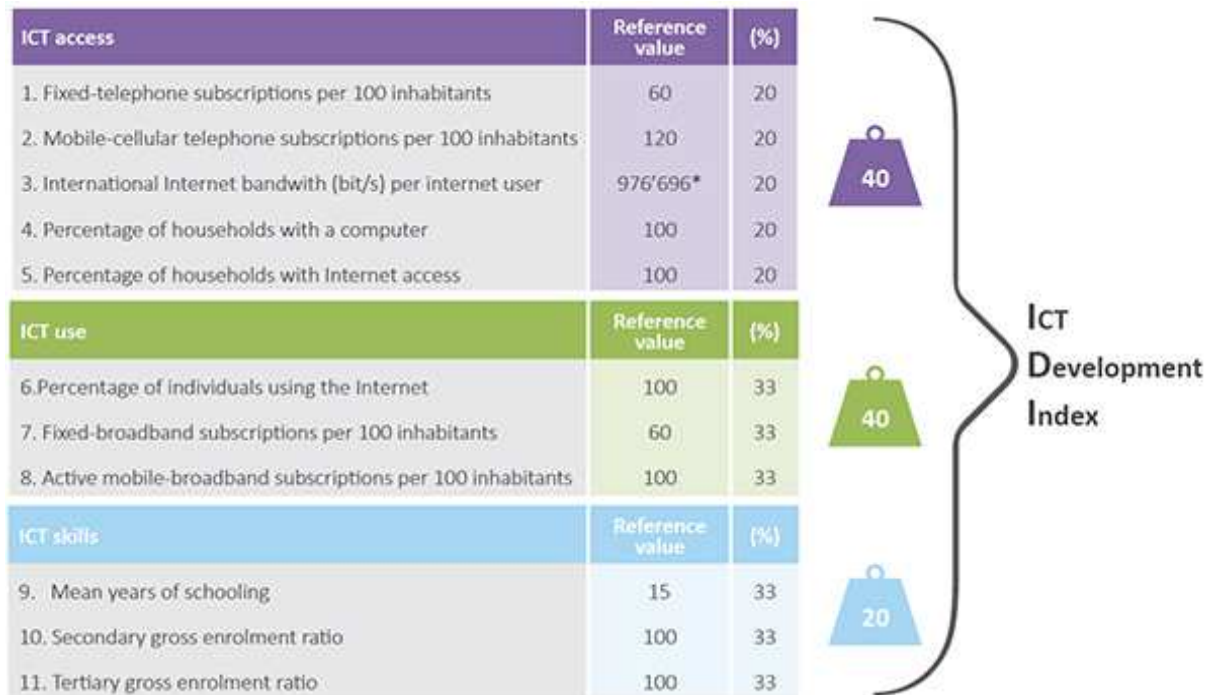


Figure 1: ICT Development Index: indicators, reference values and weights  
Source: [1]

## 2. THEORY BACKGROUND AND HYPOTHESES DEVELOPMENT

ICT has many positive effects on the economy. As Kvochko mentioned ICT is also an important innovation and development factor, and has a significant economic impact in at least five areas [3]:

- Direct job creation,
- Contribution to GDP growth,
- Emergence of new services and industries,
- Workforce transformation,
- Business innovation.

Especially the last state, that ICT is the driver of business innovation indicates, that ICT development has positive impact on innovation index (the more developed is ICT in selected country, the higher should therefore be that country innovation index).

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Arvanitis, Loukis and Diamantopoulou researched the impact of different types of ICT on innovation performance of Greek firms. Their research indicates that ICT provides a strong

innovation drive even in such innovation averse national contexts, in which the traditional innovation determinants do not drive innovation of processes, products or services. [4, p. 8].

Zoroja researched the impact of ICTs on innovation activities in selected European countries. Research results confirmed the impact of ICTs as a supporting factor for innovation activities [5, p. 48]. Even more, all of the researched independent variables (eLearning usage, Internet usage, eBusiness usage, eScience and technology transfer usage and eGovernment usage) have positive impact on innovation activities.

Beside that, ICTs foster innovation by improving information exchange and knowledge diffusion incurred and the production of innovations and are a key factor in why cooperation in research and innovation is increasing, at the expense of the single-inventor (individual or entity) model. [6].

ICT development has also some other positive effects on the economy. Tomše and Snoj, for example found out, that ICT development has positive impact on GDP per Capita [7, p. 119-120], and negative impact on unemployment rate [8, p. 605-610], while

Atkinson and Stewart mention the following positive effects of ICT on economy [9, p. 3 – 4]:

- Creating high paying jobs,
- in 2011 the IT industry contributed 4,3 % of U.S. GDP,
- global output from IT industries more than doubled from \$1.2 trillion in 1995 to \$2.8 trillion in 2010,
- IT was responsible for 75% of U.S productivity growth between 1995-2002, and 44% between 2000-2006,
- because of the impact of dot.com Internet domains, annual global GDP of U.S is \$1,5 trillion larger,
- between 2006 and 2010, corporations that invested more in IT increased productivity three times faster as cororations that invested less,
- a 10 % increase in broadband penetration adds between 0,25% and 1,38 % points to a country” GDP growth,
- building high-growth companies,
- creating new sectors and ways of doing Business,
- drives innovation,
- it is key source of competitive advantage etc.

Based on preliminary research authors formulate the following hypothesis:

**Hypothesis H1:** ICT development index has positive impact on innovation index.

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## 2. METHODOLOGY

Authors used ICT Development index as independent variable [10] and innovation index as dependent variable [2]. For some countries data about innovation index was not available, so authors excluded them from the study. Therefore the final number of researched countries is 126.

In the study the authors used simple linear regression for testing the impact of ICT development index on innovation index.

## 4. RESULTS

As it is shown in Table 1 the number of researched countries is 126. The minimum value of ICT Development Index is 1,07 (Niger) and the maximum value is 8,84 (Korea). The mean value of ICT Development Index of 126 included countries is 5,41 with Standard Deviation of 2,18.

The minimum value of Innovation index is 14,60 (Jemen) and the maximum value is 66,28 (Switzerland). The mean value of Innovation index of 126 included countries is 36,92 with standard Deviation of 12,06.

	N	Minimum	Maximum	Mean	Std. Deviation
ICT	126	1,07	8,84	5,4069	2,17944
INN	126	14,60	66,28	36,9187	12,06115
Valid N (listwise)	126				

Table 1: The descriptive statistics of ICT Development Index impact on Innovation Index  
Source: Research results

In Table 2 the results of testing the The impact of ICT Development Index on Innovation Index are presented. As it is shown the ICT Development Index has a statistically significant impact on unemployment rate in OECD countries ( $B = 4,848$ ,  $p\text{-value} \approx 0.000$ ,  $\alpha = 0.05$ ). Authors therefore accepted the hypothesis H1.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,707	1,397		7,667	,000
	ICT	4,848	,240	,876	20,224	,000

a. Dependent Variable: INN

Table 2: The impact of ICT Development Index on Innovation Index  
Source: Research results

As it is shown in Table 3, The Value of R Square is 0,767, which means that ICT Development index explains approximately 76,7% of the Model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,876 <sup>a</sup>	,767	,765	5,84077

a. Predictors: (Constant), ICT

Table 3: Model Summary

Source: Research results

#### 4. CONCLUSIONS

The results of author's research show that ICT Development Index has statistically significant impact on Innovation index. As it shows the value of R Square (0,767) selected variable explains 76,7% of the model, which is very good. However, the results clearly show, that the ICT development of an individual country has significant impact on that country innovation. Therefore country leaders should increase investments in ICT and consequently increase the innovations in that country.

As mentioned ICT Development Index is a very significant influencer of innovations, but it should be considered that there are other factors that have a significant impact on economic development and of course also on the innovations of each country. Therefore authors recommend that future researches should test also the impact of some other variables that could have statistically significant impact on innovations, to get more comprehensive picture, and determine how powerful factor of innovations is the ICT Development Index in comparison to other factors. The authors also suggest that future research examine the impact of ICT Development Index on some other economic factors such as the amount of exports etc.

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# HEDONIC MOTIVATION IN THE PROCESS OF ACCEPTANCE AND USE OF TECHNOLOGICAL PRODUCT - COMPARATIVE RESEARCH ON THE OLDER AND YOUNGER GENERATIONS IN POLAND

Sylwia Badowska<sup>261</sup>

**Abstract:** *The aim of this article is to present the results of the original research on the hedonic motivation in the acceptance and use of a selected technological product. The results shed a light on the issue among two generations: the elderly and the young. To verify the objective of the research conducted at the turn of 2014-2015 the PAPI technique was employed. As the research subject the smartphone mobile technology was chosen. The results indicate that both consumers groups feel the positive emotions (joy and pleasure) using smartphones, but the younger ones seem to be more exited with the technological product. This product provides entertainment for almost three out of four young people, but only to one out of three elderly. The research results allowed to determine, that hedonic motivation plays a strong positive role in the proces of acceptance and use of the technological product by both consumer groups. The outcomes have both theoretic and practical implications. It supports creating marketing strategies of high-tech products to market segments taking into account the specificity of vairous age generations.*

**Key words:** *the elderly, young generation, technological product, UTAUT, hedonic motivation,*

## 1. INTRODUCTION

Nowadays technological progress is intensively moderating consumer lives. Strong development of high-tech products is a direct response to the changing of present and future needs of purchasing groups or to cause of new ones. For the modern society, one of the most accessible high-tech goods is a smartphone defined as an intelligent device with traditional voice call functions as well as Internet access, information processing, and applications with a hybrid interface with the functionality of a personal digital assistant including scheduling and personal information management [1]. The first group of natural users of high-tech products are young consumers, for whom the high-tech offer is usually dedicated by manufacturers from the beginning. Older adults are often portrayed as less avid users of information and communication technologies (ICT), as uninterested in ICTs, or of not being capable of using them properly [2]. However, with the increase of the number of studies conducted among people at the age of 60+ it is shown that the generation of the elderly is gradually becoming a full-fledged community of high-tech goods and services users, including such products as: smartphones, taphlets, e-services. More and more the elderly people start using e-commerce and/or m-mobile. But the pattern of their way of usage and frequency differs from young generations [3].

In the market segment of the people at the age of 60+, more and more innovators and early followers consumers have had a phase of product acceptance behind. They are familiar with the benefits and disadvantages of a technological product. This can be translated into positive and/or negative feelings associated within product contact. A part of product users can perceive

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some sorts of pleasant emotions in the process of using good. So the question arises whether hedonistic motivation favors the use of technological products? And, if so, how does this happen in age groups? Bearing in mind the above, the purpose of the article is to identify and evaluate the role of hedonistic motivation in the process of acceptance and use of a technological product by the elderly and young consumers. To verify the research goal, the author used the original research conducted in Poland at the turn of 2014-2015 and as the subject of research the smartphone technology was employed.

### 3. LITERATURE REVIEW

From the manufactures' perspective a high-tech product is any product with a high level of market uncertainty and technology uncertainty and it is capable of changing user behavior [4]. From the consumers' point of view they are products which changing their behaviour and have appeared as a result of a technology change [5].

The process of product adaptation on the market consists of two phases: adaptation - in which users decide to use the product; and confirmation - when users decide to continue to use the goods or services [7]. As part of the product life cycle, a product shifts through different phases of introduction, growth, maturity, saturation and decline. Each of these periods is dominated by a specific type of consumers: innovators (2.5%), early followers (13%), early majority (34%), late majority (34%) and laggards (16%) respectively [7]. In the category of technological goods, a mobile phone called smartphone has taken a stable position. Smartphones and the use of apps have revolutionised the mobile industry over the last decade and they have seen the fastest adoption of any technology in human history [8]-[9]. The product market premiere was in 2007 and at that time it was dedicated to the consumer-innovators. In the periods of 2008-2009 and 2010-2012, smartphones were gradually accepted by the early followers and the early majority respectively. According to [8]-[9], the global penetration rate for this technology was 50% in 2013. In 2016 the market was at the stage of saturation and the product penetration rates were for developed and developing regions the following: 69% and 46% respectively. It is predicted that in 2020 the rate will increase to 76% and 63%. By 2020, there will be 5.8 bln smartphones, which provides growth of 2.6 bln from the end of 2015. There is still growth to come on the market but with incremental sales driven by developing regions [8]-[9]. In the mature markets, premium phone users are extending life cycles to 2.5 years, which is not going to change drastically over the next five years and in emerging once, the average life time of premium phones is between 2.2 and 2.5 years, while basic phones have an average lifetime of three years and more [6].

In Poland, the smartphone market is still at a strong growth stage. In [10] "Polska.jest.mobi" is shown that in May 2015, mobile smartphone penetration rate was 58% and in 2016 it exceeded the level of more than 60%. In 2015, the penetration rates of smartphone at the age group of 15-19 and 20-29 were 91% and 88% respectively. For the age group of people 60+, the rate was significantly lower and amounted to 23%, which suggested that the product was being purchased by the early followers and the early majority [10] (Polska.jest.mobi, 2015). Similar results were obtained by other researcher in Poland [11] as well and the elderly smartphone users constituted 24.2% of the tested elderly.

In the literature it is suggested, that the previous related studies have focused primarily on the adoption and diffusion of products or information technologies and therefore, research on the product usage phase, namely the possibility of continuous product usage, is essential [1].



In the literature it is pointed out that motivations are what energize and encourage goal-oriented buying behaviour [12], and these motivations are activated by the goals that individuals pursue. The hedonic motivation is a key predictor of consumer behaviour and it is linked to experience pleasant emotions through the senses [13]. The hedonic motivation is defined as the motivation to do something due to the internal satisfaction [14]. It is related to the essence of individual's psychological and emotive experiences which can be triggered by both the individual traits and the cognitive states [15]. The hedonic motivation is an important determinant of technology acceptance and use [17]. It represents the extent to which consumers believe that using an IS system is entertaining and refers to the pleasure by using a technology [16]-[17]. It belongs to variables in UTAUT2 to consider the extrinsic motivation or utilitarian value and authors added the impacts of hedonic motivation, price value, and habit on behavioral intention and technology use as moderated by specified age, gender, and experience [more see 17].

#### 4. RESEARCH METHODOLOGY

The aim of the study is to identify and evaluate the role of hedonic motivation in the process of acceptance and use of the technological product by young and elderly people on the example of a mobile phone called smartphone. In the study, the term 'elderly consumer' was defined as person who is at the age of 60+ and 'young consumer' is recognized as a person at the age of 19-30. As the object of the study the three following components of hedonic motivation were chosen:

- joy of using the product;
- pleasure of using the product;
- a smartphone as a product of entertainment.

In the study, the following hypothesis was defined:

*Hedonic motivation in the process of acceptance and use of a high technology product is moderated by age so that people from younger age groups feel the hedonic motivation more strongly and likely than people in the older age group.*

The constructs were measured on a five point Likert scale ranging from (1) strongly disagree, to (5) strongly agree. For targeting the elderly and young 'smartphone' users the PAPI technique was employed. The questionnaire for the Polish population was adapted from the Venkatesh's et al. study [2003, 2012] and pre-tested in a pilot. The proper survey was conducted at the turn of 2014-2015. The detailed characteristic of research samples is shown in the tabel 1.

<i>Items</i>	<i>The elderly</i>		<i>The youngs</i>	
No. of distributed questionnaires	720		210	
No. of returned questionnaires	524		152	
No. of targeted respondents	463		152	
No. of mobile phone users	425		149	
No. of smartphone users	104		124	
Gender	Female 80	Male 21 ND 3	Female 94	Male 30
Age	60-69	80	19-23	25
	70-79	23	24-27	92
	80+	1	28+	7

Table 1. Characteristic of research samples.

### 5. REASEARCH RESULTS

The first area to identify the hedonic motivation in the process of acceptance and use of a technological product is the perception of the joy of using a smartphone by both consumer groups. In the elderly group the statement 'I think that using a touch mobile phone called a smartphone gives me joy' "9% of the elderly responded strongly positively. The next 38% of the elderly respondents indicated that they agree with the statement, but with the lower level of conviction. Another 15% of the elderly did not agree or disagreed with it. Following the data, 3% of the respondents indicated that they were not convinced that they think that using a touch mobile phone called smartphone gives them joy. The last but one 3% of the respondents expressed a very negative opinion in this respect. The final 33% of the respondents did not respond to the statement. Figure 1 presents the results.

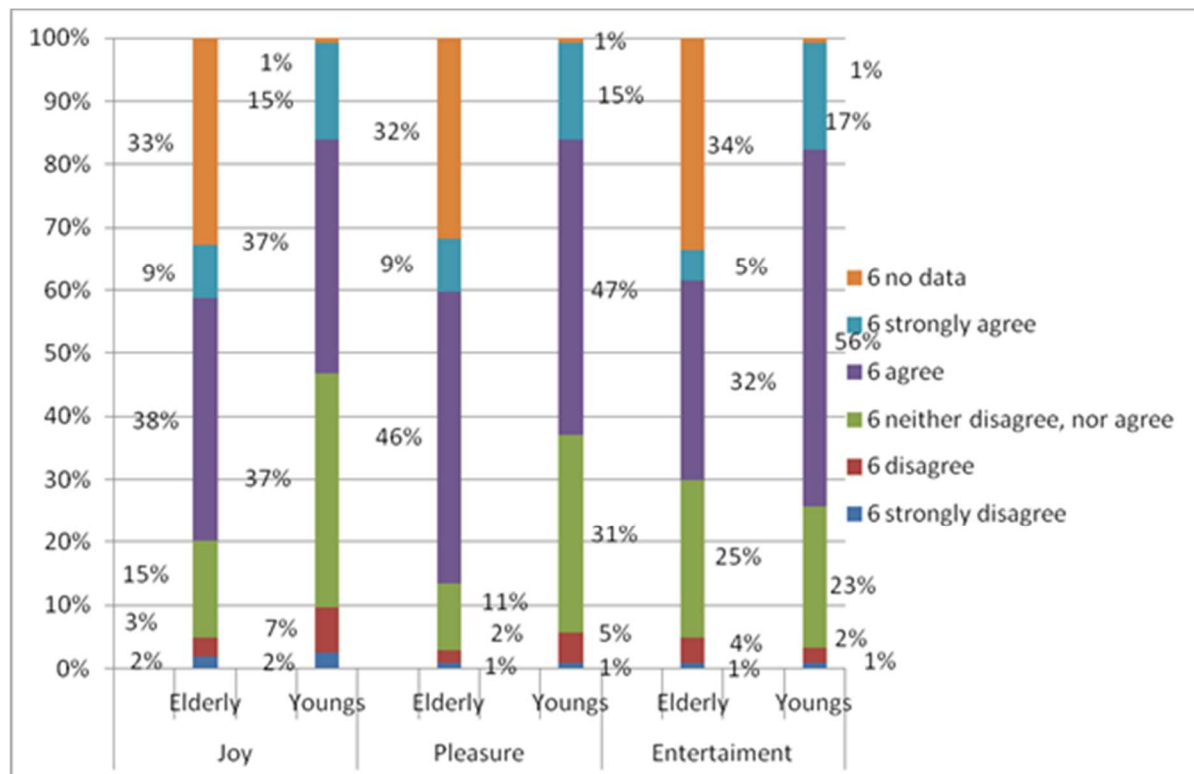


Figure 1: Breakdown of the elderly and the younger respondents' answers to the following statamnts: 1. 'I think that using a touch mobile phone called a smartphone gives me joy'; 2. 'I think that using a touch mobile phone called a smartphone is pleasant '; 3. 'I think that using a touch mobile phone called a smartphone is entertaining'.

In the group of young people, 15% of the respondents expressed a strong positive opinion that they consider that using a touch mobile phone called a smatphone gives them fun. The next 37% of the respondents indicated that they agree with the statement, but with less conviction. Another 37% did not agree or disagreed with it. The following 7% of the respondents indicated that they did not consider that using a touch mobile phone called a smartphone give them joy. The last 2% of the respondents expressed a very negative opinion in this respect. The final 1% of the respondents did not respond to the statement.

In conclusion, it should be pointed out that 47% of the elderly and 52% of the young people are convinced that using a smartphone gives them joy. This contrasts only with 8% of the respondents at the age of 60+ and 9% at the age of 19-30 whose opinion was opposite.

Therefore, young smartphone users are more likely to experience the joy of using the products than the elderly.

The second area to identify the hedonic motivation in the process of acceptance and use of a technological product is the perception of the pleasure of using a smartphone by both consumer groups. The obtained results show that 9% of the elderly strongly agreed that using a smartphone is pleasant. The next 46% of the respondents also confirmed this statement in their case, however, with less intensity. Another 11% stated that they did not agree or disagree with the statement. The next 2% of the respondents did not think that using smartphone is pleasant. The final 1% strongly disagreed with the opinion. The last 32% of the respondents did not respond to the opinion.

For a younger consumer group, the results show that 15% of the young respondents strongly believe that using a smartphone is pleasant. The next 47% of the respondents also confirmed this statement in their case, however, with less intensity. Another 31% stated that they did not agree or disagree with the statement. Among the young respondents, 5% of them did not think that using a smartphone is pleasant. The final 1% strongly disagreed with their opinion. Finally, 1% of the respondents did not respond to the opinion.

Responding to the analyzed data, it is worth pointing out that 55% of the elderly and 62% of young people expressed that they perceive using a smartphone a pleasant activity. The only 3% of the elderly and 6% of the young respondents presented a different opinion. In conclusion, younger people are more likely to experience the pleasure of using a technology product than the elderly.

The third area to identify the hedonic motivation in the process of acceptance and use of a technological product is the perception of a smartphone as a product of entertainment by both consumer groups.

As the data among the elderly respondents show that 5% of them definitely agreed that using the smartphone gives them entertainment. The next 32% of the elderly also expressed a positive opinion, albeit with a lower level of conviction. Another 25% did not agree nor disagree with the statement. The following 4% of the respondents disagreed that using the smartphone gives them entertainment. The last but one 1% of the respondents strongly disagreed with the statement. The final 34% of the elderly did not respond to the opinion.

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Parallely, she returned to education and science gaining a PhD in Management in 2011. Her doctoral thesis is on a system supporting product innovations in processing sector employing cluster concept.

Furthermore, she develops the idea of innovativeness in the fields of consumer behaviour (especially of the elderly consumers), marketing and gerontology. She has published articles and has presented papers in the Eastern and Central Europe.

Among the younger respondents, 17% of them definitely agreed that using the smartphone gives them entertainment. The next 56% of the respondents also expressed a positive opinion, albeit with a lower level of conviction. Another 23% of the young people did not agree nor agreed with the statement. The prefinal 2% disagreed that using a smartphone gives them entertainment. The last 1% of the respondents strongly disagreed with the statement. Another 1% of the young people did not respond to the opinion.

In conclusion, 37% of the elderly and 73% of the young people are convinced that using a smartphone provides them with entertainment. Only 5% of the people at the age of 60+ and 3% of the young respondents disagreed. Thus, it should be noted that the smartphone is twice as often referred to as the entertainment product in the group of young people than in the older one.

## 6. CONCLUSIONS

Hedonic motivation seems to be a critical factor in the process of acceptance and use of technological good for both the younger and older generations in Poland. However, the research outcomes suggest that the tested young smartphone users are more likely to experience the joy of using the products than the elderly. What more, pararely the younger people are more likely to experience the pleasure of using a technology product than the elderly ones. Finally, the smartphone is twice as often referred to as the entertainment product in the group of the young people than in the verified older population.

The research contributes both in theory and practice. From the theoretical perspective a hedonic motivation factor was developed and this complex determinant which affects purchasing and using a high-tech product by the elderly and the youngs have been better understood. From the practical perspective, marketers of high-tech products should stress the importants of incorporating the joy and pleasure of the product usage for both consumers groups, not only for youngs as it is mostly observed. It should be communicated for the elderly that the high-tech product can be fun and give them positive feedback and/or experience. Lastly, it should be noted that for the younger generation a message should highlight having fun and entertainment with the product.

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## IMPLEMENTING SOCIAL MEDIA AS A KEY COMPONENT IN THE E-RECRUITMENT STRATEGY

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Sasho Josimovski<sup>263</sup>  
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**Abstract:** *E-recruitment is a relatively new concept, which is continuing to evolve in recent years, especially with the advent of social media. The new system and processes utilized, at first were viewed as a complimentary support to the company's traditional recruiting tools, but are taking a more central and pivotal role with the increased usage of Internet technologies. In the early years, e-recruitment focused on establishing career web-sites, postings on job portals, intranet and online recruiting software. However, social media are proving to be the most cost-efficient tool for recruitment and furthermore, the most effective tool not just as part of the e-recruiting system, but in the system of recruitment (including traditional and modern tools) as a whole.*

*This scientific research paper examines the level of use of e-recruiting tools by SMEs (Small and Medium Enterprise) in the business community of the Republic of Macedonia. The paper uses two methods for gathering primary information for the subject at hand. The first one is a questionnaire aimed at the business community, more specifically SMEs functioning in the Republic of Macedonia. The questionnaire is filled by 50 companies and the results are analyzed in depth, which demonstrate the current situation and usage of e-recruitment tools in the country, as well as future trends that can emerge. General findings from the questionnaire demonstrate that usage of e-recruitment tools is rising steadily in the Republic of Macedonia. However, companies and individuals fail to differentiate between recruitment and e-recruitment tools, and several barriers for implementation exist. The second method for gathering primary information is a case study of a small enterprise in the Republic of Macedonia, which directly compares recruitment results (and associated costs) in the utilization of traditional recruitment methods, social media as an e-recruitment method and other e-recruitment methods. This provides a detailed example of the recruitment and e-recruitment tools available to micro companies and SMEs and measure their efficiency and effectiveness. The general findings demonstrate that social media provide precise adjustment to reach the targeted audience and produce results several times better than other tools (traditional and e-recruitment) available to the company.*

**Key words:** *E-recruitment, social media, recruitment methods, new methodologies, Macedonia*

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### 1. INTRODUCTION

The activity of recruitment represents the first step in the overall hiring process in a typical company. Usually, recruitment is followed immediately by the selection process, and continues throughout until a person fulfills the open job position. Therefore, the recruitment process is of crucial value for human resource management, but it does not operate in vacuum, as social trend and new technologies can have a tremendous impact on the activity

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it contains. The recruitment and selection processes are often planned rational activities, comprising certain sequentially-linked phases within a process of employee resourcing, which itself may be located within a wider HR management strategy. Recruitment is the process of generating a pool of capable people to apply for employment to an organisation. Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements (Bratton and Gold, 2007, p 239).

Recruitment can play a pivotally important role in shaping an organisation's effectiveness and performance, if work organisations are able to acquire workers who already possess relevant knowledge, skills and aptitudes. Recruiting can be viewed as one of the key functions of human resources. The modern approach to economic theory views the people as the key resource of the organization, while all of the other resources can be bought from the markets at a certain price. People and employees on the other hand, have a potential to learn and grow, and have an invaluable input to the organizational processes and the achievement of organizational goals (Vokić & Vidović, 2008).

Generally, recruitment methods fall under two categories – traditional and modern. Traditional methods include internal hiring, college recruiting, local print ads, outsourcing to temp agencies and participating in job fairs. Modern methods generally include utilizing the power of digital technologies and/or social media to attract potential candidates. This paper will focus on the usage of modern methods, more specifically social media, to overcome obstacles posed by the traditional methods of hiring, as well as barriers specific to the industry and country of Macedonia (Lawler & Boudreau, 2012).

The usage of Internet technologies can simplify and enhance the process of recruitment as a whole. E-recruitment can be described as the process of any personnel advertising or attracting, selection and application processing via the Internet, for external candidates, or Intranet, for internal candidates (Sills, 2014). By definition, e-recruitment implies the process that companies follow in order to identify and recruit talented individuals through the Internet (Allden & Harris, 2013). Through digital marketing, companies are able to segment the market and more efficiently and effectively target candidates with job offers on a global level. The use of social media for recruitment has grown 54% in the the past 5 years. A recent SHRM

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study found that 84 percent of organizations are now recruiting on social media; only 56 percent of companies were hiring on social media in 2011 (SHRM, 2016). Additionally, as a major trend in the development of the recruitment process is referred to the development of social and professional networks with 37% of respondents (Gager S., et al., 2015).

## 2. BENEFITS OF E-RECRUITMENT METHODS

Companies can combine the traditional and modern methods to achieve the best results, although data from these practices is yet to become publicly available for analysis. In the modern business world, traditional methods can pose several barriers, especially when considering SMEs<sup>265</sup> in the Republic of Macedonia. These barriers become even more pronounced when traditional methods are compared to the new, modern methods of e-recruitment.

### 2.1. Limited cost optimization

Using various channels of recruitment, especially external, results in spending financial resources. On the other hand, placing various advertisements on the Internet, using social networks, website or company Web sites for employment can essentially be free, i.e. not cause any expense to the company, or to include only a small percentage of the cost. Financial resources are especially valued by SMEs, as further analyzed by the primary data obtained in the questionnaire. This is analyzed in depth in the primary research (case study) in this paper.

### 2.2. Limited range of candidates

Advertising through internal and external channels focuses on the market where the company operates, ie most of the city or the country in which it is located. With the advent

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<sup>265</sup> Small and medium enterprises



of Internet technology, a large number of jobs and processes can be filled on a global level, which provides virtually unlimited number of candidates for the company. However,

traditional methods face barriers in accessing these candidates as promotional advertisements for the position are not visible in another country.

### 2.3. Speed of communication

The Internet has introduced asynchronous communication, but also improve the ways of direct communication between the company and third parties. If an unqualified candidate administered by traditional methods (ex. forgotten to attach a CV), he will be known only after the completion of the recruitment process and the beginning of the next phase. This can be a period of several days, weeks or months. When it comes to e-recruitment, communication of documents is instantly forgotten, as they are automatically checked by the system.

### 2.4. Standardization and search data

When it comes to collecting data on potential candidates, the traditional methods commonly specify sending a CV and cover letter to a specific physical location or email address. This approach creates further problems in classification of data and a dual job. Each candidate has a different cover letter and each candidate submits a CV in a different format, because even if there were uniform templates provided by the company, it is unlikely that everyone will follow them. Models of e-recruitment exceed this barrier, since applicants are given an electronic template which is directly filled through the website or other software.

## 3. QUANTITATIVE AND QUALITATIVE ANALYSIS OF THE USAGE OF E-RECRUITMENT METHODS AND SOCIAL MEDIA FOR RECRUITING BY SMES IN THE REPUBLIC OF MACEDONIA

The primary research of the paper is conducted by using two methods – the first one being a survey on 50 micro companies and SMEs on the territory of the Republic of Macedonia, while the second being a case study on a medium enterprise functioning in the Republic of Macedonia. Micro companies and SMEs are chosen because of the popularity of this format in the Republic of Macedonia, as SMEs account for 99,6% of all of the registered companies in the country (State Statistical Office, 2017).

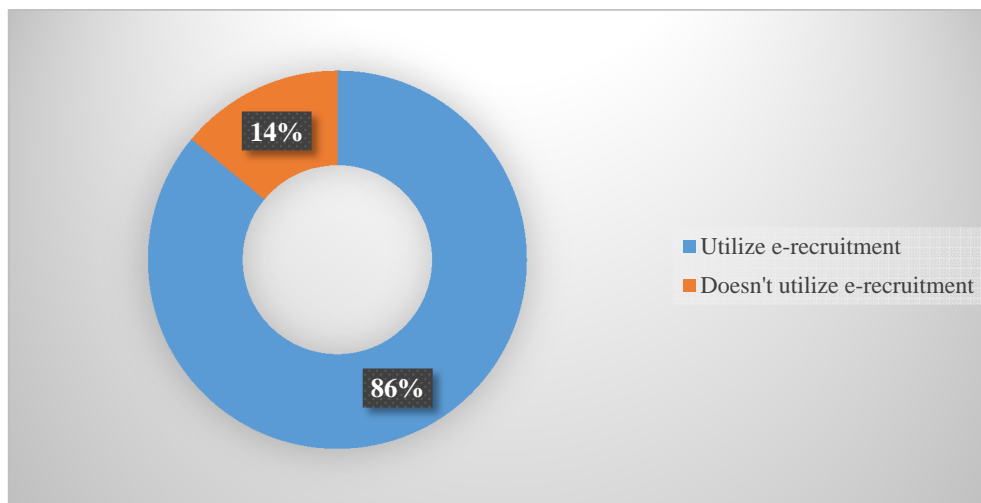
*P Dr. Zanina Kirovska earned her Ph.D. Degree in 2004 at the University "St. Kliment Ohridski", Bitola. She has extensive experience in state administration bodies in the implementation of government reforms and institutional capacity building. In the course of professional work, she coordinates a number of projects, and upgrade complements with the participation of numerous trainings, study tours and workshops. D-r Kirovska has years of experience in the area of teaching and research work. At the Integrated Business Faculty she has the title Senior Lecturer in the area of economics sciences, while at the Integrated Business Institute, d-r Kirovska works as a part-time professor and senior scientific collaborator.*



### 3.1. Survey regarding the level of usage of e-recruitment methods by micro companies and SMEs in the Republic of Macedonia

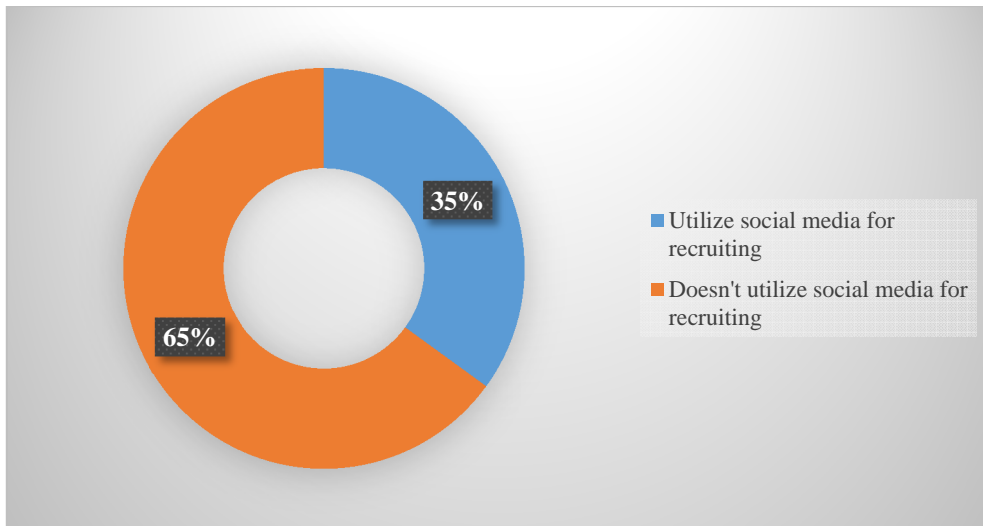
The survey was comprised of seven questions, containing five questions of closed nature and two questions of open nature. The questionnaire was created using the tool Google Forms and distributed online to SMEs functioning on the territory of the Republic of Macedonia. The companies were from various cities and industries, as to look at micro companies and SMEs as a whole in the country. The questionnaire was sent to either managers or employees in the HR sector of the company, via e-mail in digital form. The entire questionnaire can be found in the annex of this paper.

Of the analyzed companies, most of them comprised of 10 to 50 employees (64%), followed 50 to 250 employees (20%), 5 to 10 employees (12%) and 1 to 5 employees (4%). Analyzed companies operated in various cities and regions of the country, with the most frequent one being Skopje with 82%. Companies could have chosen multiple regions and cities of operation. The analysis of the company structure concludes with the availability of an HR department, where less than half of the companies have implemented it as a function with 72%.



**Graph 3.1.** Level of usage of e-recruitment methods

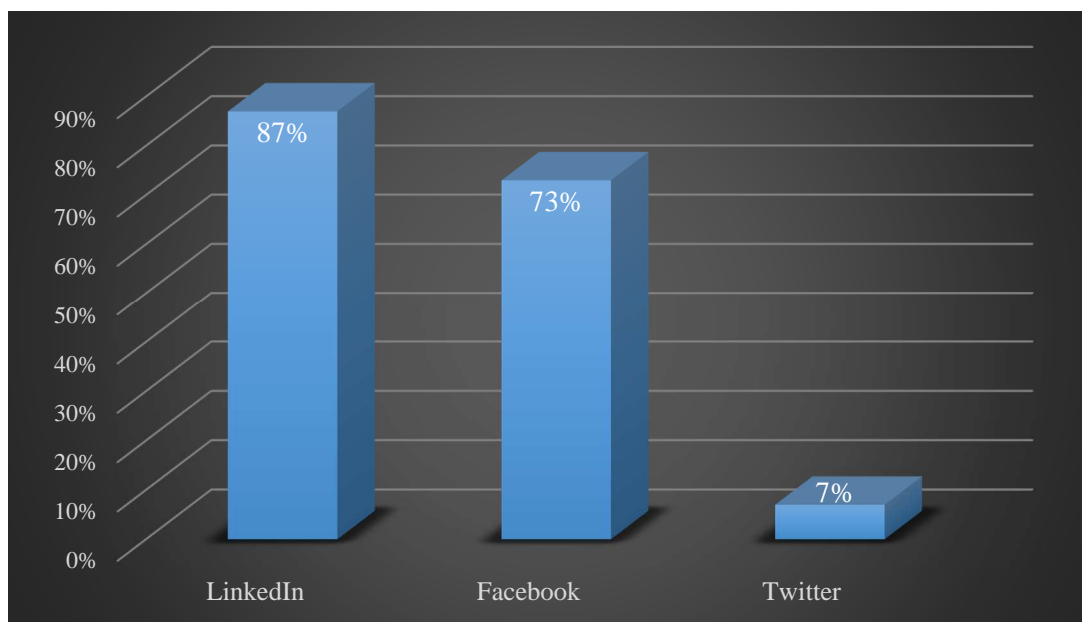
As demonstrated by graph 3.1, most of the analyzed companies utilize e-recruitment methods when searching for new candidates. However, this is in stark contrast to Graph 3.2, which shows the level of usage of social media when recruiting new candidates



**Graph 3.2:** Level of usage of social media for recruiting

Graph 3.2 demonstrates the contrast of usage in e-recruitment methods and social media as a specific tool for recruiting. From the 42 companies (86%) that utilize e-recruiting methods, only 35% (15 companies) have used social media for recruiting. This is vastly different from the statistics on a global level, where 84% of companies utilize social media for recruiting.

The final graph (3.3) shows the most popular social media platform for recruiting in the Republic of Macedonia.



**Graph 3.3:** Most popular social media platform for recruiting in Macedonia

As expected, the most popular social media platform for recruiting in Macedonia is LinkedIn (87%), followed by Facebook with a surprisingly high 73% and Twitter with only 7%. The choice of LinkedIn by companies is clear, as this is described as a professional social network, with the primary purpose to recruit or get recruited by companies. The high percentage of companies utilizing Facebook can be explained with the twofold purpose of this social network. The authors presume that companies were choosing Facebook for recruitment with the

misunderstanding that this includes checking the personal profiles of potential candidates, instead of headhunting or publishing open job positions.

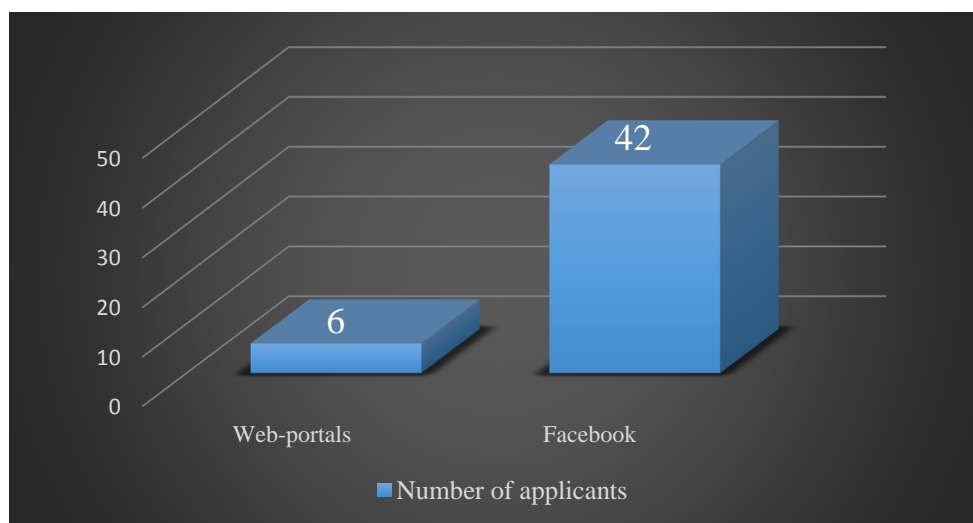
### 3.2. Case study of “Hausmajstor domuvanje” – comparison of e-recruiting and social media recruiting methods

To further examine the benefits and cost difference of e-recruiting methods and social media platforms for recruiting, a case study was conducted on the Macedonian company “Hausmajstor Domuvanje”. The company is providing specialized services in the area of hygiene-technical and consulting services, including facility management. The company was established in October, 2009 and is active nation-wide in Macedonia. Hausmajstor domuvanje currently provides services for more than 200 clients with more than 20.000 m<sup>2</sup>. The company headquarters are located in Skopje and is a medium-size enterprise with 58 employees.

The company was faced with a problem when using e-recruiting methods, more specifically recruiting Internet portals specialized for publishing new open positions that are available. Due to the specific nature of the marketing agreements, the names of the portals are private and will not be revealed in the paper. The total sum spent for promotion on the news portals was 300 euros in the period of 2 months, which resulted in receiving 6 job applications from potential candidates.

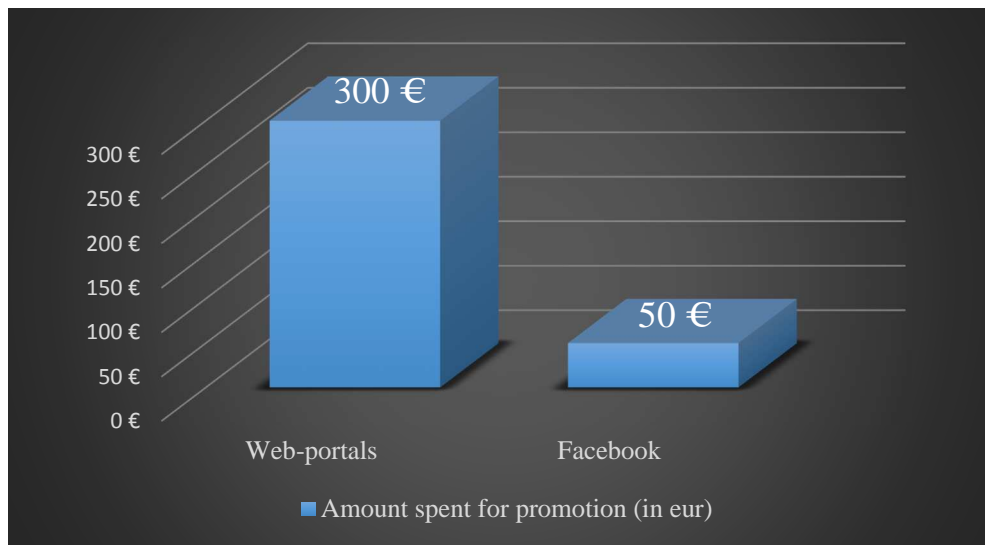
To compare results, an identical budget and time period was planned (2 months and 300 euros) to implement social media recruiting strategy, more specifically via the social media platform Facebook. One drawback of the analysis is that the budget and time period were not implemented in full, to have a head-on comparison with the other e-recruiting method. The main reason for this is the high level of success of the campaign, which resulted in overwhelming number of applications and fast fulfillment of positions. The campaign on social media lasted for 20 days, in the period of 1<sup>st</sup> of October, 2016 through 20<sup>th</sup> of October. In the time period, 42 applications were received for the various job positions published. An example of the social media recruiting campaign (in the form of an ad) can be seen in the annex of this paper.

Graph 3.4. compares the success of the two e-recruiting campaigns.



**Graph 3.4:** Received number of applications

Furthermore, graph 3.5. compares the difference in cost of the implementation of the different recruiting campaigns.



**Graph 4.2:** Budget for each e-recruiting method

The two graphs clearly demonstrate the exorbitant difference both in cost and the effectiveness of each method. When comparing figures, each new candidate obtained through web-portals cost the company 50 euros in average, while each new client obtained through social media cost the company 1,2 euros in average. This represents a difference of over 4000%, clearly favouring social media for recruiting potential candidates. Finally, the time per acquired candidate is also of importance – utilizing web portals, the average time per new application was 15 days, while utilizing social media, the average time per new application was 11 hours.

#### 4. CONCLUDING REMARKS

The primary and secondary research conducted in the paper clearly demonstrates the benefits of utilizing e-recruitment methods, as well as social media as a specific strategy for filling open job positions. Macedonian companies generally follow global trends and have utilized e-recruitment strategies, but fall short in the usage of social media for this purpose. Primarily, this can be traced to the difference in view and stereotypes regarding social media platforms, which are often branded as entertainment web-sites, instead of a business opportunity.

The second part of the research focused on a case study which compared more traditional e-recruiting methods with social media, with staggering results in favour of social media platforms. The difference in cost could be of enormous value for micro and small companies, which the difference in time for receiving new applications could present great value to medium or even large companies.

The topic can be research further by analyzing large companies (over 250 employees) in the Republic of Macedonia, as well as analyzing the industries of other neighbouring countries in the Balkan region.

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## ANNEX

## 1. Questionnaire for e-recruitment



## Evaluating the level of e-recruitment usage by SMEs in the Republic of Macedonia

**Company size**

- Up to 5 employees
- Up to 10 employees
- Up to 50 employees
- Up to 250 employees

**City of operation (can be multiple regions)?****Does your company have a HR (Human Resource) department?**

- Yes
- No

### Methods of recruitment

**Does your company utilize e-recruitment methods?**

- Yes
- No

**Does your company utilize social media for recruiting?**

- Yes
- No

**Which social media platform do you use for recruiting?**

- LinkedIn
- Facebook
- Twitter
- Other:

**Further comments or remarks:**[« Back](#)[Submit](#)

## 2. Example of an ad for recruiting via social media for Hausmajstor domuvanje (in Macedonian)



**Хаусмајстор Домување**

Published by Haus Majstor [?] · 4 October 2016 · 🌐

#ВРАБОТУВАМЕ: Доколку сте #одговорна, #вредна и #енергетична личност, аплицирајте за нашата отворена работна позиција „Хигиеничар/Хигиеничарка“.

Нудиме солидна плата и добри работни услови!

АПЛИЦИРАЈТЕ ОНЛАЈН ВЕДНАШ! - [https://goo.gl/ОНwGf0!](https://goo.gl/ОНwGf0)





# INTERNET OF THINGS AS COMPETITIVE ADVANTAGE

Robert Jurča<sup>266</sup>

Pavel Cícha<sup>267</sup>

Petr Koudela<sup>268</sup>

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**Abstract:** *Internet of Things has been gaining importance in many areas in the few last years. Internet of Things is using many different technologies that enable it to collect data, analyse them and also possibility to optimize many processes. Internet of Things links embedded devices with Internet. This link should be mainly wireless and should give all users new possibilities of interaction between individual systems. Internet of Things is becoming important in many areas of human activities, from basic level of human activity for control of devices in household, in conurbation to corporate activities. Efficient design of IoT projects requires solving and meeting many diverse requirements, where the most important relation is the relation between time, costs and quality. Meeting or exceeding these requirements and expectations involves harmonization of many conflicting requirements. Our article concentrates on this new branch in context of possible competitive advantage, not only in technical, but also economical areas.*

**Key words:** *Internet of Things, intelligent cities, company, competition, competitive advantage, interaction, types of connection*

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## 1. INTRODUCTION

We wrote in the abstract that Internet of Things is continuously influencing our everyday life and so it is influencing us. It is currently being implemented only as mindless not-planned process. This makes the systems planned uncompetitive ones. This unplanned and unpremeditated activity leads to lack of competitiveness meaning that the implementation itself has already been implemented by the “competition” from the very beginning. That is why we think that the whole activity should be planned from the beginning and implemented in size that the competition is not able to implement in short time period. Of course, in time and when the activity is successful, this activity will be copied and the advantage will disappear. The described problem of the IoT (Internet of Things) offer significant benefits to many organizations, towns, regions or states. While all the activities give us IoT advantages, these are accompanied by different risks. Mike Walker suggest creation of some competence centre, which would research where the Internet of Things can give us significant advantages. Let us accept this working name and work with it in this article. Internet of Things offers possibility to connect practically any device to the Internet. We distinguish between these three basic types of connection:

- M & M – machine to machine,
- P & M – person to machine,
- P & P – person to person.

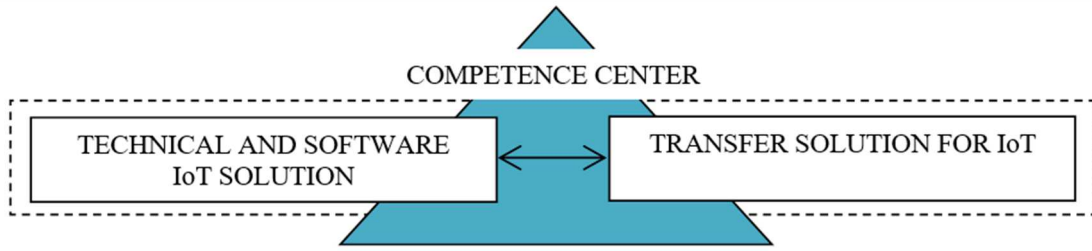
Those connection show great future potential to improve the logistics based on data. The Internet of Things problem has two basic levels that are shown in the following picture.

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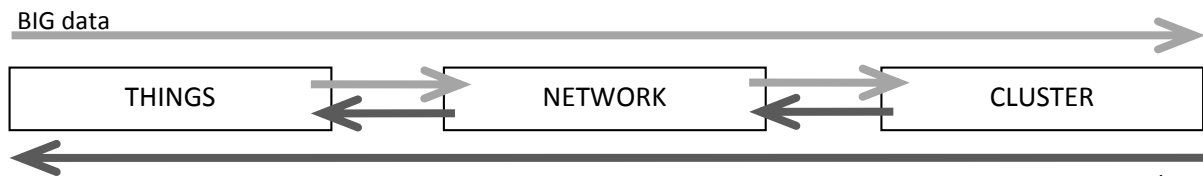
<sup>267</sup> European Polytechnic Institute, s.r.o., Osvození 699, 686 04, Kunovice, Czech Republic

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Pic. Two solved planes of the Internet of Things  
Source: own

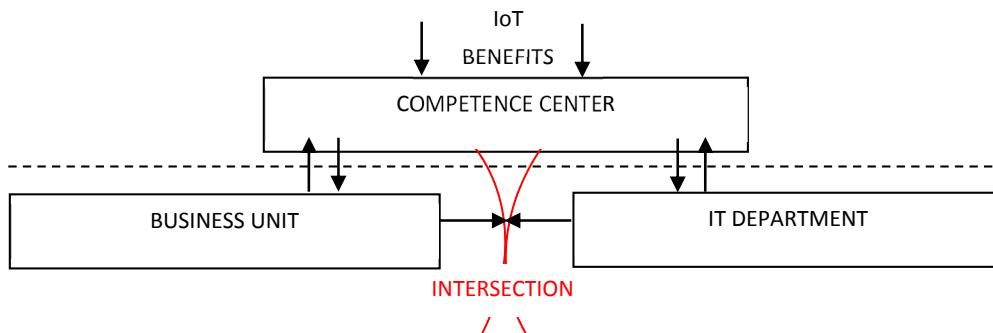
The picture of two levels of solution of the Internet of Things shows that there are individual parts that we must work with. These are solutions of technical and software elements in individual devices and solution of the necessary data transfers. Competence centre will coordinate implementation of technical elements into individual devices, as well as providing the suitable transfer media. Its task is not just the coordination itself, but also beneficial and efficient usage. As you can see in the following picture, the IoT architecture consists of three basic parts, things, network and cluster.



Pic. IoT architecture  
Source: own

## 2. THE RIGHT STRATEGY OF USING THE INTERNET OF THINGS

As we mentioned above, creation of competence centre is possible on many levels. It can be company, town, regional, etc. level competence centre. We want to say that competence centres depend on the one who decides to implement IoT. As an example we can show company competence centre.

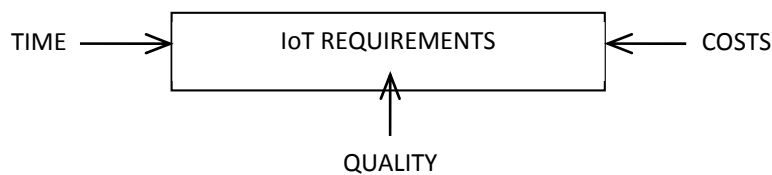


Pic. Function of the competence center in company  
Source: own

The task of the company competence centre is the problem of researching where Internet of Things can give the company major benefits. The benefits can be in the area of products, but also services. Similar competence centres can be established not only on the company level, but also on the level of towns. The main requirement for the competence centre is mainly not to wait and not to be afraid to experiment quickly. Smart cities are, next to the smart companies, popular topic for discussions. During such discussion there are often conclusions that implementation of IoT are at an early stage. However, we must emphasize the increasing

activity of those interested in implementation and promotion of IoT devices. Implementation of IoT devices are long-term transformation processes, which must not exclude non-conceptual solutions. This mainly applies to the areas connected to the IoT in companies and cities. The used technologies are only one of the necessary tools. Together with the development and implementation of IoT into the given environment, it is also necessary to change the thinking of people. Efficient solution of IoT projects requires solution and meeting of very diverse requirements, where the relation between time, costs and quality is essential. Meeting or exceeding these requirements and expectations needs to harmonize many conflicting requirements, especially between:

- Range of work, time, costs and quality
- Interests of groups with other requirements
- Given and additional requirements.



Pic. Problem of the relation between quality, costs and time  
Source: own

The company environment and own production are currently considered the key areas where Internet of Things starts to have significant influence. Monitoring and maintenance of machines are one of the most common uses of Internet of Things in the industrial world. As you can see, using Internet of Things for monitoring of machines provides great savings of costs and it can also contribute to the safety of employees at their workplace. Internet of Things does not have to be only part of the internal production process, it also offers great opportunities in using goods and products. Interconnecting IoT and own product provides companies with opportunity to increase the value and functions of these products. Internet of Things can also contribute to the continuous relationship with the customer. This approach also enables companies to leave the “sell and forget” business model to “sell and service” business model. It is usually difficult to implement such technologies using own resources on company level for small companies. That is why currently (at least in the Czech Republic) there are several types of suppliers that complement each other. These are:

- So called Integrators who design and prepare solutions for transfers tailored to the customer. The roles of integrator usually do big companies, for example T-Mobile in

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the Czech Republic, but also smaller companies f. e. SimpleCell Networks. Their task is to create specialized mobile transfer network for IoT;

- Data analysts – it is usually specialized company that does not design the transfer system, but that specialize in data analysis;
- Platforms providers – usually process the acquired data;
- Devices suppliers – their task is to supply suitable technical elements for IoT system.

Majority of systems today work as autonomous solutions that use Internet mainly to increase the local network for communication between server and end device or station. Thanks to IoT implementation, it will be possible to change this model and it will be possible to use the control part much more efficiently thanks to:

1. Decrease of initial costs, because the key hardware and software components will be standardized and communication protocols will be unified;
2. Integration of Big Data Analytics enables company to evaluate data more efficiently and to save money by decreasing inefficiency of the present processes

#### **Internet of Things can be divided into two main streams:**

1. Identification of things combined with simple exchange of information,
2. Interconnection of things and their cooperation.

The first stream is less complicated because identification and passive handling of information can be done by 2D/3D codes or RFID today. The example can be TouchATag, which is a tag that can be placed on anything as a sticker and we can define into the tag, through wireless RFID, what action should be initiated at the moment it gets to the reader. Your business card with such sticker can upload all necessary contacts into computer directly, remote control for your video player can open some TV program when close to the reader or open the operating instructions for the device.

**Interconnection of things** includes more sophisticated uses. One of the more serious ones are currently developed systems in hypermarkets, where update of the price in supplier system is immediately wirelessly changing the prices tags of the goods with LCD displays or electronic paper and also to the promotional banners in the shop. And the sensors return the information about how many people stopped to study the price offer without purchasing something.

### **3. THREATS OF INTERNET OF THINGS AND POSSIBLE DEFENCE**

Because Internet of Things is continuously developing, we must also mention great dangers that we must consider when implementing it. The most commonly mentioned threat – connected to implementation of Internet of Things – is threat of data leakage. To illustrate we can mention

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the recent affair with easy access to inadequately secured online cameras. When the data were published, everyone could look into privacy of individuals and firms.

Another important threat to Internet of Things is overflow of data. On one hand IoT offers great potential for collecting and analysis of data, data that can say a lot about the company, its suppliers and clients, but on the other hand if we have nowhere to store the data or if they are stored inappropriately (for example to media with long access time), or if there are no adequate software solutions for efficient analysis available, it will mean that they are another costs without any concrete benefits.

„No individual solution can fully protect the device from attackers who use several different vectors” said Steve Hoffenberg from M2M Embedded Software & Tools.

He is clearly right; we can only add that we will probably never be able to ensure such rate of security in everything that we would wish for.

Hoffenberg at the same time adds that „to maximize the security it will be necessary to equip the device with technology to detect malware, whitelists and blacklists, control of access, encryption of data, user authentication or real-time threat analysis“.

That is also true, but we must primarily see the technical point of view: can we imagine even some of these systems inside the intelligent heat consumption meter, bicycle or toothbrush? The technology for security will be something else: Indian researcher Shahid Raza from the Swedish institute SICS, who pursues IoT in the long term, uses the term Lightweight Security. It concentrates on three areas. First is safe communication which he suggest to be implemented through compiled (but still secure) protocols IPsec (network), DTLS (Datagram Transport Layer Security; transporting) and IEEE 802.15.4 (link). Second is detection of attacks through new concept of IDS and firewalls (Raza created the tool called SVELTE). And finally to ensure protection of data inside closed hubs. „Lightweight security“ is based on creation of new algorithms and also by concentrating only on some groups of risks. It means that applications would not be solving every problem, but rather than providing security to increase it. Raza says that platforms must remain open enough to be able to react to the current development. He also adds that it is mainly about models and that it will be necessary to create new standards – technological and organizational. Like in the present world, also in IoT we will have to react to newly discovered threats. It is also true that we will have to re-evaluate our perception of what is secure and what is not – and to modify our requirements according to this. Either way, the great opportunity of IoT will also bring great responsibility. In other case the saying of some

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people who do not speak about IoT but about IoHT (Internet of Hackable Things) will become reality. IoT also has other problems that must be solved upon implementation. They are:

- Loss of privacy,
- Security,
- Standardization,
- Data overflow,
- Unguarded communication of “things”,
- Price policy, pricing and tariffs,
- Phenomenon of unguarded intelligence.

**Loss of privacy:** How easily can we cope with the reality that our personal data will become public? This is not only about buying behaviour, but about health and physiologic data.

**Security:** The most frequently mentioned threat connected to IoT is security and threat of leakage and manipulation with data. Communication protocols must be most economical. Ensuring long life of the connected “things” requires savings also in the area of security and encryption.

**IoT Standardization:** While today we need different remote to each TV set, even if it is from the same producer – how can we expect billions of new devices start to communicate? The mutual agreement of multinational enterprises about IoT standardization will not be easy.

**Unguarded communication:** Devices will communicate without necessity of human factor (M2M). This can greatly influence the fee for such communication or can cause unexpected and adverse conditions. Popular example can be clever fridge that decides about the shopping of the household on its own.

**Data overflow:** Another big threat of the Internet of Things can be overflow of data. On one hand, there is great potential for collection and analysis of data, but on the other hand there is a question where to store the data and how to analyse them.

**Price policy, pricing and tariffs:** How will the IoT in our households paid for? Will there be some fee or will the tariffs be based on the level of communication of our smart devices? How can such communication be controlled to control the price?

**Phenomenon of unguarded intelligence:** What will uncontrolled intelligence of clever things, that are going to be all around us, bring? Will they not unite against us – as we would be the weakest link in the chain?

#### 4. CONCLUSION

The use of potential of the Internet of Things brings the need to prepare ourselves for this upcoming phenomenon. We wanted to show in our article that it would be best if all the work was coordinate by unified centres that can cooperate with each other. The timely prepared projects for the future use of the Internet of Things can become competitive advantage. But we also wanted to warn about the fact that Internet of Things can also bring big risks especially in the area of data protection. Some analysts warn that it is necessary to realize that there is close connection between Internet of Things and technologies of information safety, storage and analysis of data. Concerning data safety, it is expected that more than one fifth of all companies will have implemented digital security services in 2017, security that will concentrate on business initiatives of devices and services connected to Internet of Things.

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## INFORMATION MANAGEMENT IN DIGITAL ERA - BENEFITS AND THREATS

Adriana Grigorescu<sup>269</sup>  
Razvan Ion Chitescu<sup>270</sup>

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**Abstract:** *In the last decade, the Internet has become an essential tool for communication, information and awareness, providing social functional diversity that was unimaginable a few years ago, especially in conjunction with permissiveness and freedom of extremely high action and expression. It is very important that users know very well the limits beyond which it becomes harmful for them and for others.*

*Our study proposes is a SWOT analysis of information management in this new environment, highlighting how our society has adapted to this type of communication, how we have allowed new media / social media to enter our lives and change consequently our behavior.*

*The study starts from the following questions / hypotheses: True social communication was born with social media or new media. Structural change of the communication media involves a change of society in general, or it is only a new way of expression? Identity disappears. Exploring or building identity becomes a difficult task in the current communicational environment. Are we generating a network or community? What is beyond the connectivity? What about the users and their credibility?*

*One of the initial hypothesis of the study is that the collective identity, as an object of reflection and discourse, has become its own concept late era of the Internet, specific to the current communicational empire.*

*Advantages and disadvantages derives from understanding our own action in online area by avoiding the pitfalls, risks and threats. Our responsibility, as a society, is to create mechanisms for understanding the changes in the social, political, economic, cultural communication caused by technological developments in recent years. It must be smoothed also the business practice of what we are considering to be the general welfare and to find out the sustainable response to the need of salvation of each one from their more than own comfort easily provided by online access and latent threats that are targeting him.*

*Setting up boundaries between “good” and “bad”; “Do it” and “Not Do it”; “allowed” and “forbidden”; “true” and “false”; “dangerous” and “harmless” and so on for the online environment is a hard work but it has to be done by the authorities. One of the conclusion is that the first limit that has to be set up is the awareness and the education.*

**Key words:** *communications, transparency, public safety, public management, information management*

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### 1. INTRODUCTION

**T**he virtual communication, our days' communication, assumed major modifications of the way we used to communicate. We can assume, without making mistakes that we had to learn to communicate again, in a different way, with a different language [4].

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However, are we in a culminating point of the communication or we are in a Gauss bell trend? We have chosen for communication some tools. Are they benefic or are they altering the communication?

Can we still talk about identity? Are we a community or a network? Statistic speaking, in 2015 only, Facebook got over 1.5 billion users, meaning more than China's population, country which has the biggest population. Are we talking in this case about a community? About the social networks it started talking even before Internet's appearance, when in the 50's-60's the sociologists and the psychologists revealed researches about the structural characteristics of the small groups with the purpose of revealing the efficiency of teams in solving some programs, of leadership, employees' social capital management emerging.

Boredom is the hypothesis that argues the perspective that the social media appeared and slowed down in the developed countries. Do we get bored because we have fun? The virtual communication is the closest fun form, and that distracts us from boring. The connectivity is, without doubt, the most democratic way of expression. It is cheap, available, and discreet. The moment we decide to get close to the world by connecting we disconnect, evade from the real world, from ourselves [14]. Social ills appear and develop like self-disappear.

Romania knows a fast growth regarding the numbers of users connected to the 'network'. Regarding to Facebrand.ro, at the middle of March 2015, Facebook registered 8 millions of user accounts in Romania, with a rate in the total country's population of 39.76%.

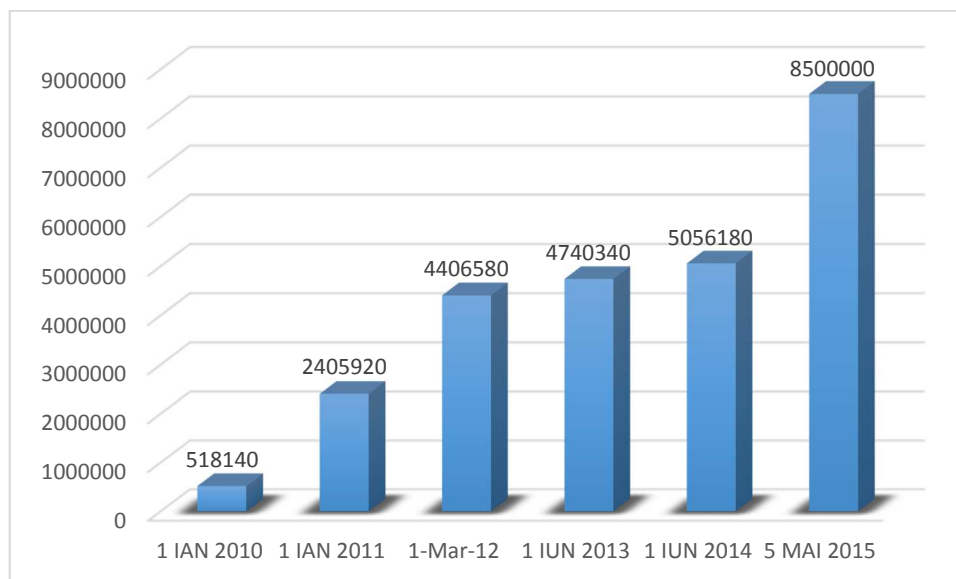


Figure 1. Evolution of Romanian users of Facebook

Source: information published on line

## 2. RESEARCH METHODOLOGY

Our study based on discussions with a number of 172 subjects chosen from the Facebook accounts. There were not only subjects from the authors' friends' lists, but were searched persons without any connections with these, also. The territorial distribution contained the entire Romania, the average age was 36 years, and the sex division was of 57% women and 43% men. The discussions took place on Facebook, through written messages, without phone or personal discussions. The study had at its' base a layout of questions that could help at

results' analysis and consolidation. There were chose Facebook accounts in which were mentioned the studies. Therefore, where reached all the social categories, all the study levels and ages.

The study's objectives were the realization of a SWOT analysis of the informational management in social media, showing and the way in which our society adapted to this kind of communication, how we permitted new media/social media to enter in our lives and to change us the behavior.

The interview matrix based on the following pilings:

1. Which are the Romanian social media user's characteristics?
2. The main advantages of using social media
3. The main disadvantages of using the social networks
4. Opportunities and threats from using the social networks.

According to some previous studies made by the Romanian Institute for Evaluation and Strategy, [22] the number of users of social networks grew in the last two years, being involved all the age, social class and study categories. It evidenced that the number of users who have superior studies is the biggest reporting to the ones with medium and elementary studies. In our study, we tried to deepen these percentages, trying to see if the ones with finalized superior studies work in domains that require these studies. We made this analysis because the access to higher studies in Romania is very facile, and being student is a trend that does not drift from a real research about persons with superior studies.

The study's hypothesis:

1. The Romanian social networks users represent a cultural diversity of age an educational level;
2. The social networks represent an evolution of the communicational model, with reverberations at social, economic, cultural, political level;
3. There are many dangers/worries/signs that the intensive or with bad intension use of these networks has many negative, adverse effects.

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### 3. THE STUDY' RESULTS

In this context, we discovered that the users are of both sexes, in an almost equal proportion. As a limit of this study, we can reveal the fact that we had the opportunity to choose an equal number of male and female, the identification after name and profile photo being very easy to do. Still, in choosing our subjects did not exist any other visible filter. As study level, the biggest number was the ones with superior studies, and making a distribution of the respondents regarding the study level required by the working place – to those that are employees – the report modified in favor to those with medium studies. There are many persons with finished superior studies, but a part of them is working in positions that do not require this type of education.

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The majority of the users come from an urban medium. An explication given by those for this phenomena was the bigger existence of the wireless opened network in towns – malls, parks, pubs, working place, high and performing signal of the mobile networks – as well as the facility of a pass at the internet providers – the lack of the informatics infrastructure in the rural medium. Regarding the marital status, most of the users are the ones married or involved in a relation. At the extra questions asked in this context, we noticed that among the ones that declare themselves in a relation are, also, the ones that have a virtual relation on the social networks or the ones that do not desire to be watch as lonely persons. Even if in the case of our study the respondents declared their marital status, the majority of their accounts did not have any describe at the information about the civil status.

The discussions regarding the reasons for which the respondents are using social media were the most exciting. We discovered that many of them enter on these networks to influence their mood, to avoid/delay some thoughts or situations that discontent them, to feel in the center of attention, for the sensation of loss something important about what happens around them, for the belonging to a group sensation. There were persons that declared that leaving the networks makes them feel empty.

The main activities of the users in the accessing social media moment are the pages they follow – not friend's pages, but official pages of some marks, products, blogs, events, funny or motivational pictures/videos, discussions with friends, information sharing.

We noticed the reluctance of the older persons in accepting social media in their life, often came from the socialist culture with which they grew up, from the fear to expose their ideas, to discover themselves in front of others, to expose their livings, emotions, thoughts, ideas [5].

1. We discussed and about the virtual communication's advantages. We identified, from the discussions we had, a series of advantages that come from using this new type of communication. On the first place was the socialization, relationship. The access to information, the connections with friends/colleagues/ family at distance, the making of new relation, publicity, marketing, relaxation are other few advantages about which we

talked about [10] All these were on the base of a very fast, cheap and, in the concrete situations, very faithful communication/information.

2. Exposing the private life is the main disadvantage remarked by the majority of the subjects. The lack of security measures is not considered complementary with this aspect. These consider that the one that does not expose their private life cannot be attacked through the social networks. The dangers come from the user's need to identify himself in a community, to open his life in front of others, to share his state, thoughts, actions, etc. The danger comes from ignoring the bad faith ignorance of some users, from the attacks towards persons or communities led by experts in this type of communication, from the messages that have destructive purpose. The time consumption is another advantage remarked by the subjects. Still, the opinions are divided. As the purpose for which they enter on the socialization networks is to feel better, many consider that the time spent in this way is not lost [1]. This disadvantage is remarked only as a consequence of the fact that the social networks create dependence and the need to access them, so it is limited the time spent for some activities with the family, at work, getting to situations that can endanger their lives and the ones' around them, through inadvertently – driving, making some devices, etc. Sharing fake information is a reality of which many users are conscious. Beside the information with obscene or mean character, these endanger the teens' development, wrong direction actions, and the deformed perception of the reality.
3. The analysis of the opportunities and threats offered by the socialization networks can be made leaving from more points of view. If these networks are the future's tool in the communication domain, we must analyze the way the communication can help in the entire medium it exists. The management of such complex and fast module of communication can develop huge advantages in economy, society and culture. With the condition that all this information to be used in a productive purpose [7]. Is connecting to a global network an advantage, an opportunity or a threat? Is hard to answer to this question. However, any action can be marked as good or bad only by the final purpose [8]. In front of the UNO General Assembly, Pope Francis remarked that the technological power, used by nationalist or false ideologies could generate awful atrocities. He criticized the malefic technology abuse, the way in which these are used by criminal interest.

#### 4. CONCLUSIONS

Our study confirmed all three hypotheses. The Romanian users of social networks represent a cultural diversity, of age and educational level. It was noticed that the social networks covered even the ages that refused/were reluctant in using the Internet. Opening the gates to the world and the exodus of a high number of Romanians overseas created in Romania a need of communication as easy as possible. The virtual communication made the family/friends remain together, no matter of the place. The easier way was through this kind of communication in real time, without regarding the physical distance. The access to this type of communication made even the grandparents – people for whom internet meant a lot of time a world to which they did not want to access – to taste the advantages. The science-fiction reality of teleportation can be made only virtual, through social media.

The advantages and disadvantages come from understanding the own online action way by avoiding the traps, the risks. Our responsibility, as society, is to create understanding mechanisms to the changes in the social, political, economic, cultural medium made by the technological developments in the last years' communication. The business practice must be

uniform to what we consider as good in general and we must find the sustainable answer to the needs of saving the human from his own comfort [9] delivered by the easy access and by the threats that are over him.

The “healthy” adaptation to the fast developing of the technology assumes the identification of the good or bad effects. As global evaluations cannot be made over these effects, the more correct way would be a continuous, sustained education about using safely the communication through social networks.

The virtual world is a medium with infinite possibilities to explore than the real world. A lonely adventure of knowing this is hard to assure, but lately the authorities, through the legislation and promoting and awareness campaigns, try to establish an equilibrium between the two faces of this virtual world that is in a continuous dynamic.

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## FREEDOM OF EXPRESSION AND THE INTERNET – ARE WE ENTERING THE ERA OF CENSORSHIP?

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**ABSTRACT:** *Freedom of expression is one of the fundamental human rights explicitly provided also by the European Convention on Human Rights under Article 10. Nowadays Internet provides a platform where an individual can exercise his right to freedom of expression in proportions as never before in history. For instance, he may post comments on news portals or on social media and his opinions, thoughts and beliefs may reach millions in modern globalized world. Nonetheless, the anonymity, which an individual enjoys online, opens a question of who should take the responsibility for unlawful comments of news portals' readers, as it is virtually impossible to find the person posting the comments hiding "behind his mask". Moreover, if the news portal were to take responsibility for unlawful comments of its readers, would this infringe the right to freedom of expression of news portals and open the door to the era of censorship? In this paper we analysed the European Court of Human Rights case law on this topic, specifically cases *Delfi v. Estonia* and *MTE v. Hungary* and the impact of these judgments on the exercise of online news portals' freedom of expression. Our main findings are, that the European Court of Human Rights developed several principles and criteria to determine, whether the news portals are liable for users' comments. After two cases in connection with this topic the result is 1:1 favouring the neither side. Furthermore, as explicitly stated in the judgements, there is no general solution yet, and the outcome of the analysis, whether the restriction of freedom of expression is justified or unlawful, depends on the circumstances of each particular case. The authors await future cases in front of the European Court of Human Rights to see in which direction the Court will steer its wheel on this topic.*

**Key words:** *Freedom of expression, online news portals, European Convention on Human Rights, principle of proportionality, civil liability*

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### INTRODUCTION

**H**undred years ago, an individual, who wanted to share his opinions or beliefs with masses, needed to spread his word from mouth to mouth or buy a press machine to produce pamphlets; twenty years ago, he could write an open letter to a newspaper; nowadays, he finds a comment box online and posts whatever is on his mind – in a matter of seconds his message can reach thousands of people all over the world. Internet, the medium of new millennium, enables us to exercise our right to freedom of expression, especially to seek, receive and impart information, with barely any effort or cost [1]. Adding the anonymity, which eases self-consciousness of Internet users, making them less concerned with social desirability and possible consequences of their comments [2], freedom of expression seems limitless. However, one should not forget that the European Convention on Human Rights [3] itself, subjects the exercise of this freedom to restrictions necessary in a democratic society, including the protection of rights of others.

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One of the fundamental human rights, granted to every individual in a democratic society, is the right to honour and good reputation. Thus, it is not surprising that insult, defamation, slander, violating the memory of the dead, etc. are criminal offenses included in virtually any modern criminal code, e.g. [4]-[6]. However, the use of new media complicated prosecution of such crimes – if an anonymous defamatory comment is posted on a website, should we trace it back to the offender or respect the presumption of anonymity on Internet?

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Even in the countries, which are notorious advocates for freedom of expression (e.g. the United States and the First Amendment), where the content of the speech may not be regulated, prohibited or censored by the government, hate speech is not protected in certain circumstances [7]. Rosenfeld [8] defined hate speech as speech designed to promote hatred on the basis of race, religion, sexual orientation, ethnicity and nationality. Although its legal status is obscure in the United States, it is considered as harmful and treated as criminal offense in many other Western democracies. Since the invention of Internet, scholars have been concerned about the ease with which hate speech can be transmitted online, trying to find solutions how to control the content of websites without outright censorship [9].

In this paper we focused on the question of liability for hateful, insulting or defamatory comments posted on online news portals. After reading the news, users of such websites are given an opportunity to share their thoughts with other readers by posting a comment, usually assuming a false name. Sadly, a significant part of shared opinions is negative, hateful or even unlawful. Since it is virtually impossible to find the person who wrote an unlawful comment, courts decided to analyze whether the news portals, on which objectionable comments are posted, can be held liable. The most prominent decisions about discussed topic are contained in the European Court of Human Rights (the ECtHR) case law: *Delfi v. Estonia* and *MTE v. Hungary*. In the judgements are presented various legal principles, which have to be weighted while deciding whether a news portal is to take the responsibility for comments posted by their readers.

## METHODOLOGY

As the paper is based primarily on the analysis of the judgements of the ECtHR, our methodology was qualitative method of document analysis. In the context of research, a document is any written text [10], not just a matter that provides information or evidence or that serves as an official record, as the term is defined in Oxford Dictionary [11]. We focused on the public documents of primary origin – the judgements; following the authenticity and credibility criteria, referenced papers were published in recognized legal journals.

Through our research, we tried to answer the following question: *Is holding an online news portal liable for any hateful, defamatory or insulting comments, posted on its website by its readers breach in the portal's right to freedom of expression?* In order to find an answer, we presented a short background of each case; main legal principles, which were considered in the process of determining the portals' liability; and the reasons why the ECtHR ruled diametrically opposite in two *mutatis mutandis* similar cases.



**CASE BACKGROUND: DELFI**

Case of *Delfi AS v. Estonia* [12] was decided by the Grand Chamber of ECtHR on 16 June 2015. The applicant was the owner of Delfi, the largest news portal on the Internet in Estonia, operating also in Latvia and Lithuania. The website was very popular among local users [13] – readers posted about 10,000 comments daily, mostly under pseudonyms. Delfi notified its users that the authors of the comments were responsible for their content, adding that the comments did not reflect the company’s opinions. Moreover, “Rules of comment” were posted on the portal; comments containing stems of obscene words were automatically deleted; expeditiously removed were also any comments marked as insulting by other readers. Despite the above-mentioned measures, the Estonian Government could not overlook the portal’s history of publishing degrading comments; the Minister of Justice reminded citizens of the right to defend their reputation by claiming damages against Delfi.

On 24 January 2006 Delfi published an article accusing SKL, a public ferry provider, of destruction of public roads over the frozen sea. L., the company’s sole shareholder and a member of a supervisory board, was personally threatened and insulted by comments attached to the article. After a civil suit was brought against Delfi in front of a national court, the portal tightened its comment rules: authors, posting offensive comments, were not allowed to add a new comment until they have read and accepted the rules of commenting. Further, a team of moderators was set up to remove objectionable comments – they have deleted around 8% comments, mainly consisting of spam or irrelevant content. Only 0.5% of total number of comments could be considered as defamatory [14].

Following the domestic civil procedure, Delfi brought a case against Estonia to the ECtHR, claiming that its right to freedom of expression under Article 10 of the Convention has been interference in a way, which is not necessary in a democratic society. The portal claimed that sufficient measures to remove defamatory comments had been applied in order to limit its liability for posting the comments.

**CASE BACKGROUND: MTE**

*Case of Magyar Tartalomszolgáltatók Egyesülete (MTE) and Index.hu Zrt (Index) v. Hungary* [15] was decided on 2 February of 2016. MTE is a self-regulatory body of Hungarian Internet content providers, tasked with implementation of a professional and ethical code of Internet content providing. Index is the owner of prominent Hungarian Internet news portal, with more than 1.3 million readers each month [16].

The applicants allowed the readers to comment on the contents published on their portals, uploading the comments without previous editing or moderating. Similar to Delfi, both portals posted disclaimers that opinions contained in the comments are not those of the companies and that the authors are responsible for uploaded content. Additionally, they established a system of defamatory comment removal, as any reader could request that the service providers delete objectionable comments.

On 5 February 2010 MTE published an article about two real estate management companies, which provided a month long advertising service free of charge. After the expiry of the free period, the services are subjected to a fee – without prior notification of the users. In the comments attached to the article readers referred to the companies in a rather vulgar manner. Few days later, Index published an identical article on its portal, attracting similar rude

responses of readers. A civil action against both companies was brought before a national court, as the plaintiff's right to good reputation has been infringed.

MTE and Index complained to the ECtHR under Article 10 of the Convention, claiming that their freedom of expression was unlawfully restricted as they were required to moderate the contents of comments made by readers on their websites and to pay damages despite the subsequent removal of objectionable comments.

## LEGAL PRINCIPLES

The ECtHR established that the right to freedom of expression under the Article 10 has been indisputably breached for all three companies: Delfi, MTE and Index. The legal question, which had to be addressed, was whether the infringement of the right is justified as necessary in a democratic society. As the Court concluded in [17]: “the adjective *necessary*, within the meaning of Article 10, implies the existence of a pressing social need.” While the contracting states have a certain margin of appreciation in assessing whether such necessity exists, the ECtHR is empowered to give the final ruling on whether a restriction is reconcilable with freedom of expression. In *Delfi* [18], the ECtHR developed a collection of necessity criteria, acting as a proportionality test, which was later applied as precedent in *MTE Case*.

The first proportionality criterion proposed by the Court was content and context of posted comments. The comments posted on Delfi were clearly unlawful – the majority of them even amounted to hate speech or incitements to violence, two categories that are not protected by Article 10 [19]-[21]. Furthermore, the comments were insulting and threatening a specific physical person with inalienable personality rights. On the contrary, the ECtHR determined that the comments on MTE and Index, while offensive and vulgar, were not actually unlawful. They did not promote violence or hatred; they were just value judgements or opinions, expressing frustration of people having been tricked by the company. The Court concluded [22] that the expressions used in the comments are frequent in Internet communication and, therefore, cannot be attributed the same impact as insults in *Delfi*.

After dealing with the comments themselves, the ECtHR reflected on the liability of actual authors, which would be a sensible alternative to the liability of the news portals. Although the portals could rearrange their websites, allowing the users to be anonymous to the wider public, while being identifiable by a service provider through an account or contact information [23], such solution is not seen as feasible. As the injured party was unlikely to receive any compensation from the actual authors, the Court had to decide on the liability of the online news portals.

As the third criterion were considered the consequences of the comments for both parties. According to Article 8, contracting states have an obligation to protect the reputation and honour of individuals [24]. Insulting a specific person and damaging his reputation and public image infringes with the person's right to dignity and therefore contains a moral dimension. In *MTE* only the reputation of legal person is damaged, which can be considered as a business and not a moral issue.

Lastly, the measures taken by the news portals to prevent or remove unlawful comments were evaluated. The ECtHR concluded that the systems established by all three portals, with derogatory comments removed upon notification, could be an appropriate tool for balancing the rights and interests of all involved. However, in cases when comments are in form of hate

speech or violence incitements, the news portals may be held liable for failing to remove clearly unlawful comments without delay, even if no user notified them about their existence.

## CONCLUSION

Using the same criteria and following the identical legal principles, the ECtHR came to two different conclusions regarding the liability of news portals for derogatory comments attached to uploaded articles. As the comments on Delfi were particularly extreme and hateful, it was necessary that the portal was held liable for the inability to remove them without delay. On the contrary, comments posted on MTE and Index could not be considered as unlawful, therefore it is unnecessary to restrict the portals' freedom of expression and demand the payment of damages. As written in the concurring opinion of Judge Küris [24], we cannot form a general conclusion in regard to news portals' liability. While *Delfi* gave us the guidelines on how to approach such matter, *MTE* taught us that the individual circumstances of each particular case crucially impact the final judgement. We can only hope that the challenge presented in these two cases does not scare news portals in the preventive censorship and limiting the commenting sections they offer to their users.

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## MANAGEMENT OF BLENDED LEARNING IN SERBIA

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**Abstract:** *Blended learning in higher education requires the quality framework created by any given faculty dedicated to one and only aim: integration of online education into the mainstream of higher education, in our case sports second cycle master education. At the Faculty of sport in Nis, Serbia, it was established to assess online and blended learning (Lorenzo & Moore, 2002; Laumakis, Graham, & Dziuban, 2009). This framework comprises five parameters: learning effectiveness, student satisfaction, faculty satisfaction, cost effectiveness, and access (Lorenzo & Moore, 2002). If properly managed, these parameters will provide a favorable and measurable learning setting. Measuring sports students' progress and learning effectiveness showed 82% satisfaction with their learning and teaching experience. Conventional mode encompassed 120 sports students at the master level last year (2016). This year, 2017, the Faculty enrolled 90 students opting for a distance learning mode, making it 75% of the total students' body. This is a clear evidence of successful, overall university management. Finally, access as most important parameter in blended learning included administrative and technical infrastructure and learner support services which allowed access to all learners. Namely, the purpose of the study is the description of the blended learning environment which includes assessment of learning outcomes as a way to demonstrate learning effectiveness, and is the outcomes of proper management styles. Sports sciences courses are designed to teach students at the Faculty of sport in Nis how to apply their generic and sports specific skills so as to be able to run all sports related jobs. There are six parameters in the framework: 1) mode, 2) model of integration, 3) distribution of learning content and objectives, 4) sports sciences teaching methods, 5) involvement of learning subjects (students, tutors, and teachers), and 6) location. In blended environment, both teachers and students assume new roles so teachers can become online tutors and students more autonomous learners. In addition to traditional locations such as classroom and home, new technologies can allow for learning to take place elsewhere, for example, in a virtual space measuring ideal athletes' performances, or using virtual force platforms in teaching biomechanics of human movement patterns. Our conclusion is that successful and prudent management techniques and styles can enhance and improve blended learning in Serbia, thus making it more appealing and more competitive for students all over the world.*

**Key words:** *blended learning; quality framework; sports sciences; learning effectiveness; management styles*

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### 1. INTRODUCTION

**L**earning Management System (LMS) is a surrogate classroom for online or hybrid course which enables synchronous and asynchronous communication between members of a class. It resolves the challenges of a traditional campus: proximity to student

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populations, limited classroom space, and limited scheduling capabilities. LMS and the online class solve logistical problems for institutions and students. Their drawbacks are: many instructors and students in technologically-enhanced classes spend the majority of their time grappling with the ideas of the class, delivery device, constant struggle to log in, to format the work correctly, and find information in an endless contextual menu. Crediting plus sides, there are several important objections:

1. Usage of the LMS and its close coupling with the university's student information databases build a fence around the students in the classroom, dividing them both from the web users outside the course.
2. The course calendar and assignments generated inside the LMS also suffer a boundary. Student interaction with the course material increases steadily throughout the semester, and drops to zero afterward. Courses are commonly reset at the administrative level, and course materials that students accessed throughout the semester via the LMS close once the course is finished.
3. From school to school, the LMS usually varies, thus students who transfer from one school to another must frequently learn to navigate new systems.
4. Communities built within a course and facilitated by the LMS dissolve at the close of the semester.

When designing a hybrid course, a teacher should have in mind how to encourage interaction in the limiting framework of LMS and not to presume the knowledge valued in the course is exclusive to the course. The biggest challenge is how to use LMS to boost learning activities onto the open web, which better represents the culture in which students will find themselves after graduation, turning it into a spring board for authentic learning experiences. One should incorporate input from and output to resources that extend far beyond LMS by gradually blurring the line between 'here' and 'out there' through a progression of increasingly less familiar online activities, from assigned reading to creating original work outside LMS.

The hierarchy of progression would look like this:

1. Static web pages,
2. Organizations and self-organizing interest groups: sources providing contact with groups of learners actively discussing and organizing information such as monitoring RSS feed or Twitter figures,
3. Active conversations: sources providing potential direct access to participation in an ongoing dialogue such as having students comment within the blogs they are assigned to monitor online or create their own blogs,
4. External learning tools: sources providing entry to learning environments distinct from LMS such as a wiki or collaboratively editing a project using Google Docs. In addition, the outside can be brought in through embedding the content into LMS.

The advantages of both providing links that take students outside LMS, and bringing portions of the outside world into LMS:

1. Connect the students to a resource base wider than any text or lecture;
2. Expose them to alternative organization of content and other perspectives on topics covered by the class;
3. Infuse current news and recent developments into our discussions;
4. Place both the instructor and the students into wider dialogues with other learners and experts outside our class and our institution;
5. Model constructive uses of contemporary technological tools for both teaching and learning, and

6. Demonstrate and reinforce the use of a Personal Learning Network (PLN) as part of both teaching and learning. Quality teaching involves planning, improvisation, and on-the-fly course-correction; therefore the LMS is dangerous for good teachers that are not good pedagogues as well. It determines too much in advance by presenting an interface that asks the user to approach it in very particular ways. No matter how hard we try for creativity, randomness, or chaos, we are repeatedly lured in by the carefully-controlled design of the standard LMS. A constant reminder should be that LMS serves to aide thinking about teaching, not do the teaching itself.

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## 2. MORE PRACTICAL CONSIDERATIONS

The purpose of this study is not only to describe learning environment which includes assessment of learning outcomes, but also to remind that adequate teaching methods must be applied as well. The sports sciences courses are designed to teach students at the Faculty of Sport and Physical Education (PE) in Nis how to apply their generic and sports specific skills to run all sports related jobs. Sloan-C Five Pillars are devised to maintain the quality of online education, effects it produces, the level of students' satisfaction, teaching staff commitment, price and investment returns, and finally, access. These factors are reflecting 1) mode of learning, 2) integration manner, 3) forms of learning content and objectives delivery, 4) variety of sports sciences teaching methods, 5) participation of learning subjects, and 6) place of teaching method execution [5], [6].

Learners are guided all the time through a lead mode. Gradual introduction of the teaching subject matter and content are agreed between the learning situations participants [7]. The teaching models can be further singled out into discrete components. Neumeier also insists on different ways of integration depending on the significance of the course envisaged activities [8]. Overall, integration is related to the obligatory or optional nature of activities. Usually, in sports sciences there are theoretical and much more practical contents. There is also an ongoing debate whether students can demonstrate fully their newly acquired skills on line [9]. More traditionally oriented teachers might argue that they have to see for themselves, in person, in real time, a perfect jump spike, or chest toss medicine ball, or force platform based kinematic shoot. Moreover, level of integration is connected to sequencing of modes which can be alternating, parallel, or overlapping [10]. This means that you as a teacher have to be very active and always on the alert, to follow the material sent by students, so that you can assess and evaluate his or her progress in their specific sport-related techniques execution.

For example, at the PE Faculty we use message board, or a forum to initiate more prominent involvement of students by insisting on points awarded for their activities. Forum is available throughout the course and topics can be suggested, some other modes proposed. We modify sequencing of activities based on the availability of the students to physically come to the

premises of the Faculty [11]. We try to reflect Neumeier's example by blending practice hours activity when students have to demonstrate their specific sport related skills such as jumping ability in volleyball, with individual work on video clippings, or web based materials, covering for example demonstrations of different jumping techniques. Learning content is distributed in two ways: parallel or isolated. Parallel distribution allows a certain skill to be incorporated and practiced in both modes [12]. Sports teaching methods, parameter four, are influenced by online materials, the online tutor, and the face-to-face teacher.

Involvement of teaching subjects, parameter five, refers to types of interaction that can take place in the blended environment [13]. Maybe, at this point we should once more emphasize that, according to the Serbian law on higher education, in a distance learning mode, exams are to be taken at the PE Faculty in Nis premises, requiring thus students' physical presence. But tutor-student interaction can also be performed through video conferencing system. For example, when teaching students in Bulgaria, Serbian teachers use video link to deliver lectures on biomechanics, tennis, corrective gymnastics, etc. Students can interact mutually, or they interact with computer, find the task assigned and seek help from other students to solve a joint task. When administering online courses the learning situation and triad participant's students, instructors, and the institution are to be observed [14]. Students value most flexible and convenient access to courses. Instructors insist on satisfaction and reliable technology, possible difficulties with technology and instructors' imagination, expertise and willingness to provide resources for distance learning [15].

We also have to take into account teacher and learner roles. In blended learning teachers and students exchange constantly their roles, which results in a higher level of students' autonomous learning [16]. For example, students as highly digitally literate audience can contribute immensely by adding some new technology points, some new forms of contents, find new learning materials, and suggest more interesting topics for assignments. Thus the roles are intermixed, and sometimes the teacher himself or herself can learn something new from the students. And it is not always sport that students are interested in thus courses curricula must be highly elastic and flexible to accommodate wide array of students' interests.

### **3. CONCLUSIONS**

In higher education nowadays a legitimate concern is always about the appropriate levels of student satisfaction in the online environment, because it can impact student motivation, student success and completion or dropout rates [17]. However, we need to focus on the teaching staff satisfaction as well. How they perceive their numerous tasks, their interaction with the students' body, and the HE institution management expectations affects their motivation as well [18]. If this task is another task imposed on them by the external authorities, then there will be no triad teacher-student-institution completion. Student and teaching staff satisfaction are two critical pillars of quality in online education [6].

Online teaching is a complex task that requires commitment, perseverance and constant improvement in digital literacy of the teaching staff and is thus time consuming and demanding. The PE Faculty of Sport in Nis needs distance learning modes of study to stay competitive on the market. On line teaching nowadays has become an expectation in its own right, and an element of instructors' regular teaching loads at many colleges and universities. Thus one must be concerned about the teaching staff burnout [19]. In a recent study [20], online instructors in university settings experienced average emotional burnout levels, high levels of depersonalization, and low levels of personal accomplishment. In Serbia a teacher usually has



to teach courses at three study cycles, according to the Bologna principles [21]. Distance learning managers must bear in mind the teachers' burnout and students evaluation of the on line teaching, because the success of online programs depends on the commitment and perseverance of the teachers, their willingness to continuously develop and upgrade their online courses [22].

The development, implementation, and maintenance of online courses and study programs analyses showed at PE Faculty in Nis to be expensive and time consuming. It is claimed that it takes time to design and develop online instruction mode [23]. It will be more expensive to find a substitute for the highly experienced instructors who no more feel the thrill of the on line teaching, and therefore want to quit this endeavor altogether. Teaching staff satisfaction is definitely one of the five pillars of quality assurance, and it seems to be equally important as the students' satisfaction with the courses, the study program as a whole, and the university as a desired qualifications provider. The PE Faculty of Sport in Nis therefore always conducts surveys after academic year completion to make a SWOT analysis on the on line teaching results concerning both academic and educational impacts.

The triad teacher-student-institution related elements need to be continuously assessed, to assure quality online educational experiences both for the teaching staff and the students as well [24]. No matter how cutting-edge technology your on line teaching platform belongs to, there will always be students eager to ask face-to-face questions, to praise or to criticize teachers lectures, teaching materials or propose new or additional exams criteria. That is actually how we swap the roles, and the students become the teachers, and vice versa [25]. The university as HE institution can and should manage high quality learning frames for on line learning and teaching through the accreditation process, defining strict digital literacy requirements, acquisition of new skills and competences, complying with the current labor market demands. In case of the Serbian HEs the accreditation process is performed every five years, with the possibility to retain the accredited programs, to lose the working license, or to be warned to do the necessary amendments. This means that the PE Faculty also has to strive to obtain in every subsequent assessment cycle high quality frameworks in on line learning, to live up to the earned standards, and to reach for more competitive and more leading oriented role in the national and the international sports science HE institutions arena.

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## ЕЛЕКТРОНСКОТО СКЛУЧУВАЊЕ НА ДОГОВОРИТЕ ВО РАЗВОЈОТ НА ЕЛЕКТРОНСКАТА ТРГОВИЈА

### ELECTRONIC SIGNING CONTRACTS IN THE DEVELOPMENT OF ELECTRONIC COMMERCE

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**Абстракт:** *Прашањето за склучување на договорите по електронски пат се актуелизира при практичната примена на комуникациската технологија во реализацијата на комерцијалните активности. Иако при склучувањето на електронските договори се среќаваме со прашања кои на прв поглед се исти или слични со оние кои ги има кај класичниот договор, сепак при имплементацијата на ваквиот начин на комуникација при влегување во деловни односи се појавуваат определени специфики. Исто, како и кај класичното договарање и овде најважно прашање е моментот кој се смета дека договорот е склучен, бидејќи токму за тој момент се поврзуваат важни последици кои се појавуваат при реализацијата на договорот. На почетокот на користењето на информациската технологија за комерцијални цели овие прашања се појавиле како проблем во развојот на електронската трговија поради што бројни меѓународни и регионални организации имаат преземено низа активности за регулирање на прашањата поврзани со електронското склучување на договорите.*

*Ако се знае дека активностите при електронска комуникација се сведени на испраќање и примање на пораки, едно од значајните прашања е времето кога се смета дека пораката е пратена и примена. Покрај овие прашања за електронската трговија исто така е важно прашањето за потписот како и прашањето за негова автентикација. Секако, овде треба да се укаже на уредувањето на прашањето за формуларните договори, одговорноста на договорните страни, отповикот на договорите и доказната сила на пораката.*

*На почетокот најголемиот дел електронски договори се склучувале со користење на електронска размена на податоци (EDI). Меѓутоа ваквиот начин на склучување на работите значи дека истите се извршуваат помеѓу познати партнери па вообичаено се применувале EDI Модел спогодбите со кои деловните партнери правно речиси во целост ги регулирале деловните односи па можноста од практична појава на спорови скоро и да не постоела. Спротивно на овие договори, со развојот на информациско комуникациската технологија се појавуваат договорите на отворените (www) мрежи што се нарекуваат *on line*, кај кои партнерите во многу случаи и не се познаваат, па оттука и потребата на меѓународно ниво да се регулираат правните прашања во врска со склучувањето на овие договори.*

*Препорачливо е националните законодавства да ги следат меѓународните документи со што се обезбедува еднообразна примена на правилата при вршење комерцијални*

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*активност по електронски пат со што ќе се придонесе во развојот на електронската трговија како на национално така на меѓународно ниво.*

**Клучни зборови:** *договор, електронски, трговија, склучување.*

**Abstract:** *The question for the conclusion of contracts by electronic means is actualized during the practical application of the communication technology in realization of the commercial activities.*

*Although the conclusion of electronic contract come across issues that at first glance are same or similar to those seen at the classic contract, during the implementation of this method of communication certain specifics appear when entering into business relations. Just as in the classic negotiating and here the most important issue is the time when the agreement is considered that was concluded, because precisely to that moment are related important consequences that occur during execution of the agreement. In the early use of information technology for commercial purposes these issues emerged as a problem in the development of the electronic commerce because of the numerous international and regional organizations have undertaken a series of activities to regulate issues related to electronic contracting.*

*If it is known that the actions in electronic communication is reduced to sending and receiving messages, one of the most important issues is the time when one considers that the message was sent and received. Despite these issues for electronic commerce, it is also an important issue the signature and its authentication.*

*Sure, it should be noted and the significance of the regulation of the contracts, the liability of the parties, the cancellation of contracts and probative force of the message.*

*In the beginning, the most of the electronic contracts were concluded with the use of the electronic data interchange (EDI). However, this way of concluding things means that they are carried out between known partners and commonly applied EDI model agreements with business partners that almost fully regulates business relations and practical possibility of occurrence of disputes hardly existed. Contrary to these agreements, with the development of information and communication technologies a contracts of outstanding (www) networks appear that are called on line, in which the partners in many cases do not know each other, from there comes the need on international level to govern the legal questions concerning the conclusion of these agreements.*

*It is recommended that national legislation should follow the international agreements for ensuring uniformed application of the rules for conducting commercial activities electronically, which will contribute to the development of the electronic commerce at international level.*

**Key words:** *contract, electronic, trade, conclusion.*

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## 1. BOBED

**И**ако правните прашања поврзани со трговијата воопшто (класична и електронска) се од суштествено значење за непречено одвивање на истата, сепак информатичарите сметаат дека истите немаат некое особено значење па дури и се маргинализираат. Голем број од нив дури и не се свесни дека правните проблеми во електронската трговија воопшто постојат. Но, ваквото нивно сваќање го демантираат многубројни и значајни меѓународни правни текстови<sup>279</sup> посветени на регулирањето на електронската трговија.

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<sup>279</sup> Модел закон на UNCITRAL за електронската трговија

Со текот на примената деловните луѓе се соочиле со фактот дека трансакциите склучени со помош на компјутер во одреден степен правно се нелегитимни како класично склучените правни акти, па почнале да свикаат дека правната регулатива во оваа област е многу важна. Ваквата констатација е сосема исправна и логична од причина што со правното регулирање на електронската трговија на волјата на договорните страни учесници во истата и се дава правна сила исто како и во случајот со класично изразената волја за влегување во правни односи. На ваков начин деловниот свет е сигурен дека трансакцијата склучена на некој од начините применети во електронската трговија ќе биде прифатена. И не само тоа, туку таа трансакција ќе има исто значење и третман како и класично склучените трансакции кои се правно признати а кои најчесто се направени со користење на хартиени документи.

Постојат голем број на правни прашања во областа на електронската трговија, и за голем број од нив одговорите се содржани во прописите кои што ги спомнавме претходно. Како еден од проблемите што се јавува во врска со правната проблематика во оваа област е тоа што сите тие прашања не можат да бидат опфатени и решени само со еден правен акт, при што без значење е колку истиот е добро составен. Поради тоа, неопходно е да се изврши ревизија на многубројните прописи и стите континуирано да се надополнуваат и усогласуваат следејќи го трендот во развојот на компјутерската технологија. Ова е потребно поради тоа што компјутерскиот начин на обработка на податоците, склучувањето на договорите, кореспонденцијата и сл., се користат скоро во сите области од секојдневието. Треба да се има во предвид дека не само облигационите односи и склучувањето договори (во внатрешниот и надворешниот промет) се опфатени со поимот електронска трговија. Во оваа област спаѓаат и банкарството, осигурувањето, интелектуалната сопственост, градежништво, превоз, туризам и т.н.

## 2. ФОРМАТА КАКО УСЛОВ ЗА ПОЛНОВАЖНОСТ НА ДОГОВОРОТ

Во најголемиот број на законодавства како генерално правило е прифатено дека договорот е склучен кога страните постигнале согласност на волјата за неговите елементи<sup>280</sup>. Ова е случај кога не се бараат посебни формалности во врска со склучувањето на истиот. Во правната литература бројни се случаите од кои може да се констатира дера во најголем број правни системи преовладува мислењето за полноважност на договорот и кога тој е склучен усно<sup>281</sup>. Имено, за полноважноста на договорот не е потребна посебна форма доколку со закон не е поинаку определено<sup>282</sup>.

Правила на Меѓународниот поморски комитет за електронските комосмани.

Еднообразни правила на однесување за телекомуникациски пренос на пораки.

Директива на Европската унија за одредени правни аспекти на електронската трговија во внатрешниот пазар

Европски EDI модел спогодба.

Директива на Европскиот парламент и советот за рамката на заедницата за електронските потписи.

<sup>280</sup> Според Законот за облигационите односи (Сл. в. на РМ 18/2001, 78/2001, 04/2002, 59/2002, 05/2003, 84/2008, 81/2009 и 161/2009) „Договорот е склучен кога договорните страни се договориле за суштествените состојки на договорот“.

<sup>281</sup> Слично решение содржи и Конвенцијата на ОН за договорите за меѓународна продажба од 1980 година во чиј член 11 се наведува дека „договорот за продажба не мора да се склучи ниту да се потврди во писмена форма ниту подлежи на било какви барања во поглед на формата. Тој може да се докажува на било кој начин, вклучувајќи и сведоци“. Истото решение го следат и Начелата на меѓународните трговски договори од 1994 година, според кои во поглед на формата (чл.1.2) „не се бара договорот да биде склучен или потврден во писмена форма. Тој може да се докажува со сите средства, вклучувајќи и сведоци“.

<sup>282</sup> Така и Македонскиот Закон за облигациони односи (член 59 став 1) наведува дека „Договорот може да биде склучен во било која форма, освен ако со закон поинаку не е определено“.

Меѓутоа кога за полноважност на договорот се бара посебна (писмена) форма, се поставува прашањето дали договорот што е склучен по електронски пат во принцип би требало да биде полноважен. Ова поради тоа што во праксата на почетокот на примената на компјутерите во вршењето на комерцијалните активности се поставуваа определени сомневања во врска со примената на електронските комуникации при склучувањето на договорите. Ова е особено значајно во случаите кога со националните прописи се бара определна форма во поглед на склучувањето на договорот. Ваквите дилеми во Македонското законодавство ги расчистува Законот за облигационите односи (член 64 став 4)<sup>283</sup> „Барањето на писмената форма е исполнето и кога страните ќе разменат писма или ќе се спогодат со помош на некое комуникациско средство што овозможува со сигурност да се утврдат постоењето и содржината на изјавата коко и идентитетот на лицето што ја дава“. Ваквото решение е содржано, во нешто повоопштена форма, во модел Законот на UNCITRAL за електронската трговија<sup>284</sup> (член 6 став 1) „кога во Законот се бара информацијата да биде дадена во писмена форма, пораката го исполнува тој услов ако информацијата што е содржана во неа е достапна да се користи во подоцнежните референци“. Тргувајќи од овие принципи и македонскиот законодавец го има усогласено своето законодавство со овие одредби, пе е регулирано дека: „договорите можат да се склучат по електронски пат, односно во електронски облика. Понудата и прифаќањето на понудата можат да се даваат по електронски пат, односно во електронски облик“<sup>285</sup>.

### 3. ВРЕМЕ И МЕСТО НА СКЛУЧУВАЊЕ НА ДОГОВОРОТ

Мошне важни елементи за секој договор при неговото склучување се и прашањата поврзани со времето и местото на склучување на договорот. Моментот кога еден договор се смета дека е склучен е важен поради тоа што за тој момент често се поврзува прашањето за пренесување на сопственоста над предметот и преминување на ризикот од губење или оштетување на предметот на договорот. Важноста пак на местото во кое е склучен договорот може да биде од значење бидејќи од тоа место може да зависи примената на надлежното право и постапката за решавање на спорот.

Во врска со времето и местото на испраќање и прием на пораката (овде мислиме на електронското склучување на договорите) модел Законот на UNCITRAL за електронска трговија во членот 15 дефинира (став 1) „освен ако не е поинаку договорено помеѓу налогодавачот и примачот, се смета дека пораката е испратена во моментот кога влегла во информацискиот систем кој е надвор од контрола на налогодавачот или лицето кое пораката ја испраќа во име на налогодавачот“. Во истиот член во поглед на местото (став 4) „...се смета дека пораката е пратена во местото во кое налогодавачот има свое седиште и се смета дека е примена во местото во кое примачот има свое деловно седиште“.<sup>286</sup> На прашањето за моментот на склучување на договорот се задржува и член 11 од Предлогот до Европскиот парламент и Советот на директивата за одредени правни аспекти на електронската трговија на внатрешниот пазар, од 1998 година (член 11 став 1) „државите

<sup>283</sup> Член 30 од Законот за изменување и дополнување на Законот за облигационите односи (Сл. в. на РМ број 84/08)

<sup>284</sup> Овој модел Закон го изработила комисијата на Обединетите нации за меѓународно трговско право (UNCITRAL), а генералното собрание на обединетите нации на своето 51- во заседание во 1996 година го препорачало на сите земји да го земат во предвид при донесувањето на домашните прописи за електронска трговија, што во примерот на РМ слободно може да се каже дека е исполнувано.

<sup>285</sup> Закон за електронска трговија, Сл.в. на РМ бр. 133/2007, чл. 10 ст. 1 и 2

<sup>286</sup> Повеќе за времето и местото за прием и испраќање на пораката во модел Законот на UNCITRAL за електронска трговија.



членки со своето законодавство ќе предвидат, освен кога поинаку предвиделе професионалците, дека во случаите кога од примачот, при прифаќањето на понудата од сервис провајдерот, се бара согласност по пат на технолошки средства, како што е допир на одредена икона, да се применат следните принципи:

а) договорот е склучен кога примачот на сервисот:

- прими од сервис провајдерот електронска потврда за прифаќањето од примачот;

- потврди дека примил потврда за прифаќање.

б) потврдата за прием се смета дека е примена и потврдена кога на странките на кои им е упатена им е овозможен пристап кон истите.

в) потврдата за прием од страна на сервис провајдерот и потврдата на примачот мора да се испрати што е можно побрзо“.

На овие прашања даден е одговор и при класичното склучување на договорите, при што внимание има посветено и нашиот Закон за облигационите односи (член 23) според кој „договорот е склучен во тој момент кога понудувачот ќе ја прими изјавата од понудениот дека ја прифаќа понудата. Што се однесува пак до електронското склучување на договорите според националното законодавство, решението за истото е содржано во Законот за електронска трговија (чл. 14) според кој „договорот во електронски облик се смета за склучен во оној момент кога понудувачот ќе ја прими електронската порака која содржи изјава на примачот дека ја прифаќа содржината на договорот. Понудата и прифаќањето на понудата се сметаат за примени кога истите им се достапни на страните до кои се адресирани (значи и овде е прифатен ставот дека нема никакво значење околноста дали примачот ја отвора поштата, колку често тоа го прави, дали е отсутен и сл., битно е дека пораката му е достапна).

**Проф. д-р. Мирослав Андоновски**

**Образование:**

- Во учебната 1978/79 година се запишал на Правниот факултет во Битола, каде што дипломира на 27.09.1982 год.
- Во академската 2002/03 год. се запишал на последипломскиот студиум по Бизнес администрација – МБА менаџмент на Економскиот факултет во Прилеп, каде успешно го одбранив магистерскиот труд на ден 26.12.2005 година и се стекнав со научен степен магистер по бизнис администрација – МБА менаџмент.
- На 30.09.2010 год. ја одбранив докторската дисертација на тема **“Институционални претпоставки за подобрување на условите за бизнис во Република Македонија”**.

**Работно искуство**

- Првото вработување го имав во 1985 година во стопанството, каде што работев до 1993 година, а од 01.01.1994 година до октомври 1998 година работев како адвокат, по што се вработив во Економскиот факултет – Прилеп, како секретар.
- На ден 18.11.2010 година избран сум за наставник во звање доцент на Економскиот факултет – Прилеп.
- Од ноември 2015 година, избран сум во звањето вонреден професор.
- На прв циклус ги предавам дисциплините: трговско право, меѓународно стопанско право, право на електронска трговија, а ги изведувам испитите по предметот Право на Европска Унија.
- На втор циклус ангажиран сум по наставните дисциплини: Право на Европска Унија – како прв член и Иновации и интелектуална сопственост – како втор член.
- На трет циклус сум прв член во Комисијата за изведување настава и испити по предметот Корпоративски иновации и меѓународен бизнис.



Се смета дека договорот е склучен во местото во кое понудувачот имал свое седиште односно живеалиште во моментот кога ја направил понудата“. Следејќи ги трендовите во развојот на комуникациската технологија со Новелата од законот за измена и дополнување на Законот за облигационите односи<sup>287</sup> (член 24а) е предвидено дека „понудата направена со комуникациско средство се смета за понуда помеѓу отсутни лица.

Ако во конкретниот случај може веднаш да се даде одговор на понудата, се смета дека понудата дадена со комуникациски средство е направена помеѓу присутни лица освен ако со посебен закон не е поинаку предвидено“. Ваквото решение дава реална основа за непречена примена на нормативните решенија при склучувањето на договорите, а кои се поврзани со присуство на странките при склучувањето на договорот.

#### **4. ПОТРЕБНИ УСЛОВИ ЗА ПОЛНОВАЖНОСТ НА ДОГОВОРОТ СКЛУЧЕН ПО ЕЛЕКТРОНСКИ ПАТ**

Денес, договорите во трговијата (пред се, електронската) во најголем број го немаат класичниот начин на склучување. Имајќи ги во предвид современите трендови на работење што овозможуваат современата трговија да се одвива со неверојатна брзина, исклучени се некои фази од класичното договарање, на пример долгите преговори, и наместо нив многу нашироко се користат типските (стандардизирани) договори или WEB страните на учениците во трговијата. Исто така не ретко на крајот на стандардниот договор стои одредба „види ги условите на договорот во прилог“ или „важат и ќе се применуваат општите услови објавени во Службен весник“ и сл. Вакви одредби може да се најдат и на Web site на страните

*Љупче Маркушески е роден на 12.02.1962 год. во Прилеп.*

*Основното образование тој го завршува во Прилеп, каде што завршува и средно образование во економското училиште “Кузман Јосифоски - Питу”, со одличен успех. По завршувањето на средното образование, во учебната 1981/82 год., тој се запишува на Економскиот факултет-Прилеп на статистичко-кибернетската насока каде што дипломира септември 1985 год., со просечна оценка од 8,83. Како резултат на постигнатите успеси во текот на додипломското студирање, тој има добиено пофалница за најдобар студент на генерацијата,.*

*Од 01.11.1987 до 14.01.1994 год. Љупче Маркушески е ангажиран како помлад асистент на Економскиот факултет – Прилеп, на група предмети на Катедрата за математика, статистика и кибернетика. Во два изборни мандата тој беше секретар на Катедрата за математика, статистика и кибернетика. Магистерскиот труд, на тема " Оптимизација на технолошките процеси во деловните системи " со успех го одбранува на Економскиот факултет-Прилеп во 2004 год.*

*На 16.07.2008 год.Љупче Маркушеские избран за соработник на група предмети од деловната статистика, а на 23.03.2011 год., тој беше реизбран за соработник на истата група предмети.*

*Исто така, на Економски факултет-Прилеп на 22.04.2010 год., тој успешно ја одбранува докторската дисертација, на тема "Дизајнирање на компонентите на потсистемот за управување со модели во функција на ефикасно деловно одлучување ". На 15.08.2013 год е избран за наставник во звање доцент од областите економска математика и математичко моделирање. Тој има учествувало на повеќе меѓународни конференции со презентација на своите научни трудови, што се потврдени со сертификати за активно учество на тие конференции.*



<sup>287</sup> Сл. в. на РМ број 84/08

во договорот во кој се упатува на „позадината“ за определени услови.

При усогласувањето со условите за вршење на електронска трговија трговците што сакаат да ја извршуваат трансакцијата по електронски пат немаат многу можности за избор, од причина што овде повеќе станува збор за исполнување на технички решенија, отколку на правни норми, кои пак тешко можат да го следат брзиот развој на комуникациската технологија, ако се има во предвид начинот и постапката за нивно донесување, посебно на меѓународно ниво.

Треба да се има во предвид дека стандардните договори содржат како диспозитивни така и императивни форми кои се обврзувачки за договорните страни. Исто така постојат и изречни и премолчени услови во стандардните договори и потреба е да се води сметка за нивната задолжителност.

#### **4.1. УСЛОВИ ЗА СКЛУЧУВАЊЕ НА ДОГОВОР СПОРЕД МОДЕЛ ЗАКОНОТ НА UNCITRAL**

Овој Модел закон доста детално го регулира прашањето за склучувањето и валидноста на договорите по електронски пат. Од текстот на Модел законот може да се види дека истиот нема намера да се впушта во материјалноправните прашања за склучување на договорот, туку да ги формулира само правилата кои се однесуваат на формата на склучување на договорот по електронски начин. Тоа значи дека овие прашања и натаму се предмет на уредување на националните законодавства. Имајќи ја во предвид оваа определба Модел законот дефинира дека „Во врска со склучувањето на договорот, само доколку странките поинаку не се договориле, понудата и прифаќањето на понудата може да се направи со испраќање на порака. Кога се користи порака при

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Образование :



- Дипломиран економист, Економски факултет – Прилеп, 1992/1993 - 1996/1997
- Последипломски студии : Деловни финансии, Економски факултет - Прилеп, просечна оценка 9,50. Одбрана на магистерски труд : „Аналитичките и информациските аспекти на финансиските извештаи при управувањето со трговските друштва,, Економски факултет - Прилеп, 2004 година.
- Одбрана на докторски труд: " Теоретско – методолошки проблеми и постапки на финансиските извештаи во функција на утврдување и оценка на резултатите на компаниите во Република Македонија" ,Економски факултет - Прилеп, 2009 година.

**Работен ангажман :**

1. 2000/2001г. Избран за демонстратор по група сметководствени дисциплини ;
2. 2001/2002 г. Избран за демонстратор по група сметководствени дисциплини ;
3. 2002/2003 г. Избран за помлад асистент по група сметководствени дисциплини (сметководство, принципи и организација на сметководството, сметководствен менаџмент и МСС);
4. 2004г. Реизбран во помлад асистент по група сметководствени дисциплини ;
5. 2007г., избран во асистент по група сметководствени дисциплини;
6. 2010 г. Избран во асистент по група сметководствени дисциплини (финансиско сметководство, државно сметководство и сметководство на непрофитни организации, принципи и организација на сметководството, финансиски извештаи, инвестиционен менаџмент, деловна анализа);
7. 2013 г. Избран за соработник во звање асистент од областа сметководство.
8. 2013 г. Избран во наставник, звање доцент од областа сметководство по предметот - Државно сметководство и сметководство на непрофитни организации.

склучување на договор, на таквиот договор нема да му се одземе валидноста или извршноста само поради фактот што за таа цел е користена порака“.

До неодамна, а за жал дури и денес во многу земји сеуште не постојат било какви одредби кои би упатувале на можноста договорните страни своите односи да ги регулираат со полноправен договор склучен преку компјутер. Доколку понудата за склучување на договор се испрати преку компјутер може да се постави прашањето дали позади таквата порака навистина стои понудувачот и дали истиот навистина има намера да се обврзе за таквата понуда доколку другата страна ја прифати. Законот посебно го истакнува правилото дека доколку пораката се користи при склучувањето на договорот „на таквиот договор нема да му се одземе валидноста или извршноста исклучиво врз основа на фактот што за таа цел е користена порака“.

#### **4.2. РЕШЕНИЕТО ЗА ЕЛЕКТРОНСКИТЕ ДОГОВОРИ СОДРЖАНО ВО ПРЕДЛОГОТ ДО ЕВРОПСКИОТ ПАРЛАМЕНТ И СОВЕТОТ НА ДИРЕКТИВАТА ЗА ОДРЕДЕНИ ПРАВНИ АСПЕКТИ НА ЕЛЕКТРОНСКАТА ТРГОВИЈА НА ВНАТРЕШНИОТ ПАЗАР**

Во врска со електронското склучување на договорите по електронски пат овој документ има посветено неколку члена, но во контекст на темата на овој труд ќе се задржиме на одредбите од член 9 и 10 со кои е регулирано постапувањето со електронските договори и информациите што сервис провајдерите мора да ги достават до страните кои се одлучиле своето договарање на го направат електронски. Во таа насока е сугерирано државите членки со своето законодавство да обезбедат договорите да можат да се склучуваат електронски. Државите членки посебно да обезбедат правните услови кои се бараат за договорниот процес да не го спречуваат ефикасното користење на електронските договори ниту да допринесуваат на таквите договори да им се одземе правното дејство и важност само затоа што се склучени електронски.

На државите членки им се остава можност да предвидат дека претходбните одредби нема да се применуваат на:

- Договорите кои бараат заверка од нотар;
- Договори кои, заради потребата од нивна полноважност, мораат да се регистрираат кај јавните органи;
- Договорите на кои се однесуваат прописите од семејното право;
- Договори на кои се однесуваат прописите за наследно право.

Оставена е можноста оваа листа на категории на договори да може да ја менува Комисијата во согласност со постапката предвидена во член 23. На државите членки им е дадена обврска да достават до Комисијата потполна листа на категории на договори на кои се однесуваат предвидените исклучоци. Со ваквите одредби очигледна е намерата од внесување на висок степен на правна сигурност при склучувањето на електронските договори.

Република Македонија како земја кандидат за членство во Европската Унија ги следи решенијата на органите на Унијата па во своето законодавство го има регулирано и ова прашање, при што одредбите кои се однесуваат на електронското склучување на договорите нема да се применуваат (чл. 10 ст. 5 од Законот за електронска трговија) на договорите „регулирани со прописите за семејството и наследувањето; кои создаваат и пренесуваат права на недвижен имот, со исклучок на правото на закуп; за кои според

закон има потреба од вклучување на судови, нотари или слични професии иза дадена гаранција и за дополнително обезбедување, од страна на лица кои дејствуваат за цели надвор од нивниот трговски, работен или професионален ангажман“.

Исто така, државите членки со своето законодавство треба да предвидат дека, освен кога е така договорено помеѓу професионалците, начинот на склучување на договорот со електронско средство, сервис провајдерот да мора да го објасни јасно и недвосмислено и тоа во време пред склучување на договорот. Информацијата која мора да се достави посебно се однесува на:

- Различните етапи кои го следат склучувањето на договорот;
- Информација за тоа дека договорот треба да се регистрира и дали е тоа овозможено;
- Експедитивност за корегирање на грешките во ракувањето.

Покрај ова, државите членки со своето законодавство треба да предвидат дека за потребата на склучување на договорите по електронски пат треба да се превземаат разни чекори на начин кој ќе обезбеди страните да дадат своја целосна и информативна согласност. Друга обврска за државите членки е што во своето законодавство треба да предвидат дека, освен кога поинаку ќе се договорот професионалците, сервис провајдерите да мораат да укажат на кодексите на однесување, кои тие ги потпишале и информацијата за тоа како овие кодекси можат да се консултираат електронски. Сето ова е со цел да се избегнат сите нејаснотии и пречки во текот на постапката на склучување на договорот.

На прашањето за валидноста и склучувањето на договорот по електронски пат, посебно место е дадено и во Евриопскиот модел на EDI спогодба (препорака на Комисијата на ЕЕЗ за правните аспекти на EDI), дефинирајќи дека: „ Странките кои ќе одлучат правно да се обврзат со спогодбата, се одрекуваат од правото да вложат приговор во поглед на валидноста на договорот склучен со користење на EDI во согласност со одредбите и условите на Спогодбата, само затоа што е склучен со користење на EDI.

Секоја странка ќе обезбеди содржината на пораката која е пратена или примена да не е спротивна на прописите на неговата земја, чија што примена би можела да ја ограничи содржината на пораката и ќе ги превземе сите потребни мерки без одлагање да ја извести другата страна за таквото несовпаѓање.

Договорот склучен со користење на EDI се смета за склучен во време и на место во кое пораката која претставува прифаќање на понудата стигне во компјутерскиот систем на понудувачот.“

Од анализата на оваа одредба може да се заклучи дека на страните посебно им се сугерира да внимаваат на императивните норми од националните законодавства. Неспорено е дека документот е донесен да го олесни комерцијалното комуникарање на субјектите, но тоа никако не може да биде во спротивност со присилните национални прописи. Во таа насока е и решението на македонскиот Закон за електронска трговија (чл. 12)<sup>288</sup>.

<sup>288</sup> Сл. в. на РМ 133/2007

### 4.3. КАРАКТЕРИСТИКИ НА ПОРАКАТА

Посебно место во Модел законот е одвоено на испраќањето на пораки, при што се посветени детални одредби за тоа кога една порака може да се смета за валидна. Во врска со тоа се смета дека пораката му припаѓа на налогодавачот „ако тој лично ја пратил таа порака“. Иако правилото е јасно, тоа овде се наведува поради тоа што станува збор за пораки кои често се праќаат со користење на структурирани (шифрирани) податоци кои може да ги испрати некое друго лице а не налогодавачот. Во случај, пораката да ја испраќа некое друго лице, тоа лице се смета за налогодавач под услов пораката да е испратена:

- а) од страна на лице кое има овластување да постапува во име на налогодавачот во однос на таа порака или
- б) преку информациона систем кој го програмирал налогодавачот или некој друг во негово име да делува автоматски“.

Во овој дел Модел законот нема намера да прави отстапки од националните правила кои се однесуваат на застапувањето, туку остава тие прашања да се регулираат со соодветни прописи на националното право. Во врска со ова прашање разработени се две ситуации. Една се однесува на случај на правни претпоставки кои му овозможуваат на примачот да смета дека пораката му ја испратил налогодавачот и да постапува со такво уверување. За оваа претпоставка да може да важи, примачот е должен „правилно да ја примени постапката кој за таа цел е претходно договорена со налогодавачот“, или „доколку пораката која ја примил примачот е резултат на активности на лица чиј однос со налогодавачот или со било кој застапник на налогодавачот му овозможува на таквото лице да има пристап до методот кој го користи налогодавачот за да ја идентификува пораката како своја“. Како што може да се заклучи од оваа формулација, помеѓу налогодавачот и примачот треба претходно да се утврди постапка т.н. автентикација на пораката (authentication procedure)<sup>289</sup>, што го олеснува тврдењето дека лицето кое ја испратило пораката навистина е нејзиниот налогодавач или станува збор за измама.

### 4.4. ПОТВРДУВАЊЕ НА ПРИМЕНОТ НА ПОРАКАТА

Електронската размена на податоци користи техника со чие користење налогодавачот на пораката може моментално да биде известен дека пораката пристигнала без грешки (во поглед на формата). Корисниците на електронските пораки кои сакаат да бидат сигурни дека пораката пристигнала кај примачот непроменета, користат информации како што се „функционална потврда“ или „проверка на приемот“, што претставува еквивалент за информацијата која во обичното работење се нарекува „барање на повратна информација“. Многу EDI не содржат одредби со кои се предвидува обврската на примачот да го потврди приемот на пораката. Меѓутоа, земјаки ја во предвид комерцијалната вредност на системот за потврда на приемот на пораката и широката примена на оваа пракса во контекст на електронската трговија, Модел законот содржи одредби (чл.14) со кои се регулира прашањето на потврдата за прием. Законот тргнува од претпоставката дека правилата содржани во овој член ќе се применат во случај „кога

<sup>289</sup> “Authentication procedure” е, да се истакне и на ова место, постапката за утврдување на веродостојноста на пораката, нејзиниот испраќач или други податоци релевантни за донесување на заклучоци дека пораката е автентична (веродостојна). Информатичарите кои се занимаваат со оваа проблематика, наведуваат дека сигурноста на процесот на автентикација во потполност зависи од алгоритмот на шифрирање. Клучот за веродостојност мора, поради спречување на злоупотреба на идентитетот на испраќачот, да биде заштитен и неговата употреба да се ограничи само на испраќач и примач (или на нивните овластени претставници).

за време или пред испраќањето на пораката или по пат на таква порака, налогодавачот бара или се сложил со примачот приемот на пораката да биде потврден“. Во истиот член понатаму се наведува дека „кога налогодавачот ќе наведе дека пораката е условена со потврда на приемот, пораката се смета како никогаш да не била пратена се додека не се прими потврдата“. На ваков начин испраќачот се ослободува од обврската да ја одржи во сила својата понуда односно изјавата за прифаќање на понудата.

Од ова може да се заклучи дека претпоставката за примена на постапката за прием зависи од налогодавачот. Овој член нема намера да ги разгледува и да ги регулира последиците во случај на испраќање на било какви потврди, освен оние кои се однесуваат на пораки и потврди на пораките кои се испратени по електронски или сличен начин. Модел законот се занимава и со времето на праќање и примање на пораката. Кога станува збор за електронските комуникации ова е многу важно. Според одредбите на Модел законот „се смета дека пораката е испратена во моментот кога влегла во информацискиот систем кој е надвор од контрола на налогодавачот или лицето кое ја испраќа пораката во име на налогодавачот“. Како што се гледа, Модел законот ја прифаќа теорија на испраќање (dispatch theory) која во концептот на електронската комуникација секако е попогодна од некоја друга. Во врска со праќањето на пораките значајно е да се покаже на идејата за влез (entry) на пораката во информацискиот систем. Значи, не е доволно пораката да биде испратена во информацискиот систем, туку е неопходно тој информациски систем да ја прифати и дури кога пораката ќе „влезе“ во системот, се смета дека е испратена. Така и нашето национално право, Закон за електронска трговија (член 13)<sup>290</sup>.

Кога станува збор за местото на испраќање и прием на пораката, Модел законот тргнал од деловното седиште на налогодавачот и примачот, со тоа што се наведува дека доколку постојат повеќе такви седишта, „за деловно седиште се смета она кое има најтесна врска со основната трансакција“, а во случај кога налогодавачот и примачот немаат деловно седиште „упатувањето ќе се врши на вообичаеното престојувалиште“.

## **5. ПРАВИЛА ЗА ПРИФАЌАЊЕ НА ON-LINE ДОГОВОРИ (ЕЛЕКТРОНСКА ПОШТА И WEBSITE ДОГОВОРИ)**

Се додека договорите се склучувале на класичен начин прашањето за склучување односно моментот на склучување на договорот не се ни поставувало. Главно постојат држави кои ја прифаќаат „теоријата на испраќање“ и оние кои сметаат дека подобра е „теоријата на прием“. Меѓутоа независно од овие разлики, во праксата немало некои сериозни проблеми.

Во контекст на теоријата на испраќање и прифаќање се поставува прашањето во која категорија спаѓаат договорите склучени по електронска пошта? Од аспект на местото на склучување на договорот ова прашање е важно бидејќи местото на склучување на договорот влијае на многу факти, а посебно ако дојде до спор кога треба да се одреди местото на судската (арбитражна) надлежност и меродавното право.

### **5.1. ЕЛЕКТРОНСКА ПОШТА (E – mail)**

Кога понудата (прифаќањето) се испраќа по електронска пошта треба да се истакне дека тој начин не е моментален, бидејќи пораката се пишува, се кликува „испрати“ и тогаш

<sup>290</sup> Сл. в. на РМ 133/2007

компјутерот пребарува по својата база на податоци за да го најде лицето на кого му е испратена пораката. Со други зборови оваа ситуација е слична на онаа кога писмото се праќа преку пошта. Правно гледано, основно прашање е дали прифаќањето на понудата станало полноважно тогаш кога пораката е испратена или кога е примена. Бидејќи испраќачот нема да биде сигурен кога е тоа направено, судовите застанале на ставот дека е најдобро да се земе најраното време – а тоа значи моментот кога е испратена пораката (send). Според тоа, доколку страните со договорот, односно со спогодбата нешто поинаку не предвиделе, како место на испраќање на договорот (прифаќање) ќе се смета местото на понудувачот, а не местото на неговиот сервер, а секако не местото на понудениот (offeror). Ова е примена на теоријата на испраќање и трговецот, можеби на овој начин е најдобро заштитен. Меѓутоа, теоријата на прием има исто така нејзини поддржувачи во врска со прифаќањето кое се испраќа по електронска пошта. Судовите обично сметаат дека поштата е доволно брза и многу сигурна. Меѓутоа, електронската пошта, не е така сигурна како обичната пошта. Во случај примачот да не ја примил пораката таа најчесто ќе се врати на испраќачот и оттука испраќачот ќе знае дека пораката никогаш не стасала до примачот. За разлика од обичната пошта електронската пошта е многу побрза, така што испраќачот може да превземе се што е потребно за корегирање на грешките.

Сепак, дури и кога електронската пошта ќе стигне до местото не мора да значи дека електронската порака е јасна и потполна. Нормално е дека во една неповрзана (нејасна) порака треба да има доволно информации кои би му овозможиле на примачот (понудениот) да побара од испраќачот да му ја повтори пораката. Многу големи инкопатибилности или проблеми можат да доведат до недоразбирање помеѓу страните (тие меѓусебно да не се разберат). Поради сето ова можеби теоријата за испраќање не е доволно добра за склучување на on – line договори и затоа подобра е теоријата за прием. Но и таа теорија има маана бидејќи неможе со прецизност да се утврди каде договорот е склучен односно каде е приемот навистина извршен! Дали до прием дошло тогаш кога пораката дошла до мрежата на серверот кога тој ја внесол во својот компјутер или тогаш кога понудениот ја прочитал? Локацијата на серверот често се разликува и не е исто што и компјутерот на примачот и во зависност од зачестеноста на отворање и читање на електронската пошта, релевантното време може значително да се менува. При утврдување на точниот рок за прием на пораката, по мислење на многу автори<sup>291</sup> судовите најверојатно ќе се определат за теоријата на прием. Според ова сваќање прифаќањето на пораките најчесто произведува дејство кога понудувачот ќе ја сметне пораката од мрежата, бидејќи може да се очекува дека тогаш ќе ја прочита пораката која му ја доставил серверот. Дали тој навистина ќе ја прочита откако ќе ја сметне од мрежата односно кога ќе ја најде на својот РС суштински не е од значење. Доколку тој одбие да прочита дека понудата е прифатена тој сепак ќе биде обврзан со таквиот прием. Исто така се смета, дека понудувачот треба да отвора (да ги симнува пораките од мрежата) во разумни временски интервали. Доколку тој тоа го прави повремено (или, да речеме оди на одмор) постои обврска за тоа да го извести понудувачот, а ако не постапи така, ќе се смета дека пораката ја примил во разумен рок<sup>292</sup>.

<sup>291</sup> M. Chissick, *Electronic Commerce – Law and Practice*. London 1999, p.73. Авторот во врска со ова укажува на случајот *Shelde Delta Shipping B.V. v. Astarte Shipping Ltd. (The Pamela)* од 1995.

<sup>292</sup> Во врска со ова би изнеле еден интересен случај од седумдесеттите години содржан во одлука на Врховниот суд на РМ (која за жал не сме во можност да ја цитираме). Имено страните договориле комерцијалните активности да ги вршат преку телекс (тогаш најсовремено средство за комуникација). Меѓутоа тужениот го пропуштил рокот и како причина за тоа навел дека лицето оспособено да работи на телексот било на боледување а замената не била остручена за тоа. Судот ги одбил овие наводи со образложение „ако страните се договориле својата комуникација да ја вршат преку телекс, треба за тоа и



Алтернативно решение би можело да биде дека до приемот дошло кога таквото известување е под контрола на понудувачот. Меѓутоа, ако понудениот користи Интернет услуги на провајдер, се смета дека понудата е прифатена тогаш кога е сметната од мрежата (downloaded) и вметната во компјутерот. Се смета дека се додека електронската пошта се наоѓа кај серверот таа во техничка смисла се наоѓа „во транзит“ и за нејзе одговара испраќачот.

Од претходно наведеното може да се заклучи дека и двете теории имаат недостатоци кога станува збор за Е – mail (т.е електронската пошта) бидејќи тој облик има извесни сличности со испраќањето на прифаќањето на пораките по пошта (теорија на испраќање) и моменталното прифаќање. Судовите, исто така ќе имаат тешкотии во зависност од околностите на случајот да одредат кога дошло до прифаќање на пораката и во врска со тоа да ги одредат и правните последици.

## **5.2.WEBSITE (ВЕБСАЈТ) ДОГОВОРИ (ДОГОВОРИ НА ИНТЕРНЕТ)**

Одредувањето на правила за прифаќање на понудата преку WWW е многу понепосредно (more straightforward). WWW овозможува метод на моментална комуникација (интерактивна комуникација во реално време) и понудувачот скоро моментално има повратна информација (feedback), така што грешките се веднаш воочливи. Врз основа на ова може да се заклучи дека теоријата на прием кај website договорите е најпогодна.

За да не дојде да забуна околу тоа кога се смета дека дошло до прифаќање на понудата која е испратена преку Интернет, во праксата постојат две множности:

- Според едната, трговецот мора јасно да навледе дека испраќањето на известување за своите производи преку Интернет (каталози, понуди од друг вид) претставува само повик за да се направи понуда. Бидејќи најчесто постојат типски договори на понудувачот, понудувачот може да определи спрема понудениот дали ќе ја прифати неговата понуда или не. Во таков случај прифаќањето на понудата од страна на трговецот која е испратена преку Интернет не е полноважно се додека со тоа не се запознае клиентот;
- Според другата, кога продавачот ќе одбере да склучи договор со понудувачот тие можат да се договорат кога ќе сметаат дека договорот е склучен. Ако трговецот кој испратил понуда преку Интернет прифати ваква солуција, тој подоцна нема да може да одрече односно да тврди дека не дошло до прифаќање на понудата.

Меѓутоа, без оглед на сите овие теоретски нијанси во пракса трговците тоа го решаваат многу поедноставно и ретко се појавуваат проблеми. Најчесто тие одредуваат кога ќе се смета дека пораката е прифатена, со што се избегнуваат различните толкувања на судот.

## **6.ДОПУШТЕНОСТ И ДОКАЗНА СИЛА НА ПОРАКАТА**

Прашањето за допуштеноста и доказната сила на електронските пораки во судските и управните постапки а со тоа и на договорите склучени по електронски пат, има многу важна улога во развојот на електронската трговија. И додека правилата во некои законодавства во тој поглед се флексибилни, постојат правни системи кои имаат многу ригорозни и конкретни правила со кои ги исклучуваат електронските пораки како

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да си обезбедат и услуги, вклучително и човечки ресурси. Без значење е тоа што тужениот имал само еден таков вработен и истото не го оправдува да не ги исполнува своите обврски.

доказен материјал во случај на спор. Студиите кои се направени во меѓународните организации кои се занимаваат со прашањата на електронската трговија сметаат дека прашањето за доказната сила на електронската порака е главна пречка за развој на електронската трговија воопшто.

Во врска со пораките кои преку компјутер се испраќаат по електронски пат еден од најзначајните приговори се однесува на можноста таквите податоци да можат да се користат како доказно средство во случај на спор. Најголем број на национални законодавства (прописи за постапките) не содржат одредби со кои ваквиот начин на докажување ќе можат да се користи како правно релевантен. Оттука многу правници барале ова прашање да се разгледа што е можно побрзо, затоа што голем број деловни трансакции можат да се доведат во прашање и договорните страни ќе имаат штета доколку не бидат во состојба пред судот да поднесат писмени докази, онака како што бараат националните прописи. Затоа не е необично што Модел законот на UNCITRAL (чл.9) посветил прашање за правната сила на информациите кои ги содржат компјутерите. Во врска со тоа се истакнува дека „во било кои правни постапки нема да се примени ништо во врска со правилата на постапката што би значело негирање на допуштеноста на пораката како доказ.

Значајно е да се укаже на став. 2 од член. 9 во кој се содржани упатства за проценка на доказната сила на пораката. Во врска со тоа се наведува дека ќе се земе во предвид „сигурноста на начинот на кој пораката е генерирана, зачувана или испратена, сигурноста на начинот со кој е сочуван интегритетот, начинот со кој е идентификуван нејзиниот налогодавач, како и секој друг релевантен факт“.

Меѓутоа, мора да се нагласи, дека валидноста на договорните одредби кои ги формулирале страните во оваа спогодба во поглед на допуштеноста на пораката како доказ зависи од природата на правилата за доказите во одреден правен систем. Во мера во која одредбата што се однесува на доказната сила претставува императивна норма, договорните одредби немаат сила<sup>293</sup>.

## 7. ЗАКЛУЧОК

Уште со самиот почеток на примената на компјутерите во вршењето на комерцијалните активности се отвориле голем број на прашања поврзани со правните аспекти на така реализираните трговски активности. Пред се се поставиле прашањата во врска со правната важност на договорите склучени преку компјутер, времето и местото на склучување на договорот, доказната сила на вака склучените договори и многу други.

Како друг проблем кој ја „кочел“ електронската трговија е морето од национални прописи кои е многу тешко да се следат и кои на различен начин регулираат исти прашања. Токму затоа голем број на меѓународни организации и асоцијации презеле активности за регулирање на областа на електронската трговија. Заради реализација на вака поставената цел изработени се голем број на меѓународни документи со различна правна сила, но си иста цел: олеснување и правно нормирање на постапката при склучување на договорите по електронски пат, а со тоа и олеснување на меѓународната електронска трговија со унификација на правилата за вршење на истата. Покарај овој начин на уредување на односите донесени се и бројни упатства, модели, водичи и сл. кои

<sup>293</sup> Во оваа област императивните норми би можеле да бидат оние кои се однесуваат на даноци, такси или сметководствени трансакции.

претставуваат солидна основа при изработката и услогласувањето на националните законодавства. Што се однесува на Република Македонија, таа на овој план, барем од легислативен аспект е солидно подготвена за предизвиците кои со себе ги носи новото време во области на е-трговијата.

Сеакако дека на овој план постојат значителни тешкотии. Имено, создавањето на правото (посебно меѓународното) многу често е спор и ригиден процес. Ако се има во предвид дека технолошките достигнувања се многу брзи, тогаш се јавува проблем како правото да ги следи со иста динамика. Дури и најсовремените прописи во оваа област, стануваат застарени од аспект на технолошките промени и комерцијални обичаи во светот на Е-трговијата. Сето тоа придонесува за создавање на правни рамки кои се доста нејасни или пак поставени прешироко, што во голема мера влијае на правната сигурност при нивната примена.

Од друга страна техничките достигнувања се далеку пред спориот развој на правото, при што се создаваат одредени практични стандарди со таква брзина што правото не е во состојба да ги нормира, па имаме ситуација стандардот да биде норма многу порано пред правото нормативно да го регулира таквиот стандард.

Поради тоа, неопходно е да се изврши ревизија на многубројните прописи и стите континуирано да се надополнуваат и усогласуваат следејќи го трендот во развојот на компјутерската технологија. Ова е потребно поради тоа што компјутерскиот начин на обработка на податоците, склучувањето на договорите, кореспонденцијата и сл., се користат скоро во сите области од секојдневието.

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## KEY FACTORS OF SUCCESSFUL CRM INTRODUCTION IN THE GAMING INDUSTRY

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**Abstract:** *In the quickly changing business environment marketing has to be developed constantly in order to keep up with the efforts of acquisition, development and retention of customers. Mere differentiation of services and improvement of the quality does not bring over the necessary competitive advantages on which to build the company's competitive position in the market. To this end, companies desire through in-depth understanding of customers to build longterm relationships with its key customers. The results are mutually beneficial because customers feel to satisfy better their needs, and businesses harvest greater longterm profits. This process embodies an already proven mindset for businesses, the customer relationship management - CRM. The purpose of the paper is to present the findings of an empirical research, trying to verify the importance of different factors that make up the mosaic for the successful implementation of CRM.*

*We are presenting an empirical case study based on an online survey in the gaming industry. A total of 387 gaming companies have been invited to participate worldwide. Individuals involved in the introduction of CRM into the company were invited to fulfill the questionnaire. Responses arrived from 113 companies, four of them had to be eliminated due to the lack of compliance issues. The results were initially interpreted by means of descriptive statistics and multiple regression analysis. We entered the success of the CRM introduction as a dependent variable in our multiple regression model, the independent variables were the three most important factors of success for the introduction of CRM (human factors, technological factors, design factors). Results are leading to the conclusion that the strongest influence for a successful introduction of CRM in a gaming company is connected with human factors. Finally, companies are encouraged to measure not only the overall success and efficiency of a CRM introduction, but also the achievements of singular goals, while keeping in mind that the positive financial outcomes of CRM introduction are never immediate but longterm.*

**Key words:** *CRM introduction, gaming industry, gambling, customers, marketing, measurement, success*

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### 1. INTRODUCTION

Gaming industry has been an early adopter since its beginnings, with innovative practices and the skilfull exploitation of technological aids. Gaming market today is heading towards digitization and is growing globally; in 2016 it has been recorded a +8.5% growth globally from 2015, and the total gaming market has been estimated at 99.6 Bn USD [1]. The region with highest share (47%) in gaming is Asian-Pacific, taking 58% of growth of global games market [1]. If we take a look at the forecast per segment until 2019, we can see that the highest growth is predicted for mobile segment (smartphones), from 27% in 2015 to

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34% in 2019, while the overall games market should grow from 99.6 Bn USD to 118.6 Bn USD [1].

It is quite clear that mobile technology becomes the most important lever of mainstreaming the gambling industry as it helped to transform many facets of this business. One of the most important shifts was the enabling of access to the on's favorite game at any desired moment and place [2]. Another important change and threat that happened to the once traditional slot casinos is the arrival of new generation – the millennials. They do visit casinos, but most of their spending goes for the food, beverages and entertainment, while they prefer social games and daily fantasy sports to the classic slot machines [3].

So it's no wonder that the gaming marketing has to evolve drastically in such changing and disruptive business environment, if companies want to improve their efforts for the acquisition, development and retention of customers. A mere differentiation of services and improvement of the quality is not enough. Customer that is seeking only for constant rebates and sales is costing company too much, instead to represent a profitable client. It is of vital importance to recognize the customers' typology, to be able to plan and design marketing strategies for each of identified segments. There is a need to develop deeper relationships with profitable clients, to identify potentially profitable clients, and to search adequate strategies for less profitable clients, including the interruption of nonprofitable relationships [4]. This led to desire of better understanding clients behavior and to focus on those clients from which we can expect longer-term profits, not only to acquire new clients [5]. This is why it is of vital importance for the company to introduce a CRM system and merge its database with it, so it's possible to increase the renewal rate in order to find exclusive modes for cross-selling and up-selling the assortment according to individual client's needs [6].

**Armand Faganel, PhD**

*He earned the title of Doctor of Science at the University of Primorska, Faculty of Management in Koper, where he is acting as the Head of the Marketing Department. Prior to his employment at the University in 2004, he gained working experience in the field of commerce; he was Head of Marketing, Head of Sales and Business Unit Manager at different international companies. Since 2009, he regularly teaches several courses at the Finnish University of Applied Sciences in Mikkeli and performs various professional seminars in the field of sales and marketing in Slovenia and abroad. He participated and led several research projects, among his research interest are scientific fields of perception of service quality, consumer behaviour, market research, marketing campaigns, branding, sustainable development and tourism.*



*Research experience:*

- *iBlue project, Nautical tourism business models, MED programme, 2017-2019.*
- *PKP project: NITAKava - Planning and execution of marketing activities with the introduction of a new brand of gourmet coffee to the European market, 2016/17.*
- *PKP project: YZ Energija - Y Green Energy; Linea Directa d.o.o., 2016/17.*
- *PKP project: UKSUDO - An effective communication strategy using social networks in the company Dinit d.o.o. Card services, 2016/17.*
- *LAURDS (The Latin American University Research and Doctoral Support), Erasmus+ Capacity Building project, 2016-2019.*
- *Research programme: Education and employment management in a knowledge society; SRA (Slovenian Research Agency) P5-0049 (A); 2016-2018 (2.18 FTE).*
- *Absorbing foreign body in the marine environment 2015, Public tender for co-financing projects in a creative way to practical knowledge within the Operational Programme Human Resources Development for the period 2007-2013; Development priorities: encouraging entrepreneurship and adaptability etc.*

## 2. BACKGROUND

Another concept called customer value is also critical for a thorough understanding of CRM; it is about the true economic value of the client's relationship for the company, in the form of margin or profit. For the purpose of this study we used the following definition of CRM – it represents “the practice of analyzing and using marketing databases and leveraging communication technologies to determine corporate practices and methods that maximize the lifetime value of each customer to the company” [4]. CRM in gambling can be defined as the transformation of strategy, work processes and all business functions with the objective of retention of good guests, increasing their loyalty and profitability.

Steps toward a successful CRM implementation are as follows: preparations, establishment of project group, connecting database with new information system, adaptation of CRM system, development of CRM system, support for CRM system, and CRM system growth [7]. In our case we oriented toward the elements of CRM investments, they can be divided into five major categories [4]: organizational requirements, technology needs, database needs, human resource potential, and implementation factors. It is important to emphasize that we cannot exclude one of these facets without analysing its influence, if we'd like to research the reasons for success or failure of a CRM system introduction. We found out from the literature review that usually customer databases are analyzed with the intent to define customer segments; a multitude of multivariate statistical methods such as cluster and discriminant analysis are being deployed in order to group together clients with similar behavioral patterns and descriptive data which are then analysed to develop different strategies [5].

Successful CRM implementation is often defined in terms of the achievement of some set goals, which usually include some of the efficiency parameters such as function, time, and cost [8] [9]. Of course there are many other factors that might also influence a successful CRM introduction, such as process fit, customer information quality, and system support; if they are not impacting profitability directly, they could affect profitability via impacting efficiency and are therefore worth consideration by managers trying to design and perform a successful CRM introduction [10].

### **Mitja Costantini**

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*Marketing manager at TKK Group Ltd Srpenica. He has been gathering different*



*managerial experiences in the leading gaming company in Slovenia, as Corporate Sales and Marketing Director at HIT d.d. Nova Gorica, Casino Operations, Marketing Manager at HIT d.d. Nova Gorica, Customer Relations Manager at HIT d.d. Nova Gorica and as Marketing Analyst - Marketing Research and Analyses Department.*

*His specialties are including:*

- Strategic Marketing,*
- Branding (brand architecture, brand identity)*
- Business Analysis and Analytics (competitive market analysis, segmentation, pricing, positioning, market research),*
- Customer Relationship Management (CRM strategy, database marketing, acquisition and loyalty development),*
- Business Intelligence,*
- Project Management,*
- Management and Consulting (process review, new product/services implementation, R&D, CRM implementation and training).*

### 3. EMPIRICAL RESEARCH

As we could see from earlier introduced definitions, key factors for a successful CRM introduction in a company are not always unique and the strength of their influence power in a particular company depends on many internal and external factors too. As a summary of necessary conditions for the successful introduction, risks for successful introduction, the most common causes of failure, other facts that may affect the introduction, the findings of various authors on specific key factors for successful deployment and own practical experience in implementing CRM, we can concisely define the most important factors that have a direct impact on the success of the CRM introduction, and combine them into three overarching influential factors.

*Human factor* (factors of changes management):

- Strong management support and the establishment of agents of change.
- Appropriate vision and customer-oriented business strategy.
- The transformation of work processes and existing systems of remuneration.
- Change in culture and business organization.
- Training of employees on CRM.
- Understanding the CRM philosophy and added value for the company and the individual.

*Technological factor:*

- Use of appropriate software as the basis for CRM.
- System integration and appropriate software architecture.
- Providing adequate quality and the system of effective data management.
- Customers' analysis and segmentation.
- Establishing a system for feedback monitoring.

*Project factor:*

- Definition of objectives and metrics for the project deployment.
- Composition of competent project team with adequate power.
- Proper management of the project.

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*She was Deputy Director of the Department of Economics, Business, Mathematics and Statistics and member of some academic committees.*

*At MIB School of Management her current teaching areas are Distribution Channel and Retail Marketing.*

*Her current research focus is on distribution channels, retail marketing, and innovation marketing, both in domestic and international context. She has authored a large number of refereed publications in national and international books and journals.*

*She received the Marketing Trends Award 2009 (8th International Conference Marketing Trends, Paris, 2009) and the Best Referee Award 2007 "Mercati e Competitività" (SIM - Società Italiana di Marketing).*

*She is a member of the Editorial Board for "Mercati e Competitività", the Journal of SIM - Società Italiana di Marketing, and "Journal of Global Fashion Marketing" (KAMS – Korean Academy of Marketing Science). She participated at the Editorial Review Board for "Cultural and Technological Influences on Global Business", IGI Global, USA, 2012 and for "Technological, Managerial and Organizational Core Competencies: Dynamic Innovation and Sustainable Advantage", IGI Global, USA, 2011. She is a member of SIM - Società Italiana di Marketing.*

- Ensuring adequate budget for the introduction.

Our research is based on an online survey in the gaming industry. A total of 387 gaming companies have been invited to participate worldwide. Individuals involved in the introduction of CRM into the company were invited to fulfill the questionnaire. Responses arrived from 113 companies, four of them had to be eliminated due to the lack of compliance issues.

As a basis for obtaining data for the survey it was selected a structured questionnaire of closed type. In addition to the 32 claims on the five-point Likert scale, the questionnaire also included questions that verify the fact whether the respondent was involved in a project that succeeded or failed, the role of the respondents in their organization and issues in terms of size of the company. After piloting the questionnaire, survey was carried out in several successive waves, from September 2013 to November 2014; we used the online survey platform - SurveyMonkey.com.

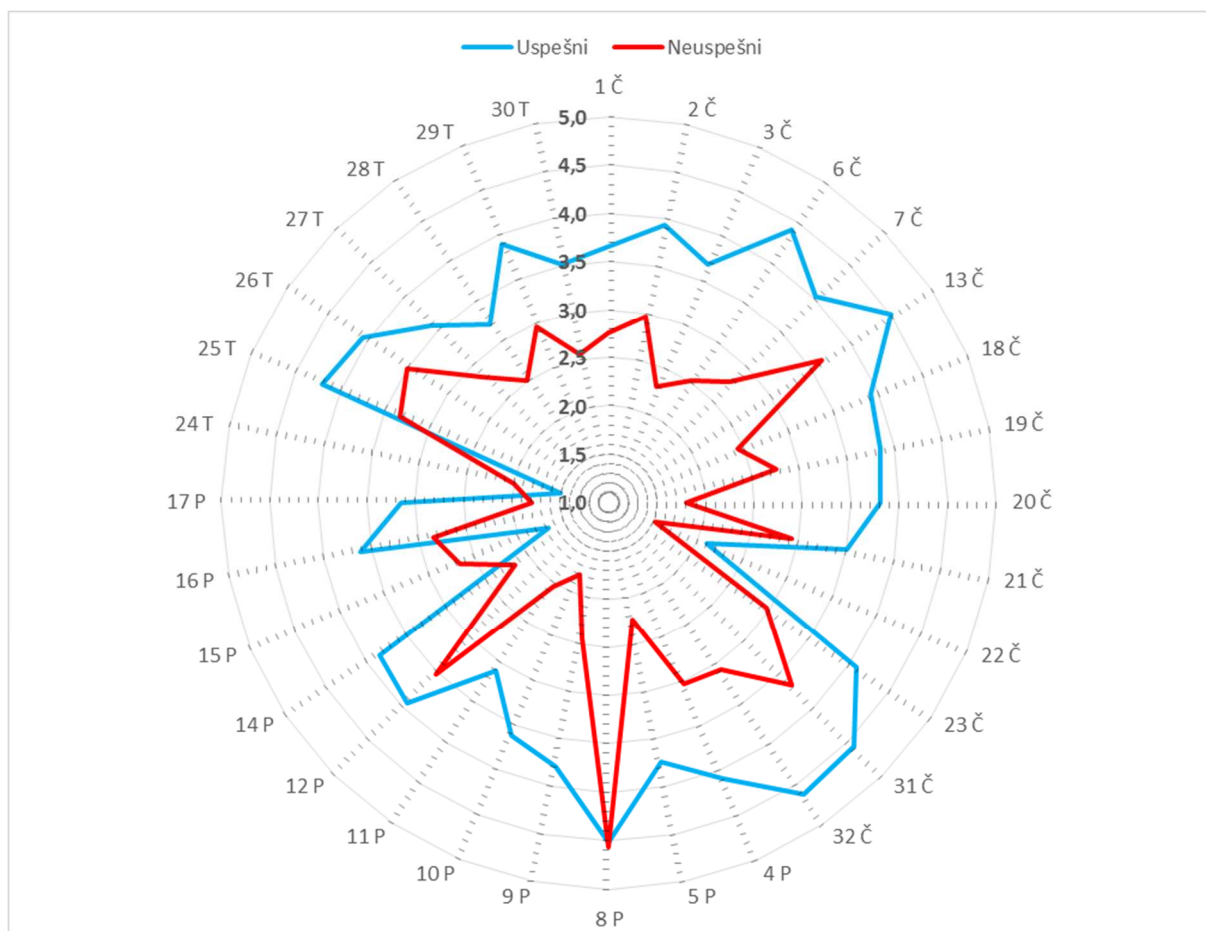


Figure 1: Respondents' average ratings of the CRM's introduction success in combination with the three most important factors for success

Legend: Blue – successful; Red – unsuccessful; Č – human; P – project; T – technological

Merging all of the issues in the three most important umbrella factors for a successful CRM implementation very clearly and directly demonstrates the impact of each factor in the success or failure. Radar chart clearly shows that the highest ratings in the successful introduction achieved those issues that relate to human influential factor. With the cross comparison of the three items we confirmed previous theoretical findings that the most important factor in the



successful deployment of CRM companies remains human factor ie. individual factor of change management.

The survey results further show that the establishment of the project team, customer segmentation, employee training about CRM and appropriately selected software represent important contextual factors including the cases of the unsuccessful introduction. These contents also stand out as important factors in both the surveyed enterprises that succeeded or not. It has also to be noticed that the average ratings of these issues compared to the average estimates of the same issues in companies with a successful deployment, are mostly lower.

For studying the influence of three most important umbrella factors for the success of CRM deployment we used a backward statistical method of multiple regression, because we wanted to check how many independent variables (predictors) impact on the dependent variable and determine how much variation in the dependent variable is explaining our predictors. With the use of regression analysis, we assessed the model parameters and the statistical significance of the model, because the actual population situation is not known. For the purpose of statistical analysis we used a sample of units, consequently, it can only be an estimated regression function. Instead of parameters we got parameter estimates. Simplified function form of the human impact, project and technological factors as the most important umbrella influential factors for the success of the CRM introduction in the company, can be represented with the following basic function.

$$\text{Success of CRM introduction} = f(\text{influential factors}) \quad (1)$$

From our findings, we can design an estimated function with the most important influential factors in the success of the CRM introduction in the company, which in our case is the following:

$$\text{Success of CRM introduction} = -1,409 + 0,032 * \text{human factor} + 0,015 * \text{project factor} \quad (2)$$

The estimated function shows that if the average grade of the human factor, ceteris paribus, is increased by 1 point, the success of the CRM introduction would rise by 0.032 points. With the increase in the average rating of the project factor by 1 point however, ceteris paribus, the success of the CRM introduction would be increased by 0.015 points.

#### 4. DISCUSSION AND CONCLUSION

The results of our study were initially interpreted by means of descriptive statistics and multiple regression analysis. We entered the success of the CRM introduction as a dependent variable in our multiple regression model, the independent variables were the three most important factors of success for the introduction of CRM (human factors, technological factors, design factors).

We found out that technological factors have no statistically meaningful influence on the CRM introduction in gaming companies. Results are leading to the conclusion that the strongest influence for a successful introduction of CRM in a gaming company is connected with human factors. The human resource potential in an organization is a critical component, and perhaps even the most challenging one to manage, in the development and implementation of a CRM project. Getting the right people to helm the CRM projects makes all the difference in an implementation.

To introduce a CRM system successfully, the company has to prepare internally well, they will need to acquire the knowledge about CRM and ways of its introduction, well defined plan, systematic and integral approach from everybody involved and mostly consistent consideration of key factors for successful introduction. Finally, companies are encouraged to measure not only the overall success and efficiency of a CRM introduction, but also the achievements of singular goals, while keeping in mind that the positive financial outcomes of CRM introduction are never immediate but longterm.

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## PROBLEMI MARKETING ISTRAŽIVANJA U MEĐUNARODNOM OKRUŽENJU

### PROBLEMS OF MARKETING RESEARCH IN THE INTERNATIONAL ENVIRONMENT

Ivana Mijailović<sup>297</sup>  
 Biljana Rabasović<sup>298</sup>  
 Mladen Vičentić<sup>299</sup>

**Sadržaj:** *Istraživanje tržišta u međunarodnom okruženju sprovodi se da bi podržalo donošenje poslovnih odluka u više od jedne zemlje. Zbog uticaja globalizacije na poslovanje, potreba za informacijama je sve veća, pa se istraživanje marketinga učestalo sprovodi van nacionalnih granica. Ovakvo istraživanje je dosta kompleksnije, a istraživač mora pre sprovođenja istraživanja dobro da prouči i upozna političko, pravno, kulturno, tehnološko, strukturno okruženje i da istraživački proces prilagodi razlikama. Istraživanje marketinga u razvijenim ekonomijama koristi moderne i sofisticirane tehnike prikupljanja podataka, dok se mnoge tehnike moraju prilagođavati ili se ne mogu koristiti prilikom istraživanja marketinga u nerazvijenim i zemljama u razvoju. Razvoj informacionih tehnologija doneo je velike promene i nove trendove u marketinškim istraživanjima.*

*Cilj ovog rada jeste da se analiziraju i predstave specifičnosti, problemi i trendovi u marketing istraživanju nastali pod uticajem globalizacije, a koje istraživači moraju imati u vidu prilikom sprovođenja istraživanja van nacionalnih granica.*

**Ključne reči:** *međunarodno okruženje, marketinško istraživanje, metodologija marketinških istraživanja, trendovi.*

**Content:** *Market research in an international environment is conducted in order to support business decisions in more than one country. Due to the impact of globalization on business, the need for information is growing, therefore marketing research is frequently conducted beyond national borders. This research is more complex, and researcher must before conducting the research to investigate and learn about the political, legal, cultural, technological, structural environment and to adjust the research process to those differences. Marketing research in developed economies uses modern and sophisticated data collection techniques, while many techniques must adapt or can not be used in marketing research in underdeveloped and developing countries. The development of information technology has brought great changes and new trends in marketing research.*

*The aim of this paper is to analyze and present specific features, problems and trends in marketing research generated under the globalisation influence, which researchers must take into account when conducting research across national borders.*

**Key words:** *international environment, marketing research, marketing research methodologies, trends.*

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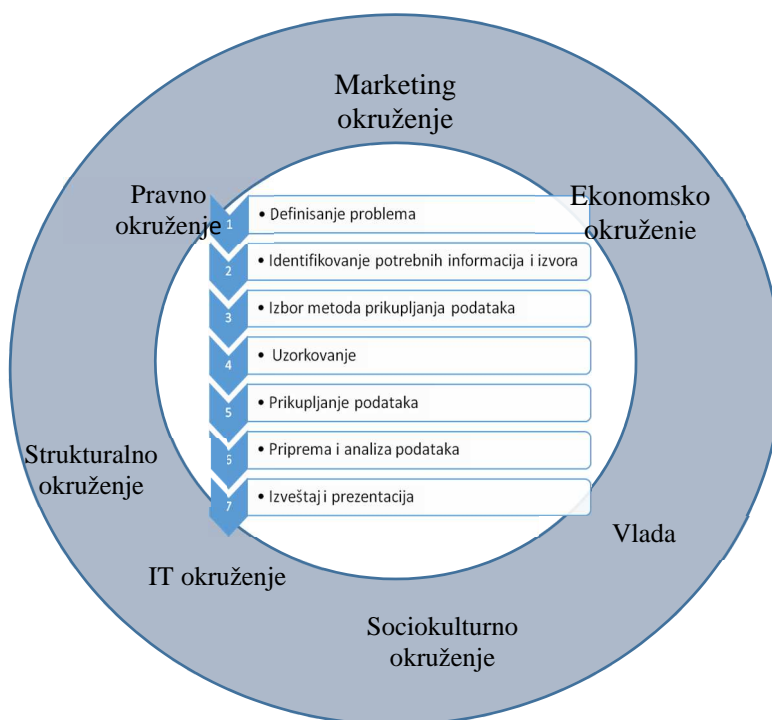
## UVOD

Odluke vezane za poslovanje van nacionalnih granica uvek su opterećene većim rizicima nego kada se radi o poslovanju u okviru jednog nacionalnog tržišta. Poslednjih decenija svet, Evropa pre svega, postaje zajednički tržišni i prostorni poligon, ali sa bitnim nacionalnim različitostima. Ove različitosti pred firme postavljaju zahteve stalnog osluškivanja starih različitosti i novih promena, kako bi poslovne odluke bile što efikasnije. Sve ovo zahteva redizajniranje starih istraživačkih alata, ali i samog procesa istraživanja. Razvoj informacione tehnologije i uzročno-posledične promene obrazaca u navikama i ponašanju savremenih potrošača, donose nove mogućnosti preduzećima u prikupljanju i obradi podataka. Redizajniranje klasičnog istraživačkog modela sa pojavom digitalnih alata (dizajniraje alata koji su prilagođeni tržišnom segmentu), lakše ciljanje kvalitetnih tržišnih segmenata, često istovremeno prikupljanje i obrada informacija, proces marketing istraživanja danas čine vremenski, troškovno i u pogledu kvaliteta informacija sve efikasnijim. Digitalni alati omogućavaju da se primenom standardizovanih psihometrijskih postupaka, složeni istraživački alati, kao što je praćenje ponašanja potrošača, realizuju na jednostavan način.

## 1. ISTRAŽIVANJE MARKETINGA U MEĐUNARODNOM OKRUŽENJU

Pod uticajem globalizacije potreba za informacijama o stranim tržištima je svakim danom sve veća, a samim tim i potreba za marketing istraživanjima van nacionalnih granica.

Za međunarodno marketing istraživanje se kaže da je to istraživanje koje se obavlja u više od jedne zemlje. Međunarodna istraživanja koriste iste principe i metode kao i marketinška istraživanja u nacionalnim okvirima, a specifičnosti se ogledaju u pravnim, ekonomskim, socijalnim i kulturnim razlikama (Slika 1.).



Slika 7 Istraživanje marketinga u međunarodnom okruženju [1]

Danas je globalno marketing okruženje vrlo dinamično, podložno svakodnevnim rapidnim promenama [2]. Sa ekonomskim razvojem industrijska tržišta postaju sve više standardizovana, a životni stilovi potrošača homogeni. Razvoj IT okruženja u mnogim zemljama omogućava istraživačima inovativne načine za prikupljanje podataka. Zakoni i prava potrošača se menjaju i pooštavaju a upravo ti zakoni često ograničavaju istraživače u prikupljanju i eksploataciji podataka. Obrasci ponašanja potrošača menjanju se sve brže, potrošači postaju zahtevniji, više informisani i razumeju koncept vrednosti na svakom nivou, pregovaračka moć potrošača raste usled povećane informisanosti. Mnogi od pomenutih trendova svoje postojanje duguju upravo eksplozivnom razvoju informacione tehnologije, interneta i društvenih mreža. Sve ove promene u marketing okruženju donose i promene u metodologiji istraživanja marketinga van nacionalnih granica.

## 2. SPECIFIČNOSTI I PROBLEMI MARKETING ISTRAŽIVANJA VAN NACIONALNIH GRANICA

Prilikom marketinških istraživanja na međunarodnom nivou definisanje problema je dosta kompleksnije nego u domaćem okruženju. Najpre se moraju dobro proučiti prilike na stranom tržištu, razlike u ponašanju potrošača, kupovnoj moći, načinu upotrebe i potrošnje proizvoda, običajima, verskim ritualima, jeziku i prevodu, klimatskim prilikama i drugo. Preporučuje se detaljna PESTLE analiza kako bi se problem istraživanja što preciznije definisao, kao i uključivanje eksperata iz različitih zemalja koji su upoznati sa prilikama i običajima na tržištima na kojima treba raditi istraživanje. Kako je poznavanje stranih tržišta slabije od domaćih, tako ova prva faza istraživačkog procesa vremenski duže traje nego prilikom sprovođenja istraživanja u poznatom okruženju.

Prikupljanjem sekundarnih informacija istraživači stvaraju prvu sliku stranog tržišta na kome treba da izvrše istraživanje. Tačnost podataka varira od zemlje do zemlje. Obično idustrijalizovane zemlje imaju veći nivo tačnosti sekundarnih podataka od zemalja u razvoju. U razvijenim zemljama procedure za prikupljanje podataka su sofisticirane i precizne, dok u nerazvijenim zemljama procedure mogu biti vrlo zastarele i samim tim uzrokovati visok nivo pojave grešaka. Na primer, u Kini se popis stanovništva vrši na osnovu ličnog intervjua sa glavom domaćinstva. Ako ispitanik nije dobro shvatio pitanje, anketar će “pretpostaviti” tačan odgovor i zabeležiti ga [3]. Danas postoji veliki broj pouzdanih centralizovanih izvora sekundarnih podataka dostupnih na internetu (npr. na fita.org) [4].

Prilikom prikupljanja primarnih podataka u međunarodnom okruženju esencijalno je obezbediti ekvivalentnost i poređenje prikupljenih podataka [5]:

### **MA Ivana Mijailović**

rođena je 23.01.1982. godine u Čačku. Osnovne akademske studije završila je na Fakultetu za menadžment Metropolitan Univerziteta, studijski program Biznis i marketing 2014. godine. Stekla je dve master diplome, 2009. godine master studije završila je na Fachhochschule Offenburg u Nemačkoj, studijski program International Business Administration, a 2016. godine na Fakultetu organizacionih nauka u Beogradu, studijski program Menadžment - marketing i odnosi s javnošću. Ivana Mijailović je od 2009 godine saradnik za užu naučnu oblast Marketing i trgovina na Visokoj poslovnoj školi strukovnih studija VIPOS u Valjevu i gostujući predavač na Duale Hochschule Baden-Württemberg u Štutgartu od 2011. godine. Pored predavanja, bavi se i organizacijom događaja i odnosima sa javnošću na VIPOSu. Ona je aktivni član Istraživačko razvojnog centra VIPOSa gde je učestvala kao kordinator ili član tima u mnogim istraživačkim projektima.



**Funkcionalna ekvivalencija** – funkcija koju imaju određeni proizvodi može se razlikovati od zemlje do zemlje. Na primer, u Kini i u Holandiji se bicikl koristi kao prevozno sredstvo, dok se ovaj isti proizvod u Americi isključivo koristi za sport i rekreaciju. U industrijalizovanim zemljama, zbog nedostatka vremena, nabavka namirnica smatra se kućnim poslom, dok se u nekim zemljama interpretira kao važan socijalni događaj.

**Konceptualna ekvivalencija** – odnosi se na to kako pojedinci doživljavaju određene predmete, događaje ili ponašanja i da li se taj koncept isto shvata u drugim zemljama. Na primer, “saving face” – sačuvati obraz je koncept koji bitno oblikuje ponašanje pojedinca u kineskom društvu, dok ovaj koncept nema presudan značaj u zapadnim kulturama.

**Kategorijska ekvivalencija** – kategorija u koju spadaju određeni objekti (proizvodi) razlikuje se od zemlje do zemlje. U Holandiji se mleko uobičajeno konzumira uz obrok i smatra se bezalkoholnim pićem kao i sokovi, dok se u mnogim drugim zemljama mleko isključivo koristi kao dodatak toplim pićima ili kao napitak za decu.

**Kalibracijska ekvivalencija** – ekvivalentnost se mora uspostaviti i u pogledu sistema za merenje. Taj zahtev podrazumeva ne samo ekvivalentnost u pogledu monetarnih jedinica i mera za težinu, udaljenost i obim, nego i ostalih tačaka percepcije kao što su boja, oblik ili forma. U različitim kulturama boje imaju različito značenje, na primer bela je boja žalosti u Japanu, dok je crvena boja radosti u Kini, pa se tako u Kini sve čestitke pakuju u crvene koverta i mlada na venčanju oblači crvenu haljinu.

**Ekvivalentnost prevoda** – najvažnije je prevesti tekst u duhu jezika zemlje u kojoj se sprovodi istraživanje, odnosno obezbediti da prevod ima isto značenje u svakom istraživačkom kontekstu.

U mnogim zemljama istraživački instrument je potrebno prevesti na nekoliko jezika. U Švajcarskoj upitnik treba pripremiti na nemačkom i francuskom jeziku. U Indiji mnogi stanovnici koji žive u ruralnim delovima zemlje, a kojih je najviše, ne pričaju engleski koji je oficijelni jezik već jedan od stotine drugih jezika koji se pričaju u ovoj zemlji.

Na osnovu mnogih međunarodnih istraživanja došlo se do zaključka da su usled kulturnih različitosti mogući i loši uticaji na rezultate istraživanja, što uzrokuje težu uporedivost. Tendencija davanja pozitivnih odgovora je uobičajena u Aziji, gde zbog kulturnih normi ispitanici izbegavaju da na bilo koji način uvrede ili razočaraju sagovornika. Japanski ispitanici uvek odgovaraju afirmativno, pošto bi negativan odgovor bio veoma nekulturan. Istraživanja

**Dr Biljana Rabasović**

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pokazuju da geografska lokacija i klima dosta utiču na pozitivan stav ispitanika, kao i na mentalno zdravlje (ljudi koji žive u osunčanijim predelima su pozitivniji u odnosu na one koji žive u predelima sa manjim brojem sunčanih sati tokom dana) [2].

Kolektivistička društva više teže davanju socijalno prihvatljivih odgovora, a među njima najviše su tome naklonjeni Azijati. Pitanja u vezi sa namerama za glasanje, konzumiranju alkohola ili opijata, su najviše podložna davanju socijalno prihvatljivih odgovora, to jest neiskrenih odgovora. Spremnost da se da odgovor na osetljiva pitanja varira u zavisnosti od zemlje i kulture. U Skandinavskim zemljama ispitanici voljno daju odgovore na pitanja koja se tiču upotrebe alkohola ili kontracepcije, dok je to u Arapskim zemljama tabu tema, čak i pitanja u vezi sa ličnom higijenom se smatraju vrlo intimnim. Za istraživanja sa osetljivim temama preporučuje se korišćenje projekivnih tehnika. U zemljama Bliskog istoka žene neće davati odgovore u ličnom intervjuu ukoliko je anketar muškarac. U latinoameričkim zemljama ispitanici su većinom skeptični prema anketarima, pa je potrebno više vremena da anketar zadobije njihovo poverenje. U međunarodnom okruženju, anketari mogu loše protumačiti odgovore ispitanika usled nepoznavanja lokalnih običaja, tradicije, kulture. Takođe, anketar može pogrešno protumačiti i neverbalne reakcije ispitanika, primer za to može biti odmahivanje glavom koje najčešće znači negodovanje, ali u Bugarskoj znači odobravanje ili potvrđivanje [5].

#### **Dr Mladen Vičentić**

*Rođen 11.09.1961. godine u Gornjoj Trešnjici, opština Ljubovija. Ekonomski fakultet u Beogradu (grupa za marketing) završio je 1986, a na istom fakultetu odbranio je magistarsku tezu pod nazivom "Istraživanje tržišta proizvoda na bazi prerade voća" 1994.godine. Ovu oblast istraživanja proširio je interesovanjem za specifičnosti istraživanja na međunarodnom tržištu, u svojoj doktorskoj disertaciji "Istraživanje tržišta u međunarodnom marketingu", koju je odbranio na Ekonomskom fakultetu u Kragujevcu 2007.godine. Radi na Visokoj poslovnoj školi strukovnih studija u Valjevu od 1987.godine, ima zvanje profesora strukovnih studija za užu naučnu oblast Marketing i trgovina. U toku rada u školi aktivno je učestvovao u izradi većeg broja projekata vezanih za transformaciju škole i razvoj modela strukovnih studija, kao i u realizaciji deset istraživačkih projekata iz raznih oblasti, od kojih je u sedam bio kordinator. Dugogodišnje iskustvo u nastavi na predmetima Marketing i Istraživanje tržišta je uticalo da za potrebne nastave napiše udžbenike i praktikume iz pomenutih oblasti, kao autor ili koautor. Kao autor ili koautor objavio je nekoliko članaka u nacionalnim i međunarodnim časopisima.*



U Japanu se dugi telefonski intervju smatra nepristojnim. U Brazilu se telefonske linije prodaju kao komad nameštaja prilikom selidbe. U Vijetnamu je uobičajeno da nekoliko porodica žive u jednoj zgradi i dele jednu telefonsku liniju [6]. Sve ovo otežava sprovođenje telefonskog istraživanja u međunarodnom okruženju.

Iako je upotrebna online alata vrlo pogodna za međunarodna marketinška istraživanja, ipak nemoguće ih je primeniti u zemljama gde je internet penetracija i kompjuterska pismenost veoma niska, kakve su mnoge Afričke zemlje, kao i Indija, Avganistan, Palestina.

### **3. NAJNOVIJI TREND OVI U MARKETINŠKIM ISTRAŽIVANJIMA**

Napredak informacione tehnologije, internet, izmene u potrošačkim navikama i ponašanju, stavljaju pred istraživače nove mogućnosti i izazove. Kada je u pitanju pribavljanje podataka sa stranih tržišta, koje je sa sobom uvek nosilo brojne teškoće i probleme, od kojih su neki obrađeni u ovom radu, napredak tehnologije u svim njenim aspektima ovom poslu donosi

brojne nove alate i olakšanja. Međutim, poseban izazov postaje kako od velike količine podataka pametno isfiltrirati i odvojiti one koji su zaista relevantni za poslovne odluke. Sledeći izazov je kako podacima udahnuti dušu, a proizilazi iz činjenice da ipak samo ljudska, a nikako veštačka inteligencija i najsavršeniji softveri, mogu na kreativan i dovoljno kvalitetan način protumačiti nikada brojnije podatke.

Trendovi i izazovi za istraživače tržišta poslednjih godina, koje su menadžeri i eksperti vodećih svetskih istraživačkih agencija prognozirali i za naredni period, jesu [7]:

- Ubrzanje tehnoloških promena, korišćenje veštačke inteligencije i porast korišćenja “on-lajn” istraživačkih alata,
- Rast potrebe za istraživanjem usled globalne nesigurnosti,
- Potreba sa sažimanjem i kreativnim tumačenjem “big data”,
- Filtriranje od strane čoveka kombinovano sa automatizovanim istraživanjima,
- Porast “desk” istraživanja, kako zbog uštede, tako i zbog obilja dostupnih podataka,
- Potreba za kvalitativnim istraživanjima koja daju odgovor na pitanje “zašto”,
- Kontinuirani dijalog sa kupcima i fokus na ličnu dimenziju,
- Snažan pomak ka izgradnji empatije,
- Istraživanje koje ide u korak sa razvojem proizvoda,
- Korišćenje novih tehnika, poput biometrike.

## ZAKLJUČAK

Imajući u vidu da se najbolji podaci dobijaju na mestu gde se potrošač nalazi, društvena mreža i internet postaju poligon za sofisticirana i dubinska istraživanja o kojima su istraživači oduvek sanjali. Pošto se različiti podaci, od demografskih, preko učestalosti kupovina, precizne kupovne lične karte, sklonosti marki, reakciji na različite promotivne akcije i inovacije na proizvodima, mogu fino filtrirati, bez ikakvog zamaranja potrošača ispitivanjem i bez njegovog znanja, pa samim tim i subjektivnosti, ostaje samo pitanje: Šta sa tolikom količinom podataka? Dakle, nesporno je da je istraživačima stranih tržišta, bilo da se radi o firmama specijalizovanim za istraživanja ili onima koji to rade za potrebe sopstvenog poslovanja, posao danas sasvim drugačiji nego pre dvadesetak godina: podataka pa i dvostrane komunikacije sa potrošačima nikada više, ali i izazova kako te podatke pametno iskoristiti.

Starost, pol i obrazovanje, kao faktori koje marketing ne može ignorisati, kombinovani sa podacima koje ranije nije bilo moguće istražiti (ili bar ne u realnom vremenu i uz niske troškove) kao npr. načinom na koji potrošač obrađuje podatke iz svog okruženja i trenutnom životnom fazom, istraživačima daju nove informacije kako bi prilagodili nastup prema određenom tržišnom segmentu.

I, na kraju, dilema koja je potekla od same struke pa i ESOMAR-a, proizašla iz ogromnih promena poslednje decenije a naročito poslednje dve-tri godine, jeste da li je vreme da se i sam termin “istraživanje tržišta” zameni terminom “veštačka inteligencija”.

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## BRAND IDENTITY MANAGEMENT: THE CASE OF ORGANIC PERSONAL CARE AND COSMETICS BRANDS

Borislava Stoimenova<sup>300</sup>

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**Abstract:** *In today's markets, companies compete with brands rather than with products. The process of brand building includes the construction of a visual brand identity, communicated effectively to the outside world. Visual brand identity elements - such as logos, fonts, colours, imagery, composition and media - are used to tangibly express intangible added values of identity such as personality traits, character qualities and sensations (sight, touch, sound, smell, taste). A fundamental question remains: "What are the values that create the authenticity, purpose and meaning of a brand?" This paper examines those values that are meant to make organic personal care and cosmetics brands stand out. Twenty global brands in the above category were used as the sample for a qualitative content analysis of their mission, vision and values. The result of the analysis is a list of typical values of organic personal care and cosmetics brands, which can be used by both business practitioners and academics for brand identity planning and further research on the relationship between projected brand identity (how the brand is designed to be perceived) and brand image (how the customers actually perceive the brand).*

**Key words:** *Branding, brand identity, brand values*

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### 1. INTRODUCTION

In today's mature and highly competitive markets, companies compete with brands rather than with products. Although functions, features, and benefits of the products are still important for purchase decision making, they can not provide a long term competitive advantage of a company. "The success of a 21st century business will be defined as much by *who* it is as *what* it does" [13, p. 74]. Modern competition calls for two essential tools of brand management: *brand identity*, specifying the facets of brands' uniqueness and value, and *brand positioning* – a short claim that contains a set of a few (often just one) differentiating properties and is actively communicated to a target audience. For existing brands, identity is the source of brand positioning. A brand can change its communication style by different positioning strategies, yet remain true to itself only when its identity is built around a particular set of values that do not change over time. This paper employs a content analysis method to identify the values that are meant to make organic personal care and cosmetics brands stand out over time.

### 2. LITERATURE REVIEW

In the contemporary world brands are one of the most valuable intangible assets that firms have [13]. More and more products increase customer choice whereas preferred brands simplify it [11]. The American Marketing Association defines the brand as a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers." While this definition addresses a company point of view, most brand definitions outline primarily the customers point of view – a brand is a sum of associations [2] and a collection of images [1], [12], [14]. The classical models of brand management have traditionally paid

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attention to the interactions between brands and consumers [4]. The emphasis has been placed on brand image and brand positioning, taking into account the external perspective of the customers and respectively product attributes with their functional and emotional value. However, a shift in the branding literature suggests an emphasis on the internal approach for brand identity management, which is more concerned with how managers and staff make brands unique [1], [4], [5], [11], [15]. In contrast to brand image (the brand's current associations in the minds of the consumers), the brand identity represents what the organization wants the brand to stand for [18].

While a corporate brand is distinct from a product brand, because it encompasses a much wider range of associations, it has been proven that the use of a corporate brand adds additional value to the products [2]. A product brand is usually defined by what it does (functions), consists of (features) and how it improves the life of the consumer (benefits), whereas a corporate brand is defined as much by who it is as what it does [13]. Typically a product brand personality is shaped around the image of its consumers (outside in approach) while a corporate brand personality can be defined in terms of the human characteristics or traits of the employees (inside out approach) and it reflects the values, words and actions of employees, individually and collectively [13]. Thus, an identity helps manage the perception of a company and differentiates it from its competitors [18].

### **Brand identity planning models**

The brand identity planning models suggest that stronger brands result from a homogeneous brand identity which can be planned and managed to overcome the so-called “branding traps” [1], [11], which are explained below.

#### *The brand image trap*

While knowledge of the brand image provides useful background information when developing a brand, “it lets the customer dictate what you are” [1, p.70]. The identity is shaped by the soul and the vision of the brand - who and what the brand is (can be), thus creating (not reflecting) consumers wants, feelings, emotions and desires. According to David Aaker [1], the brand identity should reflect the brand's enduring values, even if they are not salient in the current brand image. The image is considered to be a passive category, resulting from decoding a message, extracting meaning, interpreting signs, while the identity is believed to hold and convey the brand's message as the outward expression of the brand's inner substance [11].

#### *The brand position trap*

A desired position of a brand has been defined as “the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an

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advantage over competing brands” [1, p.71]. The brand position trap occurs when the brand positioning replaces the brand identity with just a short phrase (claim) that does not have the depth of the brand identity and can not provide a complete understanding of what the brand stands for. Positioning refers mainly to a product and it can not reveal all the brand’s richness of meaning and potential. Positioning allows communication to be entirely dictated by creative whims and current fads without consistent and enduring communication style, form or spirit [11]. According to Jean-Noel Kapferer [11] a strong brand’s language should never result from words and creativity only, neither should it be allowed to be dictated by changing public expectations - it needs to be found within itself and should express the brand’s intrinsic identity shaped primarily by its personality and values.

#### *External perspective trap*

The external perspective trap occurs when the firms fail to realize what role the brand identity can play in helping an organization understand its basic values and purpose while focusing primarily on the customers (external audiences). In most organizations employees can not answer the simple question: “What does your brand stand for?” In fact, the employees can potentially have a significant contribution in the brand building process by aligning their values and behaviours with the brand's desired values [4].

#### *The product attribute fixation trap*

The product fixation trap occurs when the strategic and the tactical management of a brand is focused solely on the product attributes such as high quality, durability, reliability, premium price, etc. In reality, however, a brand also delivers feelings, emotions and experiences that the product itself can not deliver – to create the feeling of buying and consuming the best bread, a baker can invest in first class equipment in the kitchen and hires first class cooks, with the intention to seek out those customers who are interested in having the best [1, p.72].

Table 6: Brand identity – position – image

<b>Brand identity</b>	<b>Brand position</b>	<b>Brand image</b>
Brand identity shows how strategists want the brand to be perceived.	Brand position is the part of the brand identity and value proposition to be actively communicated to a target audience.	Brand image shows how the brand is perceived.

Source: Aaker, D. A. (1996). Building Strong Brands: The Free Press.

A brand identity provides the framework for an overall brand coherence. It is a concept that serves to offset the limitations of the brand building traps explained above. A key to developing a strong brand identity is to broaden the brand concept by including other dimensions and perspectives [1]. According to Jean-Noël Kapferer [11] a brand is a plan, a vision, a project for creating a brand identity that holds and naturally expresses the brand’s substance and its intrinsic values. All the three most popular brand identity planning models - Aaker’s brand identity planning model [1], Kapferer’s brand identity prism [11] and Hofstede’s onion model [8] – use the brand values as an essential brand identity building block which is expected to create long lasting differentiation for the brand. The brand identity planning should start with the identification of these values (often intangible) and their visual (tangible) representation through brand name, logo, words, symbols, colors, typography, images, sounds, smells and motion. This is how the brand managers can code desired feelings, emotions, personality and character traits, voice and tone into the brands.

## Brand values

In order to differentiate themselves as well as their products, to create an individuality and maintain advantages, many companies choose to base the products brand identity in part on the organizations behind the brands with their set of values, culture, programs, and assets/skills [17]. The values of a brand are often considered the *core, ideology, DNA, essence, principles, beliefs, precepts* – something that defines *who* and *what* the brand is, its character, which holds the enterprise together and does not change over time [3], [6], [9]. The brands are even described as *clusters of values* [4], or *defined set of values* [18], which articulate a set of corporate priorities and management attempts to embed them in its practices [15]. The corporate mission, vision and values are considered a foundation for values-based marketing which attempts to create a sense of purpose and meaning [3], [6], [15]. For example, organizational values of treating the customer with respect provide the basis for a relationship. Most customers sense the organizational values and develop respective attitudes and perceptions. As described by David Aaker [1, p.115], “The Body Shop concern of such causes as the rain forests, animal testing, package recycling, and Third World economic development draws the admiration and respect of customers”. Most cosmetics brands have identities based on glamorous user imagery and emphasized functional, emotional, and self-expressive benefits with an emphasis on aesthetic (beauty) and economic (price) values, over exposed by dramatic packaging and heavy advertising. In contrast, The Body Shop sells its products with a hype-free presentation, reflecting values that set it apart from its competitors – the use of natural, its antiglitz, anti-waste, ingredients from less industrialized countries, simple practical packages, care for the well-being of communities, etc. The pursuit of social and environmental change has been seen as the most differentiating characteristic of The Body Shop, influencing employees as well as customers [1]. This company is a good example of a brand for which the identity is largely based on organizational associations, particularly those involving values and values-based programs.

## 3. METHODOLOGY

Since the values are mostly intangible, they are very difficult to identify and measure. In his paper “The measurement of values: decision making and intangibles”, Robert S. Hartman [7] applies the formal axiology principles to explain the dimensions of value. He distinguishes between three types of value: (1) extrinsic value; (2) systemic value, and (3) intrinsic value. The extrinsic value of a brand, for example, can be defined by the things that characterize the brands in a respective class as good or not so good members of this class. The current research aims to identify the dimensions of the extrinsic projected value for the class of organic global personal care and cosmetics brands or in other words to answer the question: “Which are the values that make organic personal care and cosmetics brands stand out as a class of brands”.

Twenty global brands in the above category were used as the sample for a qualitative content analysis of their mission, vision and values, published on the brands’ websites. Nvivo 11 was used as a tool for data analysis and graphical presentation of the results. The framework for the analyses was shaped by a theoretical classification of values, created for a previous research on brand values [16] and supplemented by some additional values and their descriptors from the work of Hungerford et al. [10].

Table 7: Theoretical classification of values

Values class	Description
Social	refer to social status, attitudes, social norms of <i>good</i> and <i>bad</i> , pertaining to shared human empathy, feelings and status in the process of interaction among humans
Ecological	refer to the maintenance of the integrity of natural living systems
Economic	refer to the use and exchange of money and materials
Egocentric	pertaining to focus on individual/personal self-satisfaction and fulfilment
Psychological	refer to emotions, feelings and human passions
Aesthetic	refer to the appreciation of form, composition, colour or sound through the senses
Ethical/Moral	refer to human beings, not things / objects - for example moral values, support, care, everything that takes time, patience, effort and is useful for someone else,
Religious	refer to the use of belief systems based on faith
Technical / Functional	refer to the physical characteristics of objects / refer to properties such as size, weight and work
Educational	relate to the accumulation, use and communication of awareness and knowledge
Scientific	refer to those attributes associated with empiricism and empirical research
Legal	refer to the laws, rules, regulations and contractual relations
Political	refer to issues of citizenship and organization of the state, activities, functions and policies of governments and their agents
Biological	refer to the physical survival
Other intangibles	refer to the intangible elements not covered by other categories

#### 4. RESULTS

The results from the content analysis indicate that the projected values used by global organic personal care and cosmetics brands' managers, to make these brands stand out, are generally more human and nature related than product related.<sup>301</sup> The ethical/moral and social values are prevailing for the class of the brands under study. Although the traditional positioning values implying functional (technical) and emotional (psychological) benefits are still emphasized on, they are rather supportive than dominant. The typical aesthetic and economic values that normally characterize the conventional personal care and cosmetics brands are considered less appealing in the case of the organic brands.

Table 8: Values that make organic personal care and cosmetics brands stand out

Name	Sources	References
Ethical/Moral	12	25
Social	11	25
Ecological	10	17
Technical / Functional	10	16
Psychological	8	11
Egocentric	6	9
Other intangible	6	6
Aesthetic	5	5
Economic	4	5
Scientific	4	5
Educational	1	1

<sup>301</sup> Amway, Arbonne International, Aveda Corp, Avon, Bare Escentuals, Burt's Bee, Origins, Kiehl's, L'Occitane en Provence, L'Oreal Group, Natura Cosméticos S.A, Dr. Bronner, The Body Shop, The Hain Celestial Group, W.S. Badger Company, Weleda Inc, Yves Rocher, Lush, Aubrey Organics, Terre D'oc

Biological	0	0
Functional	0	0
Legal	0	0
Political	0	0
Religious	0	0

The words people use more often, in oral or written communication, can provide information for what they find of importance, in other words what their value system is like. In this regard, a word frequency query was conducted and the results show a mixture of product related, customer related and organizational values. The most frequently used word remains *products*, followed by *people* and *natural*. The aggregation of the word frequency (for the fifty most frequently used words), though, shows a dominance of the organizational values.

Table 9: Word frequency query results

Word	Count	Weighted Percentage (%)
products	68	1.65
people	39	0.95
natural	37	0.90
beauty	35	0.85
mission	30	0.73
ingredients	27	0.66
make	26	0.63
world	24	0.58
business	23	0.56
values	22	0.54
customers	21	0.51
use	20	0.49
respect	19	0.46
work	19	0.46
best	18	0.44

## 5. CONCLUSION

The identity of the global organic personal care and cosmetics brands is largely based on organizational values, implying the pursuit of ethical, social and environmental change. This analysis suggests that when planning the identity of such a brand an emphasis on these values with the support of technical and psychological values (expressing the functional and emotional benefits of the products) will make the projected brand a good member of its class. The personality of the brand can be further shaped by adding unique qualities, functions, benefits, personality and character traits that make that brand unique and appealing for its target audience.

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## МАРКЕТИНГ АКТИВНОСТИ ЗА ПРОШИРУВАЊЕ НА АСОРТИМАНОТ И ПРОМОЦИЈА НА УСЛУГИТЕ НА ОСИГУРИТЕЛНИТЕ КОМПАНИИ

### MARKETING ACTIVITIES FOR EXPANDED THE ASSORTMENT AND PROMOTION OF THE SERVICES OF THE INSURANCE COMPANIES

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**Апстракт:** *Најзначајна стратегија на една компанија е развој на нов производ или услуга кои ќе ги задоволат потребите на определена група потрошувачи. Имено, ниедна друга стратегија нема поголеми долгорочни ефекти врз приходот на компанијата, а со тоа и врз нејзиниот опстанок. Тоа всушност е и основната причина зошто се потенцира потребата од постојано лансирање нови производи и услуги на пазарот, односно проширувањето на асортиманот на производи и услуги на компанијата. Со цел да се креира успешен нов производ, потребно е производот да има такви карактеристики со кои ќе се обезбеди намалување на вкупниот ризик и балансирање со ресурсите на компанијата.*

*Современиот маркетинг не подразбира само развивање вистински производ, формирање привлечна цена и постигнување достапност на производите до целните купувачи. Комуникацијата на осигурителните компании со своите купувачи се наметнува како силен инструмент за остварување на конкурентска предност. Системот на комуницирање е мошне комплексен, бидејќи осигурителните компании комуницираат со посредниците, потрошувачите и останатото окружување.*

*Со цел да се постигнат максимални ефекти потребно е да се синхронизира промотивниот микс, но и целокупниот маркетинг-микс на компанијата. Промоцијата како начин на комуникација со клиентите, претставува еден од значајните инструменти на маркетингот и нејзината ефикасност е во директна врска со другите инструменти.*

*Ако осигурителната компанија точно ги определила своите маркетинг сегменти, го определила нивното релативно значење, развила производ со конкурентска цена и определила оптимална стратегија на канали на продажба, тогаш со промоцијата таа треба тоа да го направи транспарентно.*

**Клучни зборови:** *осигурителни услуги, асортиман, промоција, осигурителни компании*

**Abstract:** *The most important strategy of a company is developing a new product or service that will meet the needs of particular groups of consumers. In fact, no other strategy no significant long-term effects on the income of the company and thus on its survival. It actually is the main reason why emphasize the need for constantly launching new products and services on the market, or expanding the range of products and services company.*

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*In order to create successful new product, it needs the product has such features that will ensure a reduction in overall risk and balancing the company's resources.*

*The contemporary marketing does not only involve developing a real product, forming an attractive price and availability of products reaching the target customer. The communication of the insurance companies with their customer has emerged as a powerful instrument for achieving competitive advantage. The system of communication is very complex because insurance companies communicate with intermediaries, consumers and the rest environment. In order to achieve maximum effect it is necessary to synchronize the promotional mix, and overall marketing mix of the company. Promotion as a way of communicating with customers is one of the important tools of marketing and its effectiveness is directly related to other instruments.*

*If the insurance company accurately defined its marketing segments, it determined their relative importance, developed the product with competitive price and determine the optimal strategy of sales channels, then the promotion it needs to do so transparently.*

**Key words:** *insurance services, assortment, promotion, insurance companies*

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## 1. ВОВЕД

Осигурувањето представува високо одговорна економска и социјална активност. Сместата и целта на осигурувањето е во пренесувањето на ризикот кој се наоѓа во окружувањето од поединецот на осигурителот (осигурителната компанија) со склучување договор за осигурување. Како специфична финансиска активност, осигурувањето е значајно како за осигуреникот и осигурителот, исто така и за економијата во целина, а на тој начин и целата општествена заедница.

Пазарот на осигурување има одредени специфичности при креирањето на понудата и побарувачката, имајќи ги во вид големиот број различни елементи, (осигурителните услуги што се нудат, побарувачката за тие услуги, корисниците на осигурителните услуги, потребата од нови видови осигурителни услуги, положбата на конкурентските компании, големината на пазарот и слично.)

Прифаќањето на маркетинг концепцијата како посебен начин на размислување и посебен пристап на решавање на проблемите според кој во центарот на вниманието се потенцијалните потрошувачи и пазарот, е суштествен момент за деловен успех на осигурителните компании.

Динамиката на потрошувачките преференции ја релативизираат позицијата на постојните производи (осигурителни услуги) во понудата на осигурителната компанија. Затоа, нејзиното освежување, со иновирање на производите односно услугите, односно проширување на асортиманот на производи и услуги на компанијата, се јавува како основен услов за раст и развој на компанијата.

Најважни инструменти на промотивниот микс се: економската пропаганда, унапредувањето на продажбата, публицитетот и односите со јавноста, како дел од масовниот облик на комуницирање и личната продажба како облик на лично комуницирање. Исто така како важен инструмент на промотивниот микс се анализира и директниот маркетинг.

Интегрирањето на маркетинг инструментите всушност претставува интегрирање на оптимална комбинација на маркетинг миксот т.е. комбинација која на осигурителната компанија ќе ѝ обезбеди остварување на зацртаните цели и соодветна конкурентска позиција на целиот пазарен сегмент, максимизирање на задоволството кај потрошувачите и минимизирање на нивото на трошоци.

## 2. ПРОШИРУВАЊЕ НА АСОРТИМАНОТ НА ОСИГУРИТЕЛНИ УСЛУГИ

Стратегијата на осигурителната компанија за развој на нов производ или услуга има долгорочни ефекти врз приходот и опстанокот на компанијата, бидејќи оваа стратегија ѝ овозможува на компанијата поуспешно задоволување на променливите потреби на определена група потрошувачи.

Со цел да се креира успешен нов производ, потребно е производот да има такви карактеристики со кои ќе се одезбеди намалување на вкупниот ризик и балансирање со ресурсите на компанијата.

За да се постигнат овие цели неопходно е да се преземат следниве чекори: [1]

1. развој на една општа стратегија заснована на пазарните потреби, индустриската структура и изворите на средства;
2. развој на проток на идеи за нови производи од различни извори;
3. развој на прелиминарни процедури за селекција на идеи за нови производи;
4. развој на постапки за финална селекција;
5. развој на спецификација на производ со почитување на оптималните производни карактеристики;
6. тестирање на производот;
7. тестирање на пазарот на продажба;
8. комерцијализација и контрола на производот низ неговиот животен циклус.

Секој од наведените чекори е поврзан со потребата од избор на најповолна алтернатива,

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- **Ethics and Marketing-Factor for Tourism Developing** (1998), International Scientific congress "Tourism and Culture for Sustainable Development", Athens, Republic of Greece;
- **Basic elements of the positioning strategy of tourism destination** (1998), International symposium "Hotel house", Opatija, Republic of Croatia;
- **HRM in function for Increasing Tourism Consumption** (1998), International conference, Faculty of Hotel management-Opatija, Republic of Croatia;
- **Strategic approach in the process of developing new product-precondition for business growing of the company** (1998), International conference "Alternatives of development: Economic and social aspects of transition in countries of South-East Europe", Prilep, Republic of Macedonia;
- **Pricing strategy for new tourism product** (1999), International symposium "Economic and Law aspects of Tourism", Ohrid, Republic of Macedonia;
- **Strategy for improving of business image of tourism companies** (1999), International symposium "Economic and law aspects of tourism", Ohrid, Republic of Macedonia;
- **Using of benchmarking in the marketing strategy** (2000), International conference "Contemporary process of economic development in countries of South-East Europe", Prilep, Republic of Macedonia;
- **International niche marketing strategies for tourism SME's** (2000), International conference "Tourism, Regional development and Education", Tabor, Czech Republic;
- **Customer care and service quality in tourism marketing strategies** (2001), International conference, "Region- Services – Travel industry", Ostrava, Czech Republic;
- **Sample Size determination in International Marketing Research Studies** (2001), 53rd International Statistical Institute Session, Seoul, Korea; etc.

односно потребата од постојано одлучување заради што е неопходно да се располага со информации, а обезбедувањето на потребните информации се прави со маркетинг истражување.

Динамиката на потрошувачките преференции ја релативизираат позицијата на постојните производи односно услуги во понудата на компанијата. Затоа, нејзиното освежување, со иновирање на производите односно услугите, односно проширување на асортиманот на производи и услуги на компанијата, се јавува како основен услов за раст и развој на компанијата.

За да се развие стратегија на производ неопходно е компанијата точно да ги определи своите цели, коишто, најчесто можат да се изразат преку: остварување висок прилив на финансиски средства или доминација на уделот на пазарот, а тоа да го оствари преку развој на нови или модификација на постојните производи.

Извори на идеи има многу: потрошувачите, експертите, каналите на продажба, конкуренцијата. Многу битно е процесот на генерирањето на новите идеи да биде организиран и континуиран.

За генерирање идеи за проширување на асортиманот, според Kinneary и Taylor можат да се користат две истражувачки постапки, и тоа: [2]

1. **Распоред на карактеристики (repertory grid)** – оваа постапка овозможува генерирање список на карактеристики кои купувачите ќе ги издвојат за да ги опишат сличностите и разликите меѓу производите, со цел да се утврди по што купувачите ги издвојуваат производите на компанијата од производите на конкуренцијата.
2. **Различни видови интервјуа на таргет групи**-опфаќаат потрошувачки фокусни групи и специјални видови фокусни групи со експерти, каде дискусијата се насочува со цел да се генерираат повеќе идеи.

Целта на генерирањето на идеите е всушност креирање на што поголем број на идеи, а со селекцијата се врши прочистување на идеите. Најнапред се прави прелиминарна селекција на идеите каде се утврдува дали идејата е во согласност со целите и средствата на компанијата и со нејзината стратегија за проширување на асортиманот на производи и услуги. За таа цел се изработуваат одредени критериуми кои идеите треба да ги исполнат, а се формира и тим од експерти кој ќе ги разгледа и оцени идеите според секој критериум. Сепак, финалната селекција на идејата е насочена кон пазарот и можностите на компанијата да креира производ или услуга кој потрошувачите ќе го преферираат пред расположливите алтернативи.

Осигурителните компании своите услуги треба постојано да ги усовршуваат и да ги приспособуваат на условите, потребите и барањата на корисниците на осигурителните услуги. Токму затоа, осигурителните компании треба постојано да го следат и анализираат пазарот на осигурување, со цел да обезбедат информации за потребите на потрошувачите, за степенот на приспособливост на услугите што се нудат, како се остварува дисперзија на услугите во осигурувањето и сл.

### 3. АКТИВНОСТИ ЗА ПРОМОЦИЈА НА ОСИГУРИТЕЛНИТЕ КОМПАНИИ

Најважни инструменти на промотивниот микс се: економската пропаганда, унапредувањето на продажбата, публицитетот и односите со јавноста, како дел од масовниот облик на комуницирање и личната продажба како облик на лично комуницирање. Исто така како важен инструмент на промотивниот микс се анализира и директниот маркетинг.

Општо прифатено мислење е дека, за осигурителната компанија да има добар и ефикасен настап на пазарот, не е доволно да се има само добар производ (услуга), прифатливи цени и ефикасен систем на канали на дистрибуција, туку неопходно е да се развие и одржува ефикасен систем на комуникација со екстерното и интерното опкружување. Таа комуникација се овозможува преку промоцијата. Промоцијата, всушност, претставува континуиран и динамичен процес на создавање позитивна слика, поточно изградба на имиџ на компанијата, нејзините производи и услуги, односно марки на производот. [3] Нејзина основна задача е да формира позитивна слика за компанијата и за нејзината пазарна и општествена мисија. Промоцијата информира за понудата на компанијата и создава наклонетост на купувачот во корист на производот на компанијата, и ја претвора таа наклонетост во конкретна продажба на производот. Притоа во осигурувањето не треба да се занемари и дополнителното значење кое го има промоцијата, односно советување и едукација на осигуреникот, посебно за превентивно делување.

Улогата на промоцијата во осигурувањето е многу поголема од улогата која ја има при промоција на други производи или услуги. Причини за тоа се: [4]

- Во јавноста, не постои позитивно мислење за осигурувањето како дејност, бидејќи тоа потсвесно е врзано за несреќи, болест, смрт и луѓето бегат од тоа.
- Осигурителната услуга е невидлива. Не може да се складира и изложува. Купувачот во моментот на купување не ја добива услугата и нема со неа никакво искуство.
- Една услуга е наменета за различни купувачи. Разликите се однесуваат за: полот, годините, доходот, образованието и слично. Со секоја група мора да се комуницира на пригоден начин.
- Незадоволните купувачи на услугата на осигурувањето не ретко преку медиумите го објаснуваат своето незадоволство и тоа добива масовен публицитет.
- Организираните купувачи преку своите организации сè повеќе сами собираат информации за осигурувањето на поедини компании за осигурување, вршат нивна оценка и им даваат на нивните членови упатства за однесување.
- Конкуренцијата помеѓу компаниите за осигурување е сè поприсутна. Таа ги насочува компаниите на иновации во понудата за осигурување, а тоа бара повторно запознавање на пазарот и негово информирање.

Облиците на промоција се поделени во две групи: [5]

- Инструменти за масовна комуникација
- Инструменти за директна персонална комуникација

Промоцијата може да се одвива на различни начини, со оглед на некои заеднички карактеристики како што се: содржината на пораката, начин на пренесување, целите и слично.

### 3.1. ИНСТРУМЕНТИ ЗА МАСОВНА КОМУНИКАЦИЈА

Во инструментите за масовна комуникација влегуваат: економска пропаганда или рекламирање, унапредување или промоција на продажбата и односи со јавноста.

*Економската пропаганда или рекламирањето* е еден од облиците на промоција чија цел е информирање, убедување и потсетување на купувачите, со цел да предизвика нивна активност и вклучување во процесот на понуда. Целта на пропагандата не е непосредна продажба, туку припрема на купувачот во информативна смисла за полесно и побрзо купување на осигурувањето.

Главна карактеристика на пропагандата е што таа е неперсонална и се пренесува, со помош на медиумите (телевизија, радио, списанија, Интернет...). Пропагандата, според намената може да се класифицира на институционална (корпоративна) пропаганда и продуктивна пропаганда, при што корпоративната пропаганда прво ја пропагира осигурителната компанија па осигурителната услуга, додека при продуктивната пропаганда прво се пропагира услугата, па компанијата.

Предности на пропагандата се: можноста за опфаќање на поширока публика и можноста компанијата да има контрола врз пораката, а недостатоци се: неможноста за испраќање на сложена порака и ограничената публика.

*Унапредување на продажбата* како дел од комуникацискиот микс е збир на активности на компаниите за осигурување, со цел да се забрза продажбата на осигурителната услуга. Се остварува по пат на повремени масовни акции, со кои се врши промовирање на некое ново осигурување, промовирање на нов продажен прирачник, на рекламни излози, подароци, деловни карти, промотивни писма итн.

Според Котлер, унапредувањето на продажбата претставува активност која ја поттикнува продажбата, односно купувањето на производот, услугата. На прв поглед, ова не би важело за услугите кои ги нудат компаниите за осигурување, меѓутоа, многу често го користат овој облик на промоција. [6] Средствата, кои притоа ги користат, претставуваат многустрани мерки кои се однесуваат на вработените, на дистрибутерите и на потенцијалните купувачи. Мерките за зголемување на продажбата кои се насочени кон вработените имаат за цел да ја зголемат нивната мотивираност за продажба на што повеќе полиси за осигурување, како и ширење на позитивно мислење за компанијата. За таа цел можат да послужат посебни парични награди за вработените кои повеќе се истакнуваат, наградни патувања, можност за напредок во кариерата и друго.

Мерките за унапредување на продажбата кои се насочени кон дистрибутерите имаат за цел да поттикнат нивна поголема ангажираност за продажба на полисите на компанијата. За тоа е потребно дистрибутерите да бидат запознаени со асортиманот на услуги кои ги нуди компанијата. Како средства за унапредување можат да се користат слични мерки кои се користат за мотивирање на сопствените вработени.

Предностите на унапредувањето на продажбата се однесуваат на ефикасноста во поттикнувањето на продажбата и можноста за мерливост на продажбата на краток рок, а недостатоците се малиот придонес на долг рок и тенденцијата компанијата да е повеќе производствено (услижно), а не маркетинг ориентирана.

**Односите со јавноста** е елемент на маркетинг миксот, кој го оценува јавното мислење, ги идентификува односите во рамките на компанијата која јавноста може да биде заинтересирана и спроведува програма за акција за да добие разбирање и прифаќање од јавноста. [7] Тие како форма на промоција немаат непосредна продажна цел и се најширок начин на комуникација на компанијата со екстерната и интерната јавност. Watson ги дефинира односите со јавноста како управувачка функција на компанијата која има за цел да ги усогласи потребите и интересите на компанијата со потребите и интересите на разни сегменти на јавноста, како екстерните така и интерните, користејќи двонасочна комуникација. [8] Во кругот на екстерната јавност компанијата за осигурување воспоставува комуникација со државните органи и институции, банките, политичките партии, образовните институции и друго. Целта на овие контакти е да се поттикне интересот на јавноста за плановите и акциите на компанијата. Преку односите со јавноста компанијата ѝ покажува на јавноста дека тоа што таа го работи не е против интересите на општеството и со акциите кои ги презема не се раководи само од желбата за профит, туку се грижи и за општествените потреби и интереси.

Односите со интерната јавност, односно со своите вработени се од голема важност за компанијата за осигурување. Целта е да воспостави ефикасна комуникација помеѓу менаџментот на компанијата и вработените околу плановите на компанијата. Средства кои најчесто се користат се: разновидни анализи за внатрешната јавност, интерни списанија, прирачник за вработени, состаноци, огласна табла и т.н.. Притоа, задача на луѓето кои работат на односите со јавноста е воспоставување координација со одделенијата, кои се задолжени за организација за другите форми на промоција како сите заедно, а секоја во свој домен да придонесе кон создавање и зацврстување на позитивната слика за компанијата.

За односите со јавноста карактеристиките-брзина, економичност и висок степен на доверба се нивна предност, а како недостаток се јавува неможноста на компанијата да има контрола врз пораката и ранливоста на компанијата од негативната реклама.

### **3.2. ИНСТРУМЕНТИ ЗА ДИРЕКТНА ПЕРСОНАЛНА КОМУНИКАЦИЈА**

Во инструментите за директна односно персонална комуникација пак, влегуваат: личната продажба и директен и онлајн маркетинг.

**Личната продажба** како директен контакт помеѓу продавачот и купувачот, каде претставникот на осигурителната компанија, односно агентот или продавачот на осигурителната услуга, се обидува да го убеди потенцијалниот осигуреник дека поради неговата сигурност неопходно му е осигурувањето кое го нуди и со различни средства и методи ќе настојува да ја продаде осигурителната услуга. Личната продажба како промоциска активност во осигурителната дејност претставува активност на креативното, односно директното комуницирање со клиентите, сè со цел да се остави добар впечаток од комуникацијата при процесот на продажба на осигурителните услуги. Личната продажба е еластична, бидејќи пораката може да биде креирана индивидуално за секој коминтент. Процесот се одвива непосредно, односно понудувачот може директно да ја даде целосната информација, а самиот ја прима повратната информација на која постојано се прилагодува.

Личната продажба има одредени предности, но и недостатоци. Како предности се издвојуваат: интерактивноста, можноста пораката да се прилагоди кон специфичностите

на купувачот, можноста за испраќање на сложена порака, а недостатоци се смета дека се: високите трошоци, лимитираноста на контактите, ризикот од губење на клиентите доколку продавачот ја напушти компанијата.

**Директниот маркетинг** подразбира употреба на директни канали на потрошувачите (*consumer-direct channels/CD*), за да се стекнуваат и испорачуваат стоки и услуги на потрошувачите без да се употребува маркетинг-посредник. Лицата што вршат директен маркетинг може да употребуваат многубројни канали за да ги привлечат потенцијалните клиенти и потрошувачи: директна пошта, каталожки маркетинг, телемаркетинг, интерактивна телевизија, киосци, веб-страници и подвижни направи. [9] Директниот маркетинг ги опфаќа и сите оние активности кои се поврзани со непосредна продажба на производите на осигурителната компанија до потрошувачите без користење на посредници, заради што може и да се нарече и маркетинг на директна продажба.

Кога станува збор за директниот маркетинг, треба да се има предвид фактот дека тој претставува многу повеќе од праќање директна пошта и каталози на потрошувачите преку кои што се промовираат производите и услугите на компаниите. Тој се состои од промовирање базирано на директни реакции од страна на потрошувачите, при што се креираат бази на податоци во врска со потрошувачите. Овие бази на податоци се базираат на минатото купувачко однесување на клиентите, врз основа на што компаниите ги прилагодуваат/создаваат старите/новите производи во согласност со индивидуалните потреби и желби на потрошувачите. Овој вид на промотивна активност се базира на ефикасност, односно намалување на трошоците. Директниот маркетинг се дефинира во поширока смисла како процес при којшто се евидентираат однесувањето на клиентите и трансакциите што ги вршат. Притоа прибраните податоци за клиентите се користат во активностите за таргетирање на целни групи, како и за извршување и контрола на релевантните промотивни активности, коишто се креираат за започнување, развивање и продолжување на профитабилни односи со клиентите.

Директниот маркетинг се одликува со неколку основни карактеристики, при што овозможува и многубројни поволности како за компаниите, така и за потрошувачите: [10]

- Тој не се однесува на јавноста, бидејќи пораките коишто се испраќаат се наменети за одреден, индивидуален потрошувач.
- Тој е промтен, односно пораката којашто ја пренесува може да се подготви, а со тоа и да се испрати, многу брзо.
- Пораките коишто се праќаат може да се прилагодат на потребите и желбите на индивидуалните клиенти.
- Тој е интерактивен, бидејќи овозможува интеракција помеѓу компаниите и потрошувачите, при што пораките коишто се праќаат се менуваат согласно повратните реакции/одговори на потрошувачите.
- Тој е практичен, при што купувањето го прави многу полесно и поприватно.
- Истиот овозможува подобар пристап и поголем избор на производи и услуги.
- Тој овозможува пристап до многубројни споредбени информации.
- Им дава можност на компаниите да изградат поцврсти/поблиски односи со своите клиенти.
- Овозможува намалување на трошоците и зголемување на брзината на дејствувањето и ефикасноста/флексибилноста во работењето.



Според една група на автори, врз основа на овој модел на масовен маркетинг, поголемиот дел од маркетинг комуникациите се состои од еднонасочна комуникација насочена кон потрошувачите, а не двонасочна комуникација со нив.

Меѓутоа, според друга група на автори пак, директниот маркетинг овозможува двонасочна комуникација помеѓу компаниите и потрошувачите, при што компаниите ги прилагодуваат своите пораки до потрошувачите, од една страна, а потрошувачите ги изразуваат своите желби, потреби, позитивни и негативни ставови во врска со промотивните пораки, од друга страна. Освен тоа, директниот маркетинг им овозможува на компаниите да реагираат и побрзо согласно потребите на клиентите, но и да ја подобрат својата ефикасност и да ги намалат трошоците. На тој начин, осигурителните компании имаат поголема шанса да изградат поблиски односи со своите клиенти, коишто пак, своето задоволство ќе го изразат со тоа што ќе останат верни потрошувачи на компаниите на подолг рок.

**Онлајн маркетингот** е форма на директен маркетинг кој најбрзо се развива. Тоа е традиционален маркетинг кој се базира на користење на информационите технологии, поточно на интерактивните онлајн компјутерски системи и електронско поврзување на купувачите со продавачите. [11]

Онлајн маркетингот опфаќа четири главни онлајн маркетинг домени, и тоа: [12]

- *Бизнис-корисник (B2C)*-тоа подразбира онлајн продажба на производи и услуги на крајните корисници,
- *Бизнис-бизнис (B2B)*-користење на B2B веб-локации, електронска пошта, онлајн каталози за производи и услуги, онлајн трговски мрежи, со цел да се дојде до нови компаниски корисници, поефикасно да се услужат постојните корисници и да се понуди квалитет и подобри цени,
- *Корисник-корисник (C2C)*-онлајн размена на производи и информации помеѓу крајните корисници,
- *Корисник-бизнис (C2B)*-онлајн размена, при што корисниците можат да бараат продавачи на интернет мрежата, да научат за нивните понуди, да започнат со купување, дури понекогаш и да дојдат до склучување на договор.

Онлајн маркетингот е наменет за луѓе кои активно одбираат кои интернет-локации ќе ги посетат и какви маркетиншки информации ќе добијат во врска со производот или услугата и под кои услови тие се продаваат. Онлајн маркетингот станува успешен бизнис модел за некои компании, интернет компании, и компании со директен маркетинг. Но, исто така има и компании за кои онлајн маркетингот претставува само еден битен пристап до пазарот што би соработувал со други пристапи во целосно интегриран маркетинг микс. И покрај големите предизвици, многу компании брзо го интегрираат онлајн маркетингот во нивните маркетинг стратегии и миксови. [13]

Користењето на промоцијата им помага на компаниите за осигурување да ја пренесат нивната порака до потенцијалните купувачи, имајќи притоа предвид дека секој облик има своја предност и свој недостаток и секој облик е погоден за една задача отколку за друга.

#### 4. ЗАКЛУЧОК

Кога се вршат истражувања на конкуренцијата во осигурувањето, внимание се посветува на диверзификацијата на асортиманот на осигурувањето и транспарентноста на пазарот. Диверзификацијата претставува насочено проширување на постоечкиот асортиман на видовите на осигурување, што му се нудат на осигурениот, сè со цел да се зголеми конкурентската способност на осигурителот.

Промоцијата на осигурителните услуги како елемент на маркетинг миксот во осигурувањето ги опфаќа активностите што се преземаат од страна на компаниите за осигурување, со единствена цел, осигурителната услуга поуспешно да се пласира на пазарот. Во рамките на истражувањето на маркетинг миксот во осигурувањето, перманентно се истражува осигурителната услуга со цел да се прилагоди на потребите на клиентите и тенденциите на пазарот.

Користејќи ја промоцијата, осигурителната компанија комуницира со купувачите и има можност да остави голем впечаток за компанијата и нејзините производи и услуги. Идеално е сите видови на комуникација да работат заедно сè со цел да се пренесе унифицирана порака. Без ваква координација, компанијата ризикува да ги збуни купувачите. Координацијата на сите видови промоција е да се испорача јасна, доследна порака за осигурителната компанија и нејзините производи и услуги кои ги нуди на пазарот.

**Истражувањето на промоцијата на осигурителните услуги** како елемент на маркетинг миксот во осигурувањето ги опфаќа активностите, што се преземаат од страна на компаниите за осигурување, со единствена цел, осигурителната услуга поуспешно да се пласира на пазарот. Имено, во рамките на истражувањето на маркетинг миксот во осигурувањето, перманентно се **истражува осигурителната услуга**, и тоа, од два аспекти: истражување на потребата од осигурителна услуга и истражување на осигурителна услуга. Со развитокот на производните сили и вкупната благосостојба во одделните земји, посебно во високо развиените пазарни економии, се создадени економски претпоставки, но во исто време, и потреба од натамошен развиток на осигурителните услуги. Оттаму се јавува и зголемена потреба од континуирано зголемување на истражувањето на натамошното развивање и ширење на осигурителните услуги.

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## IZAZOVI INTERNACIONALNOG MARKETINGA U USLOVIMA REGIONALNIH INTEGRACIJA

### THE CHALLENGES OF INTERNATIONAL MARKETING IN TERMS OF REGIONAL INTEGRATIONS

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**Sadržaj:** *Pojava globalne kulture, globalnog društva i globalnih potrošača pokreće brojne diskusije oko toga da li je moguće identifikovati marketing strategije koje će ispuniti očekivanja potrošača na savremenim tržištima. Ovo pitanje posebno je interesantno analizirati na primeru regionalnih integracija, koje kao ekonomska i politička tvorevina predstavljaju pravi izazov za marketing. Rad se bavi pitanjima koja su značajna za donošenje marketing odluka u procesima globalizacije, sa posebnim osvrtom na tržište EU. Cilj rada je da analizira faktore koji su važni za definisanje internacionalnih, odnosno regionalnih marketing strategija u procesima globalizacije.*

**Ključne reči:** *internacionalni marketing, globalizacija, tržište EU, regionalne integracije*

**Abstract:** *The emergence of global culture, global society and global consumer has opened the discussion about whether it is possible to identify marketing strategies that will meet the expectations in contemporary markets. This question is particularly interesting to analyze in the case of regional integration, as an economic and political entity that represents a real challenge for marketing. The paper deals with issues that are important for marketing decision-makers in the process of globalization, with particular emphasis on the EU market. The aim is to analyze the factors that are important for defining international, or regional marketing strategy in the processes of globalization.*

**Key words:** *international marketing, globalization, EU market, regional integrations*

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#### 1. UVOD

Internacionalizacija poslovanja otvara prilike ka novim, potencijalno profitabilnijim tržištima, pruža mogućnosti za povećanje konkurentnosti organizacije i olakšava pristup novim idejama, inovacijama i novoj tehnologiji. Postoje različiti razlozi koji motivišu kompaniju da se odluči za poslovanje na internacionalnim tržištima. Generalno posmatrano, možemo ih razvrstati u proaktivne i reaktivne motive. Prema Albaum, Strandskov, Duerr i Dowd proaktivne motive čine: rast profita i ciljevi rasta kompanije, menadžerska sklonost ka izazovima, tehnološka izvrsnost, originalnost proizvoda, šanse na novim inostranim tržištima, ekonomija obima, poreske pogodnosti. Reaktivni motivi za izvoz odnose se na: uticaj konkurencije, zasićenost domaćeg tržišta, višak kapaciteta, veću prodaju sezonskih proizvoda, bliskost sa inostranim kupcima [1]. Posmatrano iz aspekta marketinga važna je činjenica da je globalizacija u značajnoj meri uticala na pojavu regionalnih integracija, koje su formirane sa

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ciljem da poboljšaju trgovinske uslove između država članica. Većina država u Evropi danas je deo Evropske unije, države jugoistočne Azije čine deo ekonomske oblasti koja je poznata kao ASEAN, a države Severne Amerike udružile su se u oblast NAFTA. Ovi regionalni klasteri formirali su regionalne trgovinske blokove koji na određeni način protivreče procesima globalizacije, jer se pojam regionalne trgovine smatra nespojivim sa pojmom globalne trgovine. Pojava regionalnih integracija predstavlja poseban izazov za marketing kompanije, koji treba da nađe balans između standardizacije i kastomozacije marketing miksa.

## 2.MOTIVI NASTANKA REGIONALNIH INTEGRACIJA

Stvaranje regionalnih integracija motivisano je mnogim razlozima, a najznačajniji su:

- ✓ poboljšanje trgovinskih odnosa između država, do kojih dolazi usled otklanjanja carinskih barijera i stvaranja većeg tržišta koje otvara nove mogućnosti za saradnju;
- ✓ stvaranje zdrave klime za konkurentsko nadmetanje;
- ✓ privlačenje investicija;
- ✓ poboljšanje kvaliteta proizvoda;
- ✓ slobodno kretanje ljudi, robe i kapitala;
- ✓ jačanje dobrosusedskih odnosa između država članica itd.

Polazeći od ovakvih motiva, 1958. godine nastala je Evropska ekonomska zajednica (EEZ), u okviru koje je pojačana privredna saradnja šest država: Belgije, Nemačke, Francuske, Italije, Luksemburga i Holandije. Ova ekonomska oblast predstavljala je osnov za stvaranje Evropske unije (EU) 1992. godine, koja je danas najpoznatija regionalna integracija u svetu. Posmatrano iz perspektive marketinga, stvaranje Evropske unije značilo je kreiranje interne zone sa tržišnim potencijalom od 500 miliona potrošača<sup>306</sup>. Na ovaj način, Evropa je postala značajan takmičar na svetskoj globalnoj privrednoj sceni koji je mogao da parira državama poput Rusije, SAD-a ili Japana.

## 3.MARKETING ODLUKE U PROCESIMA REGIONALNIH INTEGRACIJA

Pored očiglednih prednosti koje je nastanak evropske integracije doneo, za marketing kompanije ovaj regionalni proces otvorio je različita pitanja. Jedan od najvećih izazova sa kojima se susreće marketing u procesima regionalnih integracija odnosi se na odluke u vezi sa standardizacijom ili prilagođavanjem strategija lokalnom tržištu. Prema mišljenju profesora Levita standardizacija proizvoda, kanala komunikacije i distribucije obećava najniže troškove poslovanja, uključujući troškove istraživanja i razvoja, promocije, proizvodnje i logistike.

Prednosti	Nedostaci
Ekonomija obima u proizvodnji i distribuciji	Razlike u potrebama i željama potrošača, kao i u obrascima korišćenja proizvoda
Niži troškovi marketinga	Razlike u odgovoru potrošača na elemente marketing miksa
Moć i domet	Razlike u razvoju brenda i proizvoda u konkurentskom okruženju
Konzistentnost imidža brenda	Razlike u pravnom okruženju
Sposobnost brzog i efikasnog sprovođenja ideja	Razlike institucija marketinga
Standardizovanost praksi marketinga	Razlike u administrativnim procedurama

Tabela 1: Prednosti i nedostaci standardizacije marketinga [2]

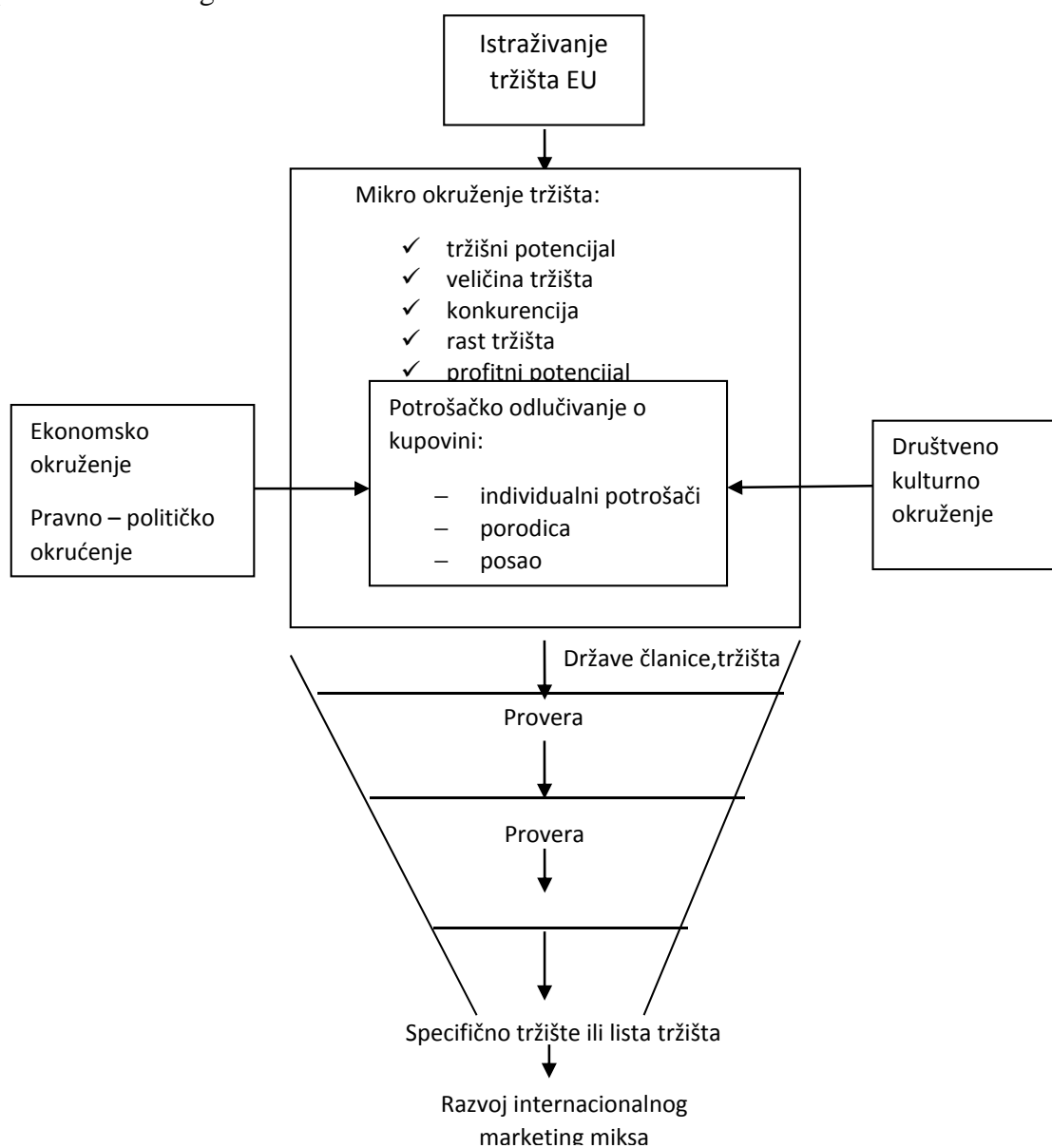
<sup>306</sup> Podatak se odnosi na EU28, koja je obuhvata Veliku Britaniju

U tabeli 1 prikazane su prednosti i nedostaci standardizacije marketinga, koje treba da ima u vidu kompanija koja odlučuje o internacionalnom poslovanju.

Prema Schiffman i Kanuk kompanije koje posluju globalno ili regionalno treba da se opredele za jedan od četiri strategijska pristupa internacionalnog marketinga:

- strategija, koja obuhvata standardizovan proizvod i standardizovane poruke promocije;
- strategija, koja obuhvata standardizovan proizvod i kastomizirane poruke;
- strategija bazirana na kastomiziranom proizvodu i standardizovanim porukama;
- lokalna strategija: kastomiziran proizvod i kastomizirana poruka [3].

Nastup na jedinstvenom tržištu EU zahteva promene kompletnog koncepta marketing miksa (proizvoda, cene, promocije i distribucije), koji je potrebno usaglasiti sa pravnim, političkim, ekonomskim i kulturnim okruženjem država članica. Slika 1 prikazuje značajne faktore koji imaju uticaj na oblikovanje internacionalnog marketing miksa, koji se mogu primeniti za potrebe marketinga na tržištu EU.

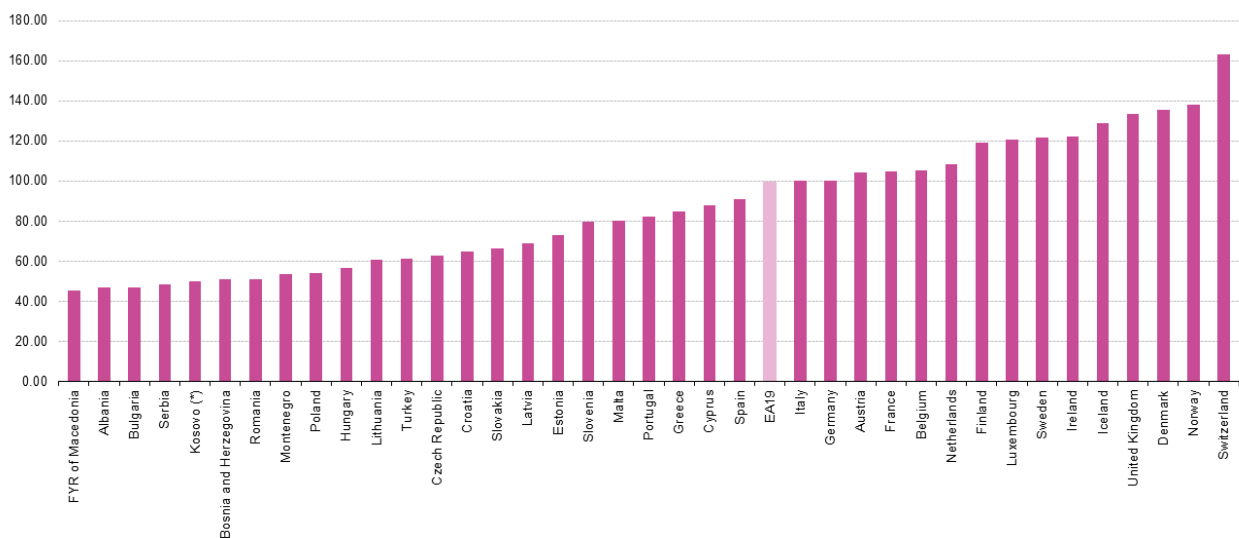


Slika 1: Stvaranje internacionalnog marketing miksa [4]

Proizvod kao nosilac upotrebne vrednosti za panevropske potrošače bilo je potrebno usaglasiti sa novim zahtevima i standardima kvaliteta. Takođe, otvaranje novih tržišta zahtevalo je od marketinga da revidira svoje strategije segmentacije i usaglasi ih prema kupovnim navikama i potrebama potrošača različitih kultura. Hofstade je ukazao da postoje četiri kulturološke dimenzije na bazi kojih se države razlikuju:

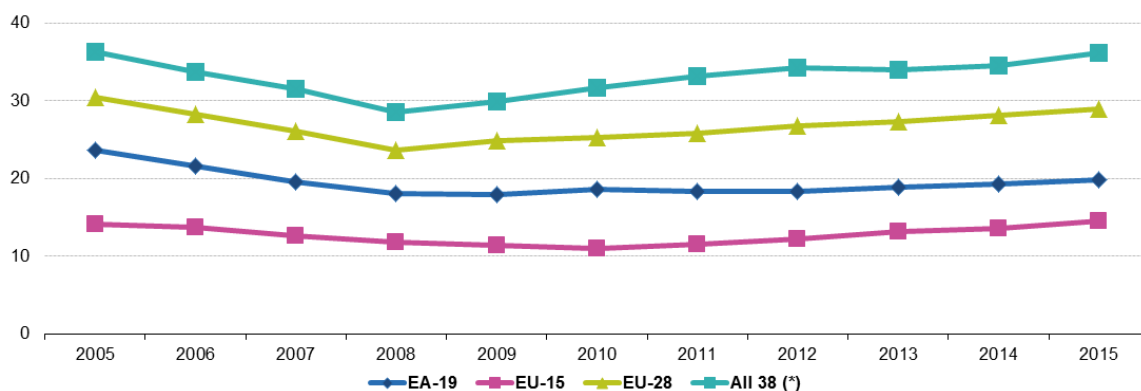
- Individualizam nasuprot kolektivizmu;
- Velika razlika nasuprot male razlike u moći;
- Muška nasuprot ženskoj kulturi;
- Visok stepen i niski stepen izbegavanja neizvesnosti [5].

Cena kao element marketing miksa u EU postala je transparentnija, jer je potrošačima (*iz država članica koje su prihvatile evro kao valutu*) omogućeno da lako uporede nivoe cena s obzirom da koriste istu valutu. Tako je formiranje EU uticalo i na to da dođe do smanjenja cena pojedinih proizvoda. Osim toga, pojava evra odrazila se na povećanje paralelnog uvoza, prilikom čega se roba koja se prodaje po različitim cenama, izvozi iz država u kojima je cena niska, a uvozi u države u kojima je cena viša, što takođe predstavlja podsticaj za smanjenje cena. U 2015. godini, nivou cena za robu široke potrošnje i usluge razlikovali su se širom EU. Najviši nivo cena među državama članicama EU zabeležen je u Danskoj, 36% iznad proseka EU, dok je u Bugarskoj nivo cena 53% ispod proseka EU [6]. U tabeli 2 prikazali smo indeks nivoa cena za troškove finalnih potrošača u Evropi i EU.



(\*) This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Tabela 2: Indeks nivoa cena za troškove finalnih potrošača i domaćinstava u Evropi i EU [6]  
Sledeća slika odnosi se na konvergencije cena u EU u periodu od 2005 do 2015. godine. Podaci pokazuju da su u periodu od 2008. godine do 2015. godine sve grupe država ostvarile blago povećanje koeficijenta varijacije indeksa nivoa cena finalne potrošnje domaćinstava.



(\*) without Kosovo

Slika 2: Konvergenције cena - Koeficijenti varijacije indeksa nivoa cena finalne potrošnje domaćinstava 2005-2015 [6]

Upravljanje tehnikama promocije u procesima regionalnih integracija zahteva analizu kulturnog i pravnog okruženja država članica. Evidentno je da postoje zakonske razlike u pogledu vremena emitovanja poruka i njihovog sadržaja, kao i u pogledu davanja premija koje podstiču prodaju. Primera radi ovakve premije su zabranjene u Danskoj i Nemačkoj, a dozvoljene u Francuskoj [7]. Razlika u izvorima prava postoji i kod pitanja propagande. Tako je u Švedskoj zabranjeno televizijsko emitovanje propagandnih poruka namenjenih deci mlađoj od 12 godina. Slične zakonske odredbe koje zabranjuju oglašavanje namenjeno deci primenjuju Belgija, Grčka, Norveška i Danska.

Na donošenje odluka o distribuciji utiče niz faktora kao što su: preferencije potrošača, odnos finalnih i poslovnih kupaca, geografska lokacija i veličina tržišta. Stvaranje regionalnih intergracija u značajnoj meri je redefinisalo strategije distribucije. Generalno posmatrano, ako se potencijalno tržište sastoji od velikog broja kupaca koji su disperzirani na širokom prostoru, kanali teže da budu dugi. Suprotno tome, ako je potencijal tržišta koncentrisan između relativno malog broja kupaca u okviru ograničenog geografskog područja, kanali teže da budu kratki. Poseban značaj u distribuciji na tržišti EU ima poslovni format franšize, koji ostvaruje snažan rast. Neki od najuspešnijih franšiznih formata sa područja Evrope su:

- Spar, franšizna prodavnica osnovana u Holandiji 1932. godine, a danas ima više od 12.300 radnji;

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**Jovanović** rođena je 1981. godine u Skoplju. Osnovne studije bankarstva završila je na Fakultetu za trgovinu i bankarstvo „Janičije i Danica Karić” na Univerzitetu „Braća Karić” u Beogradu, dok je magistarske studije završila na Fakultetu za menadžment „Braća Karić”, iz oblasti menadžmenta u saobraćaju i telekomunikacijama. Doktorsku disertaciju pod nazivom „Upravljanje turističkim potencijalima na Koridoru VII u funkciji razvoja privrede Srbije” odbranila je na istom fakultetu 2008. godine.



Tokom 2013. godine dr Saša Virijević Jovanović učestvovala je kao član Radne grupe Ministarstva omladine i sporta Republike Srbije u izradi Nacionalne strategije razvoja sporta u Republici Srbiji za period 2014. do 2018. godine i akcionog plana za njenu primenu. Autor je knjige „Brend menadžment”, koja je objavljena 2015. godine. Objavila je više radova u naučnim časopisima. Učestvovala je na velikom broju konferencija od međunarodnog i nacionalnog značaja.



- Bata, češka prodavnica obuće, koja ima više od 1.200 radnji;
- Benetton, italijanski modni maloprodavac, sa mrežom od preko 6.000 radnji.

Takođe, maloprodaja, kao oblik distribucije ostvaruje značajan razvoj u EU. Interesan je podatak da su prihodi od maloprodaje u EU veći od prihoda maloprodavaca iz SAD-a za 1 trilion US dolara [8].

#### 4. ZAHTEV ZA ZELENIM MARKETINGOM U EU

Mere i instrumenti Evropske unije u oblasti održivog razvoja uređuju sledeći izvori prava: Strategija o održivom korišćenju prirodnih resursa, Strategija održivog razvoja Evropske unije i VI Akcioni program EU u oblasti životne sredine. U izveštaju “Životna sredina u Evropi. Stanje i perspektive 2015“ poziva se na suštinske promene u ishrani, energetici, stanovanju, saobraćaju, finansijama, zdravlju i obrazovanju da bi ljudi mogli da se izbore za izazovima u oblasti životne sredine. Oko 80% građana Evropske unije brine oko ekoloških efekata proizvoda koje kupuju ali samo četvrtina često kupuje tzv. zelene proizvode. Nešto više od polovine građana ponekad kupuje proizvode koji su, prema oznakama koje nose, manji zagađivači čovekove okoline, dok 15% građana EU uopšte ne kupuje ekološke proizvode, pokazalo je istraživanje Eurobarometra iz 2013.godine.

Prema podacima iz istraživanja Evropske komisije 66% građana EU je potpuno ili prilično uvereno da proizvodi označeni kao ekološki nanose manje štete prirodnoj sredini od ostalih. U to najviše veruju u Portugaliji (84% anketiranih), na Malti (82% ispitanika), u Francuskoj i Belgiji (81% ispitanika). Poverenje je znatno manje kod građana Nemačke, gde 44% ispitanika veruje oznakama, u Rumuniji (46%) i Holandiji (47%). U Hrvatskoj 68% građana veruje da su ekološki označeni proizvodi zaista bolji za čovekovu okolinu, što je na nivou proseka u EU [9].

#### 5. POKAZATELJI USPEŠNOSTI MARKETINGA U REGIONALNIM OKVIRIMA EU

Uspešnost marketinga u regionalnim okvirima EU meri se različitom metodologijom. Za potrebe merenja uspešnosti marketinga u pogledu ostvarenja očekivanja i zahteva potrošača primenjuje se indikator tržišne performace MPI. Svake godine Evropska Komisija objavljuje publikaciju *Consumer Markets Scoreboard*, koja prezentuje relevantne podatke o kretanjima na tržištu EU. Prilikom procene ovog indikatora analiziraju se sledeće komponente:

- uporedivost - lakoće/teškoće prilikom poređenja robe i usluga;
- poverenje - u kojoj meri potrošači veruju da maloprodavci/dobavljači posluju u skladu sa pravilima o zaštiti potrošača;
- očekivanja - potrošačka satisfakcija, u kojoj meri tržište obezbeđuje ono što potrošač želi;
- izbor - satisfakcija potrošača u pogledu broja maloprodavaca i dobavljača;
- ukupna šteta - procenat potrošača koji su se susreli sa problemima na tržištu i stopa izazvanih šteta za potrošača.

Imajući u vidu da u okviru EU postoje razlike u kulturi i percepciji potrošača iz različitih država članica, značajno je istražiti kakvi su stavovi potrošača o navedenim komponentama MPI. Manje oscilacije u percepciji potrošača su zabeležene kod komponenti uporedivosti, poverenja, očekivanja i štete. Jedino odstupanje u stavovima potrošača zabeleženo je kod komponente izbora. Potrošači iz Nordijskih država (Danske i Švedske) i Estonije smatraju izbor manje značajnom komponentom.

Prilikom istraživanja uticaja demografske strukture na tržišne performanse došlo se do zaključka da finansijska situacija potrošača ima najveći uticaj na MPI. Tako su potrošači sa niskim prihodima nepovoljnije ocenjivali tržišne performase u poređenju sa ispitanicima koji imaju prosečna ili visoka primanja. Još jedan važan demografski faktor je obrazovanje. Istraživanje je pokazalo da osobe sa visokim obrazovanjem često imaju visoka očekivanja što takođe utiče na MPI. Prilikom istraživanja uticaja zanimanja zaključeno je da samozaposlene osobe nisko ocenjuju MPI, dok domaćice, studenti i penzioneri daju visoke ocene.

Ukupna procena uspešnosti marketinga u EU u 2015. godini poboljšana je za 2,9 poena u poređenju sa podacima iz 2013. godine. Od 13 istraženih tržišta najbolje pokazatelje za uspešnost marketinga pokazuje tržišta knjiga i magazina (MPI 85,3), koje slede tržišta zabave (MPI 84,9) i tehnike za domaćinstva (MPI 84,6). Nasuprot tome, tržišta polovnih automobila i proizvoda od mesa predstavljaju primere tržišta sa nižom tržišnom performansom. Na tržištu usluga dominiraju usluge smeštaja i odmora (MPI 84,4), usluge zabave i kulture (MPI 83,3) i usluge komercijalnog sporta (82,9). Dok se usluge nekretnina nalaze na poslednoj poziciji u tabeli sa MPI 73,8 [10].

## ZAKLJUČAK

Regionalizam predstavlja grupisanje država u regionalne klastere na osnovu geografske blizine. Jedan od efekata koji nastaje prilikom formiranja regionalnih blokova jeste stvaranje trgovine između država članica. Ovakva pojava donosi niz prednosti članicama, a neke od njih su povećanje mogućnosti izbora za finalne i industrijske kupce prilikom kupovine roba i usluga, snižavanje troškova kupovine zbog ukidanja carinskih barijera, što dalje utiče na povećanje tražnje.

Regionalne integracije otvaraju velike mogućnosti za poslovanje kompanija, ali u isto vreme donose pretnje i ograničenja, koje savremeni marketing treba dobro da analizira. Poseban izazov predstavlja pitanje pozicioniranja proizvoda u svesti potrošača i donošenje odluka o marketing standardizaciji.

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# MANAGEMENT OF SELF-REGULATION IN ADVERTISING AND PR: THE FUTURE TRENDS

Alexander Christov<sup>307</sup>

**Abstract:** *The paper examines the current situation and the newest trends in the implementation of ethical principles in advertising and PR across Europe. Based on the findings from analysis of existence and activities of self-regulation bodies/institutions in those countries, some good practices will be extracted and current trends will be outlined. This should be a basis for recommendations to modify the management of the self-regulation in advertising and PR, which can be main findings suggested in the paper. It will also provide some information about the relations between ethics and professionalism in advertising and PR and the preventive role of self-regulation.*

*The benefits for the readers are related to development of policies for consumer protection and the rules of loyal competition, based on the analysis of newest trends.*

**Key words:** *Self-regulation, advertising, PR, ethics*

## INTRODUCTION

The requirements to the companies to behave ethically, to implement socially responsible behavior and to protect consumers and loyal competition are continuously increasing in the contemporary world. Emancipation of people as responsible consumers, together or individually standing for their consumer rights, which also puts pressure on companies to act ethically and responsibly, contributes substantially to the importance of ethical issues in the corporate communications.

Moreover, following the last years of development, it seems that maybe the most proved and working mechanism for compliance with ethical principles in advertising and PR and protection of consumer rights is the self-regulation. This system is based on defining in a special code and following certain ethical rules, has proven its efficiency and in many cases has led to the development and implementation of much better standards to be followed than, for example, legal restrictions [1]. And the main reason for creating this type of mechanism is the need to provide benefits to all the “players” in the market – the development of a dynamic system to resolve conflicts and to implement preventive actions, which is supported and funded by the organizations operating in the field of advertising and PR not from taxpayers. Therefore, by its nature self-regulation is somehow the opposite of the normative regulation and is a consequence of the economic control on behalf of civil structures – unlike government control applied and required by the state [2]. It is a voluntary application of a code of ethics that should make advertising and PR to be not only legally compliant, but also decent, honorable, honest, truthful and socially responsible.

Having in mind this, one of the basic ideas that is promoted by the self-regulation system is that “ethical behavior is beneficial”, or rather – if a company today is acting unethically, it can be harmful for it. This is the pressure that is given in order to develop responsible practices in marketing communications that are beneficial both for companies and for society. These type

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of relations are becoming particularly important in the context of development of digital media – where creating content and sharing is easy, leads to intensification of communications, engages consumers and actually provides opportunities for companies to enter into a dialogue with them. A recent study also contributes to the establishment of all these trends – today more and more advertising and PR professionals are faced with ethical dilemmas, and many of them declare that they meet situations that could be legally acceptable, but these are problematic from a moral point of view. This means increasing need for compliance with the rules of transparency and accountability, having in mind the growing influence of social media and the global nature of contemporary communications [3].

Of course, self-regulation is a system, which should be managed. Besides division of regulation and self-regulation there will never be enough rules in the field of communications to cover everything that can be seen as a moral dilemma. In addition, the more ethical rules the more exceptions should be made, leading to a growing need for ethical solutions to specific situations [4]. Therefore, the management of the self-regulation system(s) in advertising and PR needs to be constantly updated and developed, which includes implementation and dissemination of good practices – in compliance with the requirements of the consumers towards the companies.

### **EUROPEAN COUNTRIES: MANAGEMENT OF SELF-REGULATION**

In this context and having in mind that the this system of implementation of ethical rules is mostly developed in the European countries, it worth to first to analyse what are the current practices and based on this and the development of professionalism, to outline what can be the future trends in this sphere. Self-regulation in advertising and PR in the European countries is much more decentralized and tailored to national characteristics, especially having in mind the level of development of marketing communications in the country. This is more or less usual, given its specificity and the fact that its development is related with the professionalism and self-organization in different countries. There are international organizations, but the administration of the self-regulation is provided by the local institutions as well – professional associations and Ethics committees (compliance handling bodies), where complaints and discussion topics are being addressed to and which are dealing with their resolution.

Besides this, since the prevention negative influences of the advertising and PR is one of the major and most important role of the self-regulatory bodies, it is important to pay attention to some of the most interesting and symptomatic good self-regulation practices in advertising, which are related to the management of the process: copy advice and pre-clearance. The copy advice is an opportunity for a company or communication agency to inquire the self-regulation body in the phase of preparation of advertising or PR campaign and to request and receive an opinion whether in this case violation of ethical principles can be recognized. Asking for a kind of advice at this early stage provides confidence that the campaign will be in compliance with good practices – and not be stopped because of a breach of ethical standards and thus avoid damage to the image of the company [5]. The pre-clearance can be defined as a review by self-regulation body to mandatory prerequisite for publication or broadcast. This practice usually does not concern all products and situations, but only those that are typically more sensitive – for example communication for specific products (alcohol, tobacco, medicines) and ones directed to children or other specific consumer groups.

Considering these aspects and outlining some of the good practices, it can be observed what is the situation with the existence of self-regulatory bodies and activities in the sphere – the application of ethical principles in advertising and PR in some European countries. The existing

or implemented (in green), non-existing or not implemented (in red) and those that are in a process of development (in yellow) are presented in the following table.

Country	Professional association in advertising	Ethical committee in advertising	Copy advice	Pre-clearance	Professional association in advertising	Ethical committee in PR
Austria	■	■	■	■	■	■
Belgium	■	■	■	■	■	■
Bulgaria	■	■	■	■	■	■
Croatia	■	■	■	■	■	■
Cyprus	■	■	■	■	■	■
Czech republic	■	■	■	■	■	■
Denmark	■	■	■	■	■	■
Estonia	■	■	■	■	■	■
Finland	■	■	■	■	■	■
France	■	■	■	■	■	■
Germany	■	■	■	■	■	■
Greece	■	■	■	■	■	■
Hungary	■	■	■	■	■	■
Ireland	■	■	■	■	■	■
Italy	■	■	■	■	■	■
Latvia	■	■	■	■	■	■
Lithuania	■	■	■	■	■	■
Luxemburg	■	■	■	■	■	■
Malta	■	■	■	■	■	■
Poland	■	■	■	■	■	■
Portugal	■	■	■	■	■	■
Romania	■	■	■	■	■	■
Slovakia	■	■	■	■	■	■
Slovenia	■	■	■	■	■	■
Spain	■	■	■	■	■	■
Sweden	■	■	■	■	■	■
The Netherlands	■	■	■	■	■	■
United Kingdom	■	■	■	■	■	■

Following these findings, some current trends and guidelines for improving the implementation and management of ethical practices in advertising and PR can be outlined. They are closely

related with the future trends, which actually have a common base – development of the motivation to follow the rules.

## THE FUTURE TRENDS

This development of motivation follows both the existence and increasing of significance of practices as copy advice and the idea of proactive behavior of behalf of self-regulatory bodies in their preventive function. Therefore, the future trends and proposals for development to be outlined can be based on the increase of the sense of fairness and the positive motivation.

**Creating flexible system of judgment and sanctions** in the cases of violation of ethical rules in advertising and PR. Currently, the approach and the activities are the same in all cases, despite the preponderance of affected consumer rights on certain topics than others. On one hand, it means equality and balance, but the other does not account for the significance certain ethical principles to others in the society. Also, irrespectively of the presence or absence of a breach of ethical principles; certain topics are more harmful than others – for example deception in the advertising in PR is obviously and proven more important, than others. Therefore and important development of the self-regulation can be related to creating of a flexible system

– the decision can be related and aligned with the interests and consumer attitude to certain topics. For example, if the deception or the explicit sexuality or sensitivity regarding some product groups is more important for the consumers, they should be considered as more important by the self-regulatory bodies as well.

In other words, it means in the countries to be created this flexible system of judgment and sanctions which should take into account the frequency of violation of any ethical principle and that is directly related to the sensitivity of consumers on certain issues. And if the self-regulatory bodies or Ethical committees observe higher intensity (for example, more inappropriate commercials for children or more unethical political communications during campaign period), they to implement more rigor approach and impose more serious sanctions – of course, without prejudice to the principles of independence and fairness in decision making. The evaluation of the frequency of violation of an ethical principle can be added and periodic analysis for media where advertisements are placed and the products and product groups where violations occur more frequently for a specified period, respectively these cases to be prioritized.

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**Enhancing consumer activism.** This flexible system of judgment and sanctions has to be related with the active feedback by consumers (including whistleblowing) regarding advertising and PR campaigns, which are considered to be inappropriate. The more active are consumers in disclosing negative communication practices of companies that are considered as deceptive, abusive or others, the greater and more organized should be the pressure to the companies to follow the rules. Respectively, the self-regulation will work better and the environment will become more favorable. Therefore, an essential part of the preventive role of self-regulation should be focused to the increase awareness of the existence and work of these bodies and persuading consumers to contact them when they think that their rights are violated. The procedures of the ethical committees are sufficiently clear and easy to follow and it cannot be seen expressed negative positions towards their solutions. Accordingly, consumer awareness and motivation to make complaints and should be increased, stressing that it is in the interest of the whole society.

**Publicity about good and bad practices** in advertising and PR. Creating higher publicity (for example, dissemination of information to the media and social media) regarding the violation of ethical principles in advertising and PR will put companies in a situation that further motivates them to follow the rules. In addition, when it comes to publicity about best practices, creating preconditions for increasing confidence in the company, which in turn is a factor to attract customers. Accordingly, publicity for bad practices acts in the opposite way – and maybe this actually is more powerful in terms of motivation to follow the ethical rules.

**Awards for ethical advertising and PR campaigns** and for socially responsible business practices. Organization and implementation of such awards, alongside the traditional awards for advertising and PR excellency can be an important step in promoting ethical behavior in the best way – by demonstrating how they work in practice and what kind of benefits could they produce. Such competitions may be held by professional associations in the respective sector or by non-governmental organizations, the procedure can include open presentations of participating advertising and PR campaigns and other transparent activities.

## CONCLUSION

Self-regulation and the implementation of ethical principles in marketing communications is a field that needs a continuous development. This has a predisposition of both the development of societies and economies, including information and communication technologies, and the accumulation of expertise. Moreover, today towards the system of self-regulation and the application of ethical principles are given ambitious requirements to achieve high efficiency, expressed in reducing the negative impact marketing activities.

The statement that the future of the self-regulation is extremely bright can be considered as a bit ambitious. Nevertheless, the achievements, especially in some European countries, are good and have a potential to be capitalized. And when that happens “from professionals to professionals”, taking into account both the common interest in the field of marketing communications and consumer interests, the success should be achieved.

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# FACTORS THAT INFLUENCE THE SHAPING OF THE NEGOTIATING STYLE IN THE CHOICE OF NEGOTIATING STRATEGIES AND TACTICS IN BUSINESS COMMUNICATION

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**Abstract:** *In business, negotiations are generally associated with two areas: the first is commercial, i.e. buying and selling, and the second is mutual relationships within the company. However, there are many other areas which, preferably, require negotiation skills: negotiation on the delivery time and manner, employees' vacation length and period, meeting schedules, etc. When any two individuals, groups, organizations or states come into contact and try to achieve their goals, their relationship becomes incompatible. Conflict is important element of interpersonal relations, hence, in contemporary organizations, conflict management is managerial skill of paramount importance for normal functioning of the company. Subject of this study is business negotiations and their importance in modern businesses. The study focuses on defining the factors that influence the shaping of the negotiating style in the choice of negotiating strategies and tactics in business communication.*

**Key words:** *negotiation, negotiating style, negotiator, personality, gender, culture*

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## 1. DEFINING NEGOTIATIONS

**N**egotiation is a discussion between two or more participants trying to find solutions to their problems [1]. According to another definition, “negotiation is process of social interaction and communication on distribution and re-distribution of power, resources and responsibilities. It includes two or more individuals who make decisions and participate in sharing information in order to reach compromise. Each participant decides independently, although they are interdependent because nobody can achieve its goals individually” [2]. For some authors [3], negotiation is “primary means to obtain what we want from others; a two-way communication aimed at reaching agreement when the two parties have common, but also conflicting interests”.

According to Cohen, “negotiation is process in which two or more parties work together to reach mutually acceptable solutions to one or more issues, such as commercial transactions, agreements or contracts of any kind” [4].

In business environment, negotiation is generally associated with two areas: the first is commercial, i.e. buying and selling, and the second is mutual relationships within the company.

However, there are many other areas which, preferably, require negotiation skills: negotiation on the delivery time and manner, employees' vacation length and period, meeting schedules,

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etc. [5]. Business negotiations may take the form of formal talks at negotiating table, discussing the pricing, performance and complex joint venture conditions.

Negotiations are classified in different types, depending on the objectives, timing, relationship between the parties involved and potential/current conflict. Based on the results, negotiations are classified as follows [6]:

- ✓ integrative – both negotiating parties get what they want;
- ✓ distributive - both negotiating parties are trying to win regardless of the profits on the other party, where the profit of one party usually means loss of the other;
- ✓ destructive - both negotiating parties are trying to win, even when there is risk to lose (although it is formally possible that they win).

	COMPANY A WINNING	COMPANY A LOSING
Company B winning	integrative “win-win”	distributive “win-lose”
Company B losing	distributive “lose-win”	destructive “lose-lose”

Table 10. Result-based negotiations [6, 195]

## 2. NEGOTIATING STYLE

Negotiating style is general approach to negotiations, and, in literature, we usually find these four styles: competing, compromising, collaborating and accommodating. These styles are shaped by the degree to which the negotiator is trying to satisfy his personal interests and the interests of the other party:

1. **Competition:** huge concern for oneself, little for others. This style is called **dominating style** and is characterized by win/lose orientation. Dominant individuals do everything to achieve their goals, often at the expense of others' interests. This approach may include threat, punishment, and intimidation.
2. **Compromise:** average concern for oneself and others. Here, both parties give up something to come to mutually acceptable solutions. Compromise implies “even” distribution or exchange of concessions. It is applied when the goals of the conflicting parties are mutually exclusive or the parties are equally powerful.
3. **Collaboration (integrative style):** high level of concern for oneself and others. Also called problem solving style, it involves cooperation between parties: openness, sharing information and analyzing differences to come to solutions that are acceptable to both parties. Precondition for solving problems is open communication. This style is efficient for complex problems, when one party alone cannot solve the problem and a synthesis of ideas is needed to find a better solution to the problem.
4. **Accommodation:** huge concern for others, little for oneself. This style attempts to diminish the differences between the parties and to emphasize the similarities in order to satisfy the interests of the other party. It includes elements of sacrifice of personal interests; it can take the form of generosity or even obedience of the other party. It can be applied when negotiations are not familiar with the issues, when the other party is right or when the problem is much more important to the other party. Accommodation is suitable for those in weaker position, willing to give concessions that would later give something in return.

Negotiating styles can be formal or informal. The degree of formality is determined by the nature of negotiations, and especially by the mutual relationship between the negotiating parties. Informal negotiations emphasize the relationship between the parties and focus on the

*spirit* of the agreement reached. Formal negotiations focus on the written word and the *letter* of the agreement, restraining the possibility of informal discussions and understanding [7].

Certain situations require application of different approach than the typical negotiating style, depending on various factors, dominantly on the importance of the negotiated issue and mutual relationship with the other party (Figure 1). If the negotiated issue is important and the mutual relationship is not overly important, Gosselin suggests application of the “take it or leave it” approach [1]. Otherwise, if the relationship is more important than the negotiated issues, a more suitable approach is accommodation.

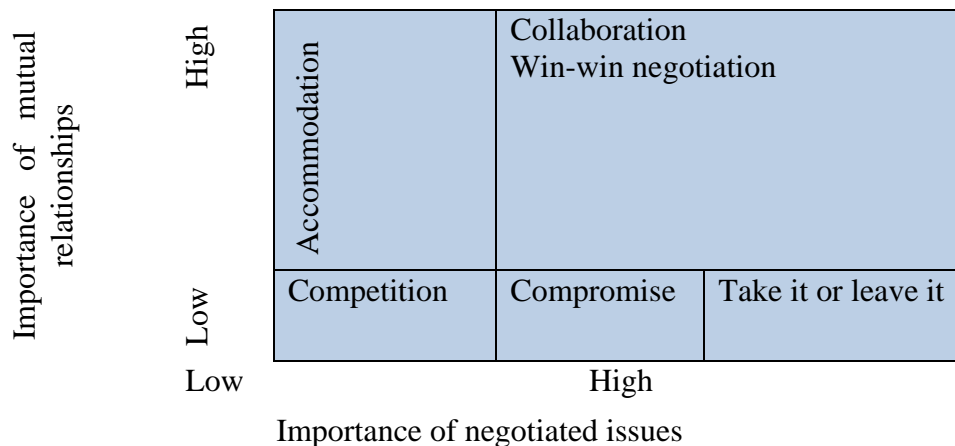


Figure 2. Importance of mutual relationships and negotiated issues [1, 101]

Most important factors that determine the negotiating style are: negotiator’s personality, gender/sex and national or corporate culture to which he belongs.

### 3. PERSONALITY

Theoreticians are divided in their understanding of the impact of the negotiator’s personality on the success of the negotiations. According to Schoenfield, there is no direct correlation between personality traits of the negotiator and the results achieved. For him, successful negotiations end in an agreement that is close to the acceptable final solution for the other party [8].

However, there is scientific evidence that certain types of individuals are successful in integrative and others in competitive negotiations [9].

They claim that behavior during negotiations can be predicted based on some personality traits:

1. **Conflict management style.** Conflict management is basic element of negotiation processes. Basically, there are two personality traits that determine the behavior during negotiations: emphasizing personal objectives and cooperation. By combining these two features, five possible behavior types are identified: cooperation, competition, avoidance, compromise and accommodation.
2. **Social values orientation.** People who care only about their personal goals are egotistically oriented, and others, who are pro-socially oriented, prefer solutions that are to their own benefit and to others. Distributive behavior is seen in egotistically minded

3. people, i.e. their negotiating style is relatively rough, with greater emphasis on bargaining on the positions rather than finding solutions that suit the interests of both
4. parties. On the other hand, pro-socially oriented negotiators care more about common problem solving and collaboration. However, if both negotiating parties have BATNA, even pro-socially oriented negotiators might use more threats, share less information and achieve weaker common result.
5. **Trust in others.** People who tend to believe others also try to be worthy of trust. Therefore, they set high moral standards. In contrast, people who do not believe others, feel less compelled to tell the truth.
6. **Self-efficacy and focus on control.** Self-efficacy is assessment of one's own ability to act efficiently in given situations.
7. **Introspection** is extent to which people pay attention to external information and act accordingly. People with low introspection levels are guided more by their inner thoughts and feelings rather than by external information.
8. **Machiavellianism.** People showing high degree of this feature tolerate behaviors that violate social norms and are more prone to fraud and manipulation in their relationships with others.
9. **Sensitivity to save face.** Reputation is very important in negotiations, because it tells the other party what to expect of the negotiator, is he trustworthy and keeps his word.
10. **Five major personality traits.** According to psychology, there are five basic personality traits that contain other traits [10]:
  - extroversion/introversion - sociability, talkativeness, openness to others;

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- compliance with others - flexibility, cooperation, trust toward others;
- conscientiousness - responsibility, organization, orientation to goals;
- emotional stability - safety, serenity, self-confidence;
- openness - imagination, open-mindedness, curiosity.

### 3.1. DECISION-MAKING PROCESS

Robbins opposes the model of how decisions apply to factual situations. According to him, best decisions are rational, i.e. decision makers make consistent choices maximizing the value within certain confines [11]. These choices are made within a rational model consisted of six steps:

1. defining problem - there is problem if the current state is different than the desired.
2. identifying decision-making criteria - decision makers determine what is relevant in decision-making and consider their interests, values and personal preferences. Identifying decision-making criteria is important because what is relevant for one person is not relevant for other.
3. importance-based criteria assessment - not all criteria are equally important and should be ranked in order of priority.
4. creating alternatives - only listing alternatives, not attempting to assess them.
5. alternative assessment under each criterion - strengths and weaknesses of each alternative become evident when assessed under selected criteria.
6. think up the optimum solution - selecting alternatives with the highest overall benefits.

Rational decision-making requires creativity, i.e. ability to generate new and useful ideas. Creativity allows decision makers to better understand problems and see problems other people cannot see.

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Intuitive decision-making is unconscious process created on the basis of experience. It does not necessarily function independent of rational analysis, but rational and intuitive decision-making are complementary. Decisions are made quickly, based on limited number of information.

### 3.2. NEGOTIATING SKILLS

When negotiators are short of great negotiating power, they should act as if they do not perceive the great power of the opposing party. If they do it the right way, rivals will start questioning the fact why they think they have power [12].

There are six negotiating phases, each of which requires specific negotiation skills [7]:

1. Preparations - requires knowledge of oneself and others (strengths and weaknesses, maximum/minimum acceptable prices, our offer, etc.), as well as of the environment (external factors, time frame).
2. Opening (initial offer) - setting initial offer and responding to the other party's offer.
3. Giving concessions - very important in any negotiation. We need to know how and what to look for in return and never give concessions without concessions of the other party.
4. Creating changes - without threats. Attention is on negotiated issue and we should never allow being intimidated.
5. Achieving agreements - limiting the emotional pressure caused by the need to finally achieve an agreement.
6. End – the better prepared party usually achieves better results.

Key negotiating skills are those related to: personal image management, developing opinions others have of us, developing direct relationships, leadership, teamwork, creative problem solving, assurance, strategic planning, management of changes and time management [7].

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**Септември 2012 –** Вонреден професор и Виш научен соработник на БАС Институт за менаџмент и Бизнис Академија Смилевски - БАС, Битола на предметите Вовед во микроекономија, Деловни финансии, Компаниски и инвестициски финансии **2014** Управител на ХТЛ Македонија

#### Останати активности и одговорности

Како Раководител на Центарот за кариера при ЕУРМ, Скопје ги имаше следните активности: Организирање на практична настава за студенти во компании, банки и институции; Следење на практичната обука и совети за вработување на студентите и Водење на делот на алумни од успешните кариери на студентите од Универзитетот Како член на БАС Институтот за менаџмент, Битола работи на истражувачки и научни проекти од областа на бизнис окружувањето и испитување на конкурентноста на малите и средните претпријатија на македонскиот пазар.

Успешна во координацијата на тимска работа и проекти. Искусство од повеќе проекти врз основа на тимската работа и детално планирање. Учествувала во организирање и спроведување на неколку теренски истражувања.

### 3.2.1. INTELLIGENCE

Negotiators must have cognitive, emotional and social intelligence to develop triple competence. Central pillars of successful negotiations are professional knowledge, building relationships and trust and negotiation process management [13].

Negotiators must have **cognitive intelligence** to understand complex ideas, think on the basis of facts, plan the course of action, solve problems and make rational decisions. Cognitive intelligence plays vital role in complex negotiations, with several interested parties that last for a long time.

Successful negotiations also require **emotional intelligence**. It's proved that positive spirit negotiators effectively process information, are more creative and innovative in solving problems.

**Social intelligence** is ability to understand other people, what motivates them, and how to cooperate. Negotiators with developed social intelligence know how to build relationships, listen, organize groups and coordinate activities.

## 4. GENDER

Theoreticians distinguish between gender and sex: sex is biological category, gender is cultural and psychological characteristic of both sexes when their role or identity is concerned, which distinguishes men from women in society [9].

Negotiating behavior is defined as set of visible communication tactics (verbal and nonverbal) shown by every negotiator towards his opponent [14]. Hence, distinction is made between integrative and competitive behavior, depending on the orientation and tactics used.

Integrative negotiating behavior involves open, unambiguous and straightforward exchange of information. Negotiators exhibiting such behavior use tactics as posing questions and providing information about themselves, allowing effective communication during negotiations. Communication is considered successful if it enables disclosure of important information (concerns, expectations, goals) and, consequently, mutual understanding. There is positive relationship between integrative behavior and achieving "win-win" arrangements. In contrast, competitive negotiating behavior implies hiding information, mainly essential, and fundamental details. As such, competitive behavior is associated with ineffective communication since negotiators use harsh tactics as requirements, rejections, threats, and subtle tactics as overlapping in the conversation that hinder good understanding between the parties.

Different gender roles are identified which do not necessarily match the existing stereotypes about the differences between sexes. Although the role of gender is defined as behavior and attitudes that society expects of particular sex [9], and apart from the role of male and female, researchers discovered existence of androgynous profile. In contrast to dominant, aggressive, analytical and individual male character and sympathetic female character full of understanding, the androgynous profile has characteristics of both sexes: more flexible and adaptable, exhibit behavior common to both sexes, can take on different roles, depending on the situation.

## 5. CULTURE

Culture of any society comprises common values, understanding, assumptions and objectives learned from older generations, imposed by current members of society to future generations. In case of organizational culture, “society” refers to the employees within the company, which largely share same expectations, behavior and attitudes.

There are various definitions of organizational/corporate culture. Corporate culture is viewed as “subculture with its own meaning, norms of behavior and symbols, besides or opposite of national culture” [15]. Corporate culture is “template of shared assumptions”, taught within the group [5]. These implicit assumptions are manifested as common values. A more detailed definition of organizational culture defines it as “collection of traditions, values, policies, beliefs and attitudes that make up a comprehensive context for everything we do and think in the organization” [16].

National culture determines basic attitudes towards labor, time, materialism, individualism and changes. These factors influence individual’s motivation and his expectations regarding business and group relationships, and influence his performance results.

## CONCLUSION

There are several factors that determine individual’s negotiating style, whereas most important are negotiator’s personality, gender/sex and culture to which negotiators belong.

Although certain studies confirm that negotiator’s personality affects his performance, theoreticians differ in understanding the impact of personality on negotiating style. Contradictory opinions exist in literature about the role of gender in negotiating styles and strategies. When talking about the impact of culture on negotiating style, we distinguish between national and organizational culture. National culture has greater impact on employees than organizational/corporate culture. Besides these factors, most important for the negotiating styles are the particular situation in which negotiations are led and the negotiated issues, including the relationship between the negotiating parties.

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## PSYCHOLOGICAL BACKGROUND OF TRUST BETWEEN SLOVENIAN AND RUSSIAN BUSINESS PARTNERS

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Fayruza S. Ismagilova<sup>312</sup>

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**Abstract:** *It is of course beneficial to understand the differences between national cultures, organizational cultures, and leadership styles. However, what precisely is known about the similarities between them? These similarities would help experts and entrepreneurs from different countries to develop their partnerships. Which subjective criteria are shared by European and Russian experts or entrepreneurs for mutual trust as the foundation for their long-term partnerships? At the same time, these different perspectives (e.g. those related to trust dimensions) remain an obstacle to international entrepreneurs understanding each other. Overcoming this challenge requires not only increased understanding but also higher levels of trust in each other – therefore all partnerships need to be founded on an ongoing understanding of the various cultural differences and similarities involved.*

*Russian studies conducted reveal that many Russian companies have encountered business difficulties in the post-socialist economic environment because they do not have a clear and coordinated policy for building trust in relationships. More specifically, they fail to understand the strength of cooperation required and how it should be implemented.*

*The objective of this research is to shed light on some of the challenges that can emerge in a multinational partnership by exploring the differences and similarities between the prerequisites of trust for Slovenian and Russian business partners.*

*In a wider academic context, the purpose of this research is to contribute to a better understanding of the processes that are taking place in the modern cultural, business and communicative space, and to further develop the theoretical concepts of cross-cultural cooperation, multinational partnerships and mutual trust.*

*The following research questions are dealt with in our study: a) Which trust dimensions prevail in Slovenian-Russian business partnerships? b) How does cultural intelligence enhance the level of trust between Slovenian and Russian business partners? c) Does the level of control over business deals have an influence on the level of trust? In order to explore these research questions properly, a selection of Slovenian and Russian business partners will be asked to complete our online survey, which comprised three psychological questionnaires: the Organizational Trust Inventory, the Cultural Intelligence Scale and the Scale of Control over Deal.*

*The results may be applied for the following purposes: (1) to develop courses for young experts planning to forge a career on the international stage; (2) to provide additional information for cross-cultural communication courses run at various business schools; and (3) to prepare support materials for advising entrepreneurs who are looking to expand their international business network.*

*It is reasonable to assume that the psychological aspects of trust (values, cultural intelligence, satisfaction over control of deals, and trust dimensions) serve as the backdrop for the success of long-term partnerships between Slovenian and Russian experts and entrepreneurs.*

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*Therefore, this paper will focus on this area in order to develop specific policy implications for the future of EU–Russian relations.*

**Key words:** *trust, business partner, business partnership, trust dimensions, cultural intelligence, satisfaction of control over business deal*

The modern era is characterized by a crisis of trust, which has manifested as a social problem that requires a solution to be found by politicians, business representatives, researchers and, in general, the peoples of different countries. The scientific basis for solving this problem is the theory of trust. In European countries, the culture of creating and maintaining business partnerships has a rich history. However, the business partnership culture is only just beginning to take shape in Russia. Strategies for building a business partnership based on trust attract international business. The creation of trust relationships requires time, energy and other resources. [1]

Trust (credibility) is a positive ethical assessment and one of the cornerstones for any interpersonal or social relationship. In any discourse, descriptive methods of expressing trust, both in explicit and implicit forms, are frequently used [2]. Implicit beliefs develop because of the influence of cultural bias and are reconcilable with experience [3], [4], [5].

Trust and distrust are relatively autonomous psychological phenomena, both having several similar and different characteristics: features, conditions of occurrence, the criteria and functions in the regulation of vital activity of the subject. The main function of trust is social knowledge and exchange. The main function of distrust is self-preservation and isolation. Trust and distrust are indicative of the person's attitude towards the partner in question. Perceived trust and distrust is an attitude held through a personal point of view which describes how the person perceives the other person's attitude towards him or her. [6]

Small enterprises have little choice but to trust a partner when seeking to establish and develop business collaboration. Since they need to formalise business collaborations and consequently spend time and money to reduce risks, they have insufficient resources to develop a business network. Therefore, small entrepreneurs prefer to rely on trust rather than develop formal business networks and interactions. Therefore, the importance of trust is on the rise for small business. [7]

Despite numerous theoretical and empirical investigations [8], [9], the decision-making process regarding the credibility of a foreign partner is still a poorly understood cross-cultural phenomenon which takes a heavy toll on multinational cooperation. It also remains unclear as to which trust antecedents have the strongest relationships with trust [10]. The purpose of this paper is to shed light on some of the challenges that can arise in multinational cooperation by exploring the psychological background of trust between business partners and presenting a design for experimental research on levels of trust between Slovenian and Russian business partners.

## **1. PSYCHOLOGICAL FACTORS OF TRUST BETWEEN BUSINESS PARTNERS**

Based on theoretical analysis of researches of trust, we identified two main groups of psychological factors of trust on business relations:

- 1) factors related to the business as the object of the partnership;

- 2) factors related to the partner's subjective features.

Our findings indicate that researchers consider the first group to be more important than the second, but describe the second group's factors in more detail than simply being factors related to the business as the object of partnership. Furthermore, the researchers list more factors that are related to the partner's subjective features than the factors in the first group. Specifically, the factors related to the business as object of the partnership may be divided into three clusters in accordance with the stages of common performance control: factors of preliminary, current and final control. Factors of common performance preliminary control include the use of a subjective cost-benefit analysis and a comparison between the alternatives, which are explained by social exchange theory [11]; and a demonstration of the consensus reached on how to achieve results. [12]

Factors of common performance current control include the mutual benefits of partnerships (interim results) on the perceptions of partners, which is the second most important factor that influences the likelihood of the success of this relationship, and other factors such as: compliance with personal arrangements with a partner; formal and informal rules of engagement; taking in account the needs and interests of the partner; they maintain open communication between partners; providing honest feedback; satisfaction with the course of events (overall sense of success) [12]; results from the first joint actions; the success of the achieving of actual activity's goals [1]; contractual control and a project manager's propensity to trust [13], and opportunities for mutual control (norms, roles, power) according to frame of the interaction of outcomes. [14]

As trust in business relations mainly determined by results of previous cooperation, factors of common performance's final control are the most important in terms of supporting trust in business relations. [12] The more experienced the partner and the larger the problems they solve, the more important it becomes for them to trust. On first stage of emergency of trust, the rational base of trust is the most meaningful. Here the important roles include: the image of the final result of collaboration, a stable institutional environment, which reduce risks and create supported conditions for decision making [15]; results of previous cooperation and receiving benefits [16]; joint objectives and criteria for evaluating the final result; expansion of the field of joint activities (partners discuss new projects, partners are useful to each other in new areas). [12]

In turn, factors of partner's subjective features we also divided based on theoretical argument and empirical results of studies of trust. Thus far, the following factors have been identified: partner's personality, competences and behaviour. Since they are many in number, we list not all personal factors, supported the trust in business relations, but only some of them. So, this cluster includes: moral traits (integrity, conscientiousness, sense of duty, etc.) [17]; honesty. [18]

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The second cluster includes partner's competences and professional characteristics: competence, clarity, accuracy [17]; the financial performance of partner's firm and its business reputation, the ability to perform accurately and on time their obligations [19]; partner's experience. [20]

At last, the third cluster of personal factors, which describe partner's behaviour, includes: partner's reputation; reliability and predictability of expression of the common sense in different situations; loyalty; openness as readiness to exchange information and ideas [21]; ability to meet their obligations (responsibility, faithfulness to the word) [17]; the attitude to partner (involvement in the process mutual aid and tolerance towards each other; openness of cooperation, coherence, consideration of partner's views, support, understanding, the adoption to partner, the consistency of views relating to the maintenance of business partner relationships). [18]

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*Research agenda: 1) Effectiveness & efficiency of professional performance; 2) Social and Work experience as competitive advantage on labor market; 3) Professional development for elders; 4) Implicit and explicit beliefs in decision making. Teaching and delivering lectures in English and Russian. Development of Life-long learning Programs, and Adult trainings. Professional counselling for experts and managers. Cross-culture comparative research.*

## 2. TRUST DIMENSIONS IN CROSS-CULTURE BUSINESS PARTNERSHIP

Various styles of leadership are useful in order to study the differences between national and organizational cultures [22]. However, what precisely do we know about the similarities? What we do know is that if the similarities between national and organizational cultures are brought to the fore, then experts or entrepreneurs from different countries could develop their partnerships much better. What are the differences between European and Russian experts or entrepreneurs' in terms of their subjective criteria of mutual trust as the background for their long-term partnerships? At the same time, the different points of view held (e.g. on trust dimensions) prevent international entrepreneurs from properly understanding one other. Surmounting this obstacle requires not only a better understanding of each other but also a willingness to trust each other, which is why partners need to study more about their culture differences and similarities.

Russian studies highlight that, in the new economic environment, many Russian companies fail to achieve their business objectives because they do not have a clear and coordinated policy for building trust in relationships. In particular, they fail to understand how close such cooperation needs to be and how it should be implemented. [23]

In previous research, we demonstrated that subjective and difficult to measure criteria comprise explicit and implicit criteria [24]. We define actions and behaviour based on explicit work experience and having such features as a generalization and reliance on evident signs as explicit criteria (e.g. success with applying the selected methods, goals and tasks priority, positive and negative feedback), and we define actions and behaviour based on implicit work experience and having features such as a hidden meaning, subjectivity, the possibility of different interpretations as implicit criteria (e.g. willingness to overcome new challenges, attempts to understand the reasons for choosing certain working methods, a holistic vision of the work

carried out). Throughout the literature, there is evidence that trust and other social capital accumulated in at least three ways, which are personal experience, the similarity of the social characteristics of partners, and the guarantees or recommendations by a reliable external source. [25]

### **3. DESIGN FOR EXPERIMENTAL RESEARCH OF TRUST BETWEEN SLOVENIAN AND RUSSIAN BUSINESS PARTNERS**

Based on this theoretical analysis we initiated our cross-cultural comparative study entitled “Slovenian and Russian business partners’ subjective criteria of mutual trust”, which was supported by the Ministry of Education of the Republic of Slovenia. Our study comprised the following research questions: 1) Which dimensions of trust (keeping commitments, negotiating honestly, avoiding taking excessive advantage) to exterior (foreign) business partners dominate among groups of Slovenian and Russian businesspersons? 2) Which dimensions (keeping commitments, negotiating honestly, avoiding taking excessive advantage) of trust to interior (domestic) business partner dominate in groups of Slovenian and Russian businesspersons? 3) Does the level of cultural intelligence involved affect the total level of trust shown towards exterior (foreign) business partner among groups of Slovenian and Russian businesspersons? 4) Do Slovenian and Russian business partners use similar subjective criteria (outcome, behaviour, personality) for the level of mutual trust in their partnerships? 5) Precisely which subjective (explicit, implicit) criteria of mutual trust predominate in Slovenian-Russian business partnerships?

The objective of our research is to shed light on some of the challenges that can arise in multinational cooperation by exploring the differences and similarities between the trust criteria for Slovenian and Russian business partners. To explore these research questions, Slovenian and Russian business partners were to complete our on-line survey. The Organizational Trust Inventory [26], the Cultural Intelligence Scale [27], [28], and the Scale of Control over Deal psychological questionnaires were used for this purpose.

The descriptions provided by the Slovenian and Russian experts and entrepreneurs on the psychological background of trust (values, cultural intelligence, satisfaction of control over deal and trust dimensions) may be considered the background for their long-term partnerships in order to develop specific policy implications for the future of the EU’s external relations with Russia. In a wider academic context, our research will attempt to contribute to a better understanding of the processes that are taking place in the modern cultural, business and communicative space and therefore to develop theoretical concepts of cross-culture cooperation, multinational partnership and mutual trust.

This study has practical implications, especially with regard to the performance of Russian experts and entrepreneurs at multinational groups and European experts and entrepreneurs who are open to building partnerships with Russians. The purpose of the research findings was to answer practical questions such as: Which implicit beliefs drive a business partner and his or her behaviour? Can we influence the process for changing these beliefs? Can this be achieved through negotiations or by providing appropriate feedback? [29] [30]

The results may be applied: (1) to develop a course for young experts who plan to develop their career by participating in multinational groups; (2) to provide additional information for cross-cultural communication courses at business schools; and (3) to prepare supportive material for advising entrepreneurs who are looking to develop international business relationships.

#### 4. CONCLUSION

We believe that our current empirical study, which applies an experimental method of study for the explicit and implicit criteria of trust, represents an important theoretical contribution. It will be aimed not only at describing the concepts of explicit and implicit beliefs, but will also investigate the differences that arise from different social experiences. This study will help to better describe the positive and negative effects of experts' social and work experience on their international partnerships.

The interdisciplinary dimension of future research is that our study will add to the existing empirical studies conducted on implicit beliefs of trust (cognitive processes). It also will present the actions and behaviours that are recognized as credible (behaviour sciences), compare the trust strategies produced by experts from different cultural environments (cross-cultural studies) and enrich the psychological experiment methods available (psychology).

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# STATISTICAL ESTIMATION OF PERFORMANCE OF INTELLECTUAL CAPITAL IN TELECOMMUNICATIONS SECTOR IN MACEDONIA

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**Abstract:** *Business operation and development of companies depends on their ability to manage with all available resources, material, financial and intellectual. In that sense, particularly is significant need for statistical estimating of performance of intellectual capital to achieve better business performance and long-term competitiveness of the telecommunications sector in the country. Appropriate methods that available for to measure intellectual capital are: Intangible Assets Monitor (IAM), Danish Guidelines, Meritum Guidelines for menaging and reporting on Intangible. In addition, depending on the business needs, expressed through key factors of intellectual capital, is necessary to identify the relevant indicators for successful management of intellectual capital in the telecommunication sector in Macedonia.*

*It enables comparison of the performance of companies in the telecommunications sector in the country in terms of management with intellectual capital and taking appropriate correction of business activities. This enables better use, manage and develop knowledge which creates new value that would increase competitiveness of companies and provide further prosperity.*

*The aims of this paper will be:*

- *to identify real needs and requirements for measurement of intellectual capital in the telecommunications sector in the country,*
- *with statistical estimation of performance of intellectual capital to get information on a scientific basis that will contribute to improving the management with intellectual capital;*
- *to propose measures for development of the telecommunications sector of the Republic of Macedonia.*

**Key words:** *intellectual capital, measures, indicators, statistical estimation*

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## 1. INTRODUCTION

**M**odern economy is based on knowledge which is a decisive strategic factor. Companies that give a leading position on knowledge in their strategies will prosper in the market and be successful in competitive struggle. Intellectual Capital (IC) is based on the knowledge that is produced in a continuous and dynamic process, in the case when knowledge will translate and will use in something which is valuable for companies and their customers. In this sense, knowledge in companies is incorporated in Intellectual Capital that is analyzed as: human, structural and relational capital. Human Intellectual Capital is aimed to the knowledge that have employees, structural Intellectual Capital refers to knowledge that is

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incorporated in the companies and relational Intellectual Capital result from relationships with customers, suppliers, investors, shareholders and information about them.

## 2. ROLE AND MEANING OF INTELLECTUAL CAPITAL

Biggest role and importance of Intellectual capital can be seen in the following elements:

- development of competitive advantage of the enterprise on market,
- building the image and reputation of the company,
- the processes of innovation,
- patents,
- trade marks,
- standards,
- creating design as a form of intellectual property,
- relations with employees,
- relations with customers and other business partners,
- relations between employees in the company,
- relations between companies and other business partners.

***Kosta Sotiroski, PhD, Full Professor***

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As a result of these relationships is building trust in company, loyalty to the company and the reputation of the company. In addition, knowledge management should be directed to the collection, transformation and exchange of existing knowledge and creating a new knowledge in order to create and develop of Intellectual Capital

Taking into account the significant role of the intellectual capital in achieving a sustainable competitive advantage, certainly the challenge of the 21st century is "defining, managing, measuring, improving and valuing knowledge and its economically relevant mode of appearance, intellectual capital" [9].

The question is: How to manage intellectual capital as intangible resource, whereas this resource can never be measured in financial terms and the traditional way in which currently are used. [3] In addition, it is necessary to bring a new system for evaluation of the intellectual capital in order to enable successful management with intellectual capital. This resource who has a huge role in the success of the operation of companies, and who has enormous strategic importance, must be measured properly for to evaluate it and manage it.

The process of knowledge management includes the creation and networking of individual knowledge, convert of individual knowledge into collective, targeted use of all forms of knowledge for value creation. Knowledge management is done through the analysis of existing knowledge, defining the objectives of knowledge, development of new knowledge, exchange and dissemination of knowledge, using knowledge and measurement and valuation of

knowledge. There are various reasons for management with intellectual capital as follows: realized the competitive advantage, raising productivity, increasing the market value of the company, focusing on activities towards the future, long-term improvement of skills and improving the invisible, but for the future operations key factors.

With management of intellectual capital increases the competitive advantage of the company in its sector, that means increases the market value of the company. Proper management with intellectual capital leads to raise level of productivity or increases the output of the company. The need for management with intellectual capital stems from the large number of utility, namely: effective work processes, effective action on human capital, motivating of employees, increased market values, successful communication, optimal utilization of the potentials, increased capabilities for creating values, improving the image of company, satisfied customers. Hence, the necessity of proper management with intellectual capital that means credible identification of indicators that affect management of intellectual capital in the telecommunications sector.

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### 3. METHODS FOR MEASURING OF INTELLECTUAL CAPITAL

The methods for measuring the intellectual capital is concerning the internal structure of the intellectual capital in order to give report for the performance of intellectual capital who will be in favor of the management team in the process of making business decisions. The most important methods for the measuring of intellectual capital are: Intangible Assets Monitor (IAM), Danish Guidelines, Meritum Guidelines for managing and reporting on Intangible Creator of Intangible Assets Monitor, Karl Erik Sveiby, believes that this method can overcome the problem of measuring of intangible property. According to him, the problem should focus on the organization of knowledge in which the shareholders are not satisfied with only the results of external reports. In that sense, he carried the categorization of intellectual capital to: individual competences of employees, internal capital structure and external capital structure. Individual competences is an opportunity or capacity of employees to act in different situations during operation in order to create visible and the invisible values. The internal structure of the company include patents, accounting and administrative systems, operating models, culture and spirit of the company. Customer relations, relationships with suppliers, the company's image and brands are part of the external structure.

Danish Guidelines are the result of project with development and research character on the initiative and organization of the Agency of Commerce and Industry of Denmark. Intellectual capital, according to this concept is defined as link between the various collective relationships, resources and activities. Knowledge is defined as the ability and skill of the company's while urging various manifestations such as the ability to cooperate, skills production and the ability to combine and merge of different competences in order to obtain new added values for consumers. "It means greater knowledge lies somewhere between the parts of the production network: employees, customers, process and technology" [7]. According to this concept of

Danish directives in the process of creating a report for the intellectual capital, there are 4 phases: conversation about the knowledge, management challenges, activities and indicators, report: text, figures and illustrations.

Meritum Guidelines are the result of three years of research that lasted from November 1999 to May 2001, financially supported by the European Union, as well as support from a number of governmental and non-governmental organizations and individuals. This process of research consisted of a thorough analysis of the economic nature of intangible assets, then a discussion of their definition and classification, finishing with Delphi analysis. Meritum directives incorporate two models as follows: Model for management of intellectual capital and model for reporting of intellectual capital. The model for management of intellectual capital will be implemented in three stages [34]: identification of intangible assets, measurement and actions. Model for reporting of intellectual capital comprises three elements: vision of the company, an overview of intangible assets and activities and a system of indicators.

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#### **4. SURVEY FOR PERFORMANCE OF INTELLECTUAL CAPITAL IN TELECOMMUNICATION SECTOR IN MACEDONIA**

While exploring the performance of intellectual capital in the telecommunications sector is used the method of representative sample and questions are combined (questions of categorical type, where the most questions are closed questions and questions to which is applied technique of scaling). When selecting indicators for intellectual capital, the questionnaire perform identification and selection of indicators relevant for this sector. This questionnaire refers to top managers and mid-level managers. It was collected 84 questionnaires from various companies in the telecommunications sector, including:

- 26 questionnaires from mobile operator T-Mobile, or 30% of the total,
- 20 questionnaires from the mobile operator One, or 28.8% of total number of questionnaires,
- 15 questionnaires of the mobile operator Vip, or 17.9% of the total,
- 7 questionnaires of Kabelnet, cable operator, or is 8% of all respondents,
- 3 questionnaires of Albifone, cable operator, or 3.6% of the respondents,
- 13 questionnaires from other smaller companies from the telecommunications sector such as local broadcasting stations, local television stations and others (11.7% of the total).

The choice of cities in Macedonia, where the survey was conducted of companies in the telecommunications sector, and the number of surveyed managers in companies was realized with appropriate statistical procedure, random sample in SPSS [12].

## 5. STATISTICAL ANALYSIS OF INDICATORS THAT AFFECT ON INTELLECTUAL CAPITAL IN COMMUNICATION SECTOR

There are a number of indicators that can be taken into account when measuring the intellectual capital in telecommunication sector (Appendix 1).

From descriptive statistics (Appendix 2) can be seen that the average value of the responses about indicators are ranges from 2.81 to 4.26 which means that managers of companies in telecommunication sector are aware of the benefits of managing intellectual capital. The lowest average value of responses concerning to indicator, employees invest in their knowledge (2.81). The highest average value of answers was noticed in indicator, products and services of the company are recognized in the market (4.26) where there is the lowest variability in the responses of managers (or they mostly agree with responses) expressed by the standard deviation (0.880).

The order of the factors of human, structural and relational capital, according to the impact on business results and success of the companies in the telecommunications sector, is presented in [Appendix 4]. The scaling of the indicators in the separate categories of human, structural and relational intellectual capital will be as following figure.

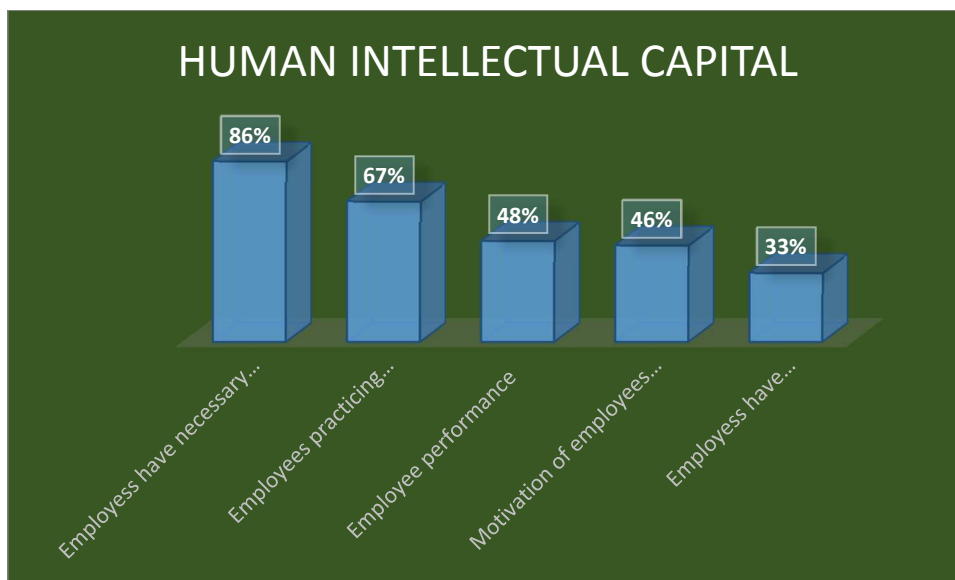


Figure 1. Performances of human intellectual capital

From this figure we conclude that human intellectual capital is well developed and moves above 40 percent, only takes more attention to address the knowledge of employees about business processes who have lower value of 33%. Most developed is awareness about the necessary knowledge of the employees that has a very high value in the total number of respondents 86% and teamwork of employees which takes a 67%. 48% of employees believe that employee performance is important indicator of human intellectual capital. The motivation of employees as an indicator of human intellectual capital is represented 46%.

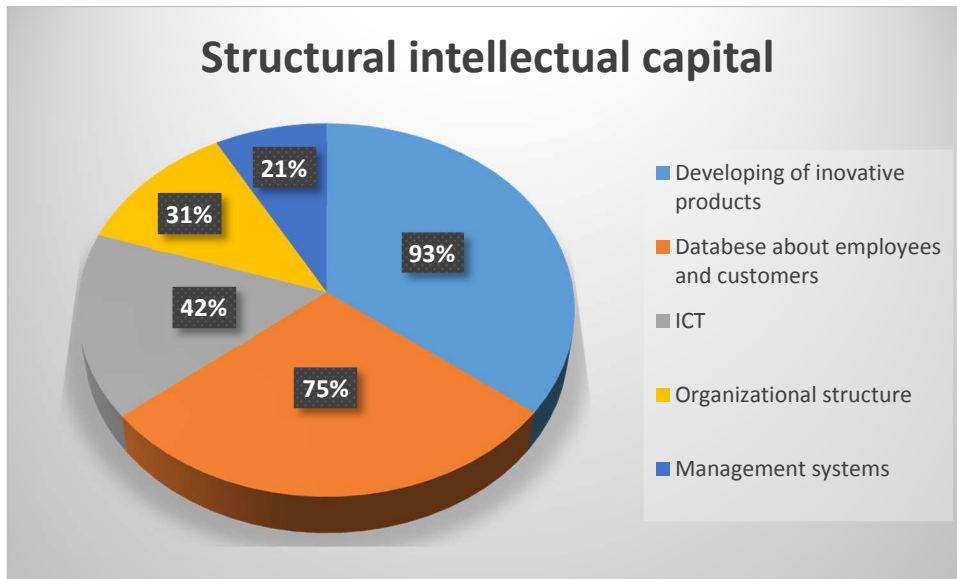


Figure 2. Performances of structural intellectual capital

Companies in telecommunications sector are generally familiar with the indicators of structural intellectual capital, especially large is percentage of respondents who take care about development of innovative products and also the most of companies have databases for employees and customers. The development of innovative products as an indicator of the structural intellectual capital is 93% of the total number of respondents. This is quite important because this sector is very dynamic and there is a need for innovations. The value of indicator database of employee and customer in total number of respondents is 75%. Also indicators about information communication technology is 42% that is specific for this sector because this sector is very dynamic in recent decades.

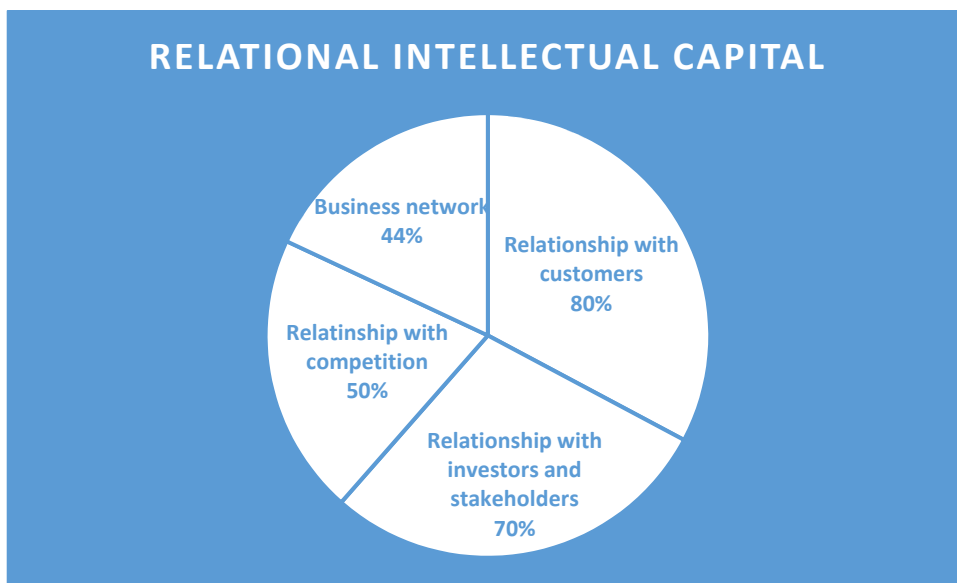


Figure 3. Performances of relational intellectual capital

When it comes about relational intellectual capital from results the figure can be seen that almost equally is represented separate indicators, relations with customers and consumers (80%), relationship with investors and stakeholders (70%), relations with competition (50%) and business network (44%). This is due that these types of companies are very influenced by customer satisfaction and very strong market competition.

## 6. STATISTICAL EVALUATION OF PERFORMANCE OF INTELLECTUAL CAPITAL

With the implementation of factor analysis we conclude that the main factors describe 91.471% of the total variance, i.e. they describe the phenomenon of intellectual capital of companies in the telecommunications sector in Macedonia (Appendix 3). The fact that the representation in the factor space is almost 92%, in fact shows that the questionnaire is suitable for research of the phenomenon of intellectual capital of companies in the telecommunications sector. In addition, questions in the questionnaire can sufficiently explain the dominant features of the intellectual capital in this sector. It creates the opportunity to identify the relevant indicators of intellectual capital in the telecommunications sector.

We can make a statistical conclusion about performance of different types of intellectual capital. In this sense, we can define the following hypotheses:

H1: availability of necessary knowledge of employees (RPZV) is independent of continuous attendance of training (KPO). With implementation of  $\chi^2$ - test are given following results:

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	187.572 <sup>a</sup>	9	.000
Likelihood Ratio	179.496	9	.000
Linear-by-Linear Association	75.525	1	.000
N of Valid Cases	84		

a. 6 cells (37.5%) have expected count less than 5. The minimum expected count is 1.17.

Table 1. Chi-Square test about H1

Because calculated or empirical value of  $\chi^2=187.572$ , is greater than the corresponding theoretical value  $\chi_0^2=16.92$ , hypothesis are rejected and can conclude that the availability of the necessary knowledge of employees (RPZV) depends on the continued attendance training (KPO). That can be with security of 0.95 or risk of 5%. We can come to the same conclusion with comparing the theoretical value  $p = 0.05$  or 5% risk whose value is greater than the corresponding calculated value ( $p\text{-value} = 0,000$ ). The coefficient of contingency is 0.831077, [19] it shows that we have strong intensity in the relationship of these indicators.

Null hypothesis which refers to the indicator of relational capital and structural capital indicator.

H2: Sale, marketing and a distribution network of the company (DPMDM) is independent of the use of knowledge about consumer needs and problems for improve the products and services (UZPP).

Implementation of Chi square test showed the following results:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	146.756 <sup>a</sup>	9	.000
Likelihood Ratio	142.973	9	.000
Linear-by-Linear Association	69.413	1	.000
N of Valid Cases	84		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is .60.

Table 2. Chi-Square test about H2

Because calculated or empirical value  $\chi^2 = 146.756$  is greater than the corresponding theoretical value  $\chi_0^2 = 16.92$  hypothesis are rejected and can conclude that sale, marketing and distribution network of the company (DPMDM) depends from use of knowledge about consumer needs and problems for improve the products and services (UZPP). That can be with security of 0.95 or risk of 5%. We can come to the same conclusion with comparing the theoretical value  $p = 0.05$  or 5% risk whose value is greater than the corresponding calculated value ( $p\text{-value} = 0,000$ ). The coefficient of contingency is 0.797483 [19] it shows that we have strong intensity in the relationship of these indicators.

## 7. CONCLUSION AND RECOMMANDATION

From indicators about human intellectual capital the lowest developed indicator is professional knowledge of employees, which in turn is due to the fact that employees invest poorly in their knowledge, also interest in sharing experience and knowledge with colleagues is low. The managers even though believe that employee development is critical for survival of the company which can be seen from the high value of this indicator, is need to engage to complement the expertise of employees. So, for better utilization of intellectual capital is needed encouragement of employees for greater collegiality and continuity in updating their knowledge. Companies from this sector must be based on the extensive processed databases of employees to identify training needed by their employees and to organize continuous training for them in order to increase the expertise of employees and thus will increase the human capital in the company. In structural intellectual capital is very low presence of indicator about management systems and organizational structure indicator. Namely, in this type of intellectual capital, the management is aware of the importance of the continued development of innovative products, the existence of the bases for the consumer and the importance of information and communication technology. It can be seen from the fact that companies invest in research and development, reward employees for innovation, and the continuous introduction of innovative processes and products.

However, for the companies in this sector it is necessary to introduce more indicators about management systems in order to find out what is wrong with management processes, and for this purpose it is necessary to improve relations and communication in management.

For relational intellectual capital it can be concluded that its usage is good and this is due to the characteristics of the sector. Namely, these companies typically offer services which are very



dynamic in the last two decades, so for survive in the market they must have good communication with customers as well as investors. The lower level is a business network, which can be seen from the value of indicators about relational intellectual capital especially from the value of the indicator can be seen that the organization has good sales, marketing and a distribution network.

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## Appendix 1. Indicators for intellectual capital

INDICATORS FOR INTELLECTUAL CAPITAL	Human intellectual capital
	Employees have necessary knowledge
	Employees have knowledge about business processes`
	Leaving the employees of the company will disrupt business processes
	Employees are familiar with customers and market profile
	Cooperation with other employees is regarded in the company
	Employees invest in their knowledge
	Employees are additionally rewarded for their innovation
	Motivation of employees for professional responsibilities
	Employees practicing teamwork
	Continuous training of employees
	Good relationship in management team
	Employees development is critical for the survival of the company
	Structural intellectual capital
	Employees share their experience and knowledge with colleagues
	The company continuously introduces innovative processes, products and services
	Implemented quality systems improve the operation of the company
	There is a reward system for ideas and innovations
	There is a system for employees motivation
	The company implemented training for employees
	All procedures are consistently implemented in the company
	Products and services of the company are recognized in the market
	The company invests in research and development
	The company invests in market research in order to find out the needs of consumers
	Knowledge about consumer needs and problems are used to improve the products and services
	There are databases for employees and customers
	Relational intellectual capital
	There is constant monitoring of customer satisfaction
	There is constant monitoring for performance of the competition
	There is good communication with investors and stakeholders
The organization has good sale, marketing and a distribution network	

Appendix 2. Descriptive statistics about indicators of intellectual capital in telecommunication sector in Macedonia

Indicators	Average	Standard deviation
Employees have necessary knowledge	3.71	.926
Employees have knowledge about business processes`	3.63	1.073
Leaving the employees of the company will disrupt business processes	3.18	1.243
Employees are familiar with customers and market profile	3.92	.947
Cooperation with other employees is regarded in the company	3.37	1.170
Employees invest in their knowledge	2.81	1.187
Employees are additionally rewarded for their innovation	3.92	1.032
Motivation of employees for professional responsibilities	3.75	.980
Employees share their experience and knowledge with colleagues	3.07	1.278
Employees practicing teamwork	3.18	1.243
Continuous training of employees	3.63	1.039
Good relationship in management team	3.68	1.066
Employees development is critical for the survival of the company	3.70	1.039
The company continuously introduces innovative processes, products and services	4.18	.933
Implemented quality systems improve the operation of the company	3.87	1.159
There is a reward system for ideas and innovations	4.11	.919
There is a system for employees motivation	3.82	.946
The company implemented training for employees	3.67	.986

All procedures are consistently implemented in the company	4.03	.950
Products and services of the company are recognized in the market	4.26	.880
The company invests in research and development	4.08	.996
The company invests in market research in order to find out the needs of consumers	3.85	.925
Knowledge about consumer needs and problems are used to improve the products and services	3.86	.920
There are databases for employees and customers	3.95	.904
There is constant monitoring of customer satisfaction	3.92	.934
There is constant monitoring for performance of the competition	3.87	1.084
There is good communication with investors and stakeholders	3.71	1.071
The organization has good sale, marketing and a distribution network	3.67	.974

Appendix 3. Total variance

Factor	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	25.612	91.471	91.471
2	.657	2.345	93.816
3	.390	1.393	95.209
4	.260	.929	96.138
5	.218	.780	96.918
6	.131	.469	97.387
7	.117	.417	97.804
8	.098	.350	98.154
9	.071	.253	98.407
10	.067	.240	98.647
11	.053	.188	98.835
12	.045	.162	98.997
13	.040	.142	99.139
14	.033	.118	99.257
15	.032	.115	99.372
16	.028	.101	99.473
17	.026	.093	99.566
18	.025	.088	99.653
19	.020	.070	99.723
20	.016	.055	99.779
21	.013	.046	99.825
22	.010	.037	99.862
23	.010	.034	99.897
24	.008	.028	99.924
25	.007	.027	99.951
26	.006	.022	99.973
27	.006	.020	99.993
28	.002	.007	100.000

Appendix 4. Percentage participation of total answers about indicators of various type of intellectual capital

<b>Human intellectual capital</b>	Number of answers	% in total respondents
Employees have necessary knowledge	72	86%
Employees practicing teamwork	56	67%
Employee performance	40	48%
Motivation of employees for professional responsibilities	39	46%
Employees have knowledge about business processes	28	33%
<b>Structural intellectual capital</b>		
Developing of innovative products	78	93%
Database about employees and customers	63	75%
ICT	35	42%
Organizational structure	26	31%

Management systems	18	21%
<b>Relational intellectual capital</b>		
Relationship with customers	67	80%
Relationship with investors and stakeholders	59	70%
Relationship with competition	42	50%
Business network	37	44%
<b>Total number of respondents</b>	<b>84</b>	

## APPLICATION OF NATIONAL AND REGIONAL FORECASTING IN PROJECT SOLVED IN DEPARTMENT OF COMMUNICATIONS AT UNIVERSITY OF ŽILINA

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Alexandra Rovňanová<sup>317</sup>

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**Abstract:** *The authors of the paper aim to introduce national and regional forecasting from the position of theoretical definition of the concept. Based on the experience from the solution of the specific projects, which were solved in the Department of Communications, University of Žilina, the authors want to point out to their own contribution to the methodology of national and regional forecasting. The present project has been successfully implemented in practice, and according to experts, it contributed to the solution of fundamental problems associated with the implementation of human rights in the Slovak Republic. Creation of regional offices and their sustainability refers to the eligibility of a procedure of national and regional forecasting, not only in the Slovak Republic, but also in the whole of Europe.*

**Key words:** *national foresight, regional foresight, quality of the decisions, the Slovak National Centre for Human Rights.*

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### 1. INTRODUCTION

Tendency of creating methodologies of national and regional forecasting in Slovakia are preferentially attached to promoting the development of quality programs of economic and social development of self-government of higher territorial units in Slovakia. National and regional forecasts provide a general framework for developing national and regional strategies in Slovakia. Created methodologies explain the processes, tools and utilities, which should be widely used in this area. Strategies that bring results are based on reliable information, on the creation of relevant professional teams and choosing the proper sequence of individual steps in the process of forecasting.

### 2. THEORETICAL APPROACHES – ANALYSES OF THE CURRENT STATE

Foresight is an independent, dialectic and rigorous undertaking, conducted in a cross-disciplinary and collective manner. Foresight is designed to shed light on questions about the present and the future. It considers them in their systemic and complex framework, as it presents itself today and as it might develop over time, from the past to the long-term future.

There are various dimensions to consider if this challenging approach is to be successful. As an exploratory process, foresight allows us to discern evolutionary trends, identify continuities, ruptures and discontinuities of environmental variables (players and factors), and determine the

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range of possible futures. As a normative process, foresight allows us to build visions of desirable futures, elaborate on possible collective strategies and intervention rationales, and improve the quality of the decisions to be taken. A foresight exercise has two main outcomes. The interactive process of collective intelligence and mobilisation of the players can create, in itself, consensus and commitment for the action that will be undertaken. This is especially true when identifying common stakes and developing a shared vision. Foresight should lead to a strategic phase that will give precise answers to the long-term challenges identified and to an action programme potentially capable of attaining that vision.

To be credible, the programme will have to:

- be as explicit as possible;
- address the key constraints identified;
- identify the actors and the means to carry out the actions;
- pay special attention to budgetary choices [1 and 2].

The action programme will also have to include guidance of the implementation and follow-up, along with the process evaluation and exercise products.

National and Regional Foresight is the application of foresight to territories, whatever their size and governance structure.

In the European context, Regional Foresight (i.e. national and regional territorial foresight) is normally used in contrast to National Foresight. The regional dimension is then understood in the broad meaning of the term, in the same way, for example, as the Committee of the Regions which covers the entire range of activities of the regional and local authorities of the European Union. The concepts of territory and region comprise all the areas described in the Nomenclature of territorial units for statistics (NUTS), developed by Eurostat in 1961: the UK and Belgian regions and the German Lander

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*Participation at significant national and international conferences:*

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- *Modern achievements of Science and Education, Tel Aviv, Israel, 2009;*
- *New Horizons in Industry, Business and Educations, Athens, Greece, 2009,*
- *LogiTrans, Szczyrk, Poland, 2006 – 2010;*
- *Engineering Competences – Traditions and Innovations, Moscow, Russia, 2008;*
- *Joining forces in engineering educations towards excellence, Miskolc, Hungary, 2007;*
- *International Conference on Engineering Education, Coimbra, 2007;*
- *Hradecké ekonomické dny 2010, Hradec Králové, Czech Republic, 2010, etc.*



(NUTS 1), the French regions, Counties and the Belgian provinces (NUTS 2), the arrondissements, departments and Kreise (NUTS 3) as well as the former NUTS 4 and 5, the local administrative units embracing the 112 000 municipalities of Europe of the 25 (LAU 2), and the higher level administrative areas (LAU 1). In this sense, regional foresight covers levels both regional and infraregional. Key to the concept is the importance of closeness and relatedness. Therefore, supraregional or even hybrid area approaches (involving regions with different statutes as well as national States, cf. Vision 2020 of the Large Region) could also fall under this category. While globalisation has an impact on territories, and this includes broadened spatial horizons in their deliberations, foresight has become a major instrument of regional governance. This is especially due to its virtues of pedagogical, organisational and societal learning as well as its potential to achieve sustainable development.

Three phases are essential for the realisation of any foresight exercise. The first phase is that of detailed design and preparation of the exercise, namely clarification of objectives, ‘boarders’ and time horizon. The second is the foresight phase that defines the long-term challenges and the development of a common vision from a common information base. The third phase is devoted to the strategy that prepares, precedes and accompanies action [1 and 2].

### 3. AIM OF CONTRIBUTION

The authors of the paper aim to introduce national and regional forecasting from the position of theoretical definition of the concept. Based on the experience from the solution of the specific projects, which were solved in the Department of Communications, University of Zilina, the authors want to point out to their own contribution to the methodology of national and regional forecasting.

### 4. METHODOLOGY AND MATERIAL

The methodology of national and regional anticipation within this paper was based on the solution of a specific project responding to the issue of human rights in Slovakia, enriched with specific formation of scenarios of further development, establishment of three types of panels of forecasting implementers (expert panel, working panel and reference panel) and procedure

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- *Slovenská pošta, inc. as a provider of eGovernment services;*
- *Diagnostic approach to the differentiation of marketing offer in services;*
- *Alternatívne meny v elektronickom prostredí;*
- *Value chains as the tools for differentiation of offer in services.*

of the study, which concludes that the process of forecasting analyses, synthesises and identifies the steps of feeding a project plan in practice.

## 5. RESULTS OF SOLUTION

Creating a strategy in the field of protection against Discrimination in the SR the used methodology was based on the *Regional Sociology Foresight (RSF)*.

The Slovak National Centre for Human Rights (SNCHR) existing in the Slovak Republic was established in 1993 by the Act No. 308/1993 Coll. as independent institution focused on protection of human rights and fight against discrimination. During last years, SNCHR carried out a project focused on the elimination of negative feature in society – discrimination. One of the project results was enlargement of capacities of SNCHR in the particular regions through establishment of new Regional Offices of SNCHR. For the purposes of optimal localisation of Regional Offices the following appraisal aspects and scales of their importance were selected:

- social situation (scale 10),
- distribution of nationalities (scale 9),
- economic situation (scale 8),
- distribution of Roma ethnic community (scale 7),
- unemployment (scale 6),
- spatial accessibility (scale 5),
- level of partnership creation (scale 4),
- estimate of the size of vulnerable groups in connection with number of the population (scale 3),
- educational situation (scale 2) and
- population situation (scale 1) [3].

The Regional Sociology Foresight (RSF) Methodology was created for the purposes of this Project as a modification of the Technology Foresight Methodology which is considered in the Slovak Republic as well as abroad to be a well-established method for the strategy elaboration. The next procedure of the Project solution is linked to the previous researches and analyses, whose result was SWOT analysis and creation of problem areas illustrated by the “Problem Tree”.

RSF Methodology anticipates the existence of three types of Panels – Expert, Work and Reference Panels, by whose activities the problems are modified, completed and specified, the ways of solving the pre-proposed problem areas are searched, the purposes are processed, the goals and strategies are defined in the areas, for which they are processed [4 and 5].

The most important result of this method application is creation of scenarios. The scenarios method consists in a consistent arrangement of both uniform and various information about potential evolution in the field of existence of Discrimination cases and of protection against Discrimination in the SR, in the form of the alternative visions of future potential evolution (a pessimistic – inertial or aggravated scenarios and optimistic – desired scenario), including the ways for elimination of these cases in the set time period in the future. The created scenarios are generated on the basis of:

- description of original situation, in which current reality in the monitored area is presented;

- determination of potential alternatives of future evolution, whereby those problems are taken into consideration which can be anticipated in the next years and for whose solution it is necessary to define several measures for their elimination, which may bring in other variants of potential development in the future;
- elaboration of the final visions, i.e. outline of a final picture of expected reality, which will arise in consequence of the enforcement of the proposed measures that lead up to the improvement of situation in the field of protection against Discrimination in the SR [3].

The key actors of the RSF process are the following:

- Solution Beneficiary, the institution using the RSF results – SNCHR (The Slovak National Centre for Human Rights);
- Solutionist Team composed of the Key Experts and External Consultants;
- Work Panel composed of the selected experts from the regions, the specialists with the highest professional reputation;
- Expert Panel composed of the individual respondents to the questionnaire research – the selected specialists from the regions;
- Reference Panel composed of the most distinguished specialists from the SR with the international experiences (Fig. 1) [5].

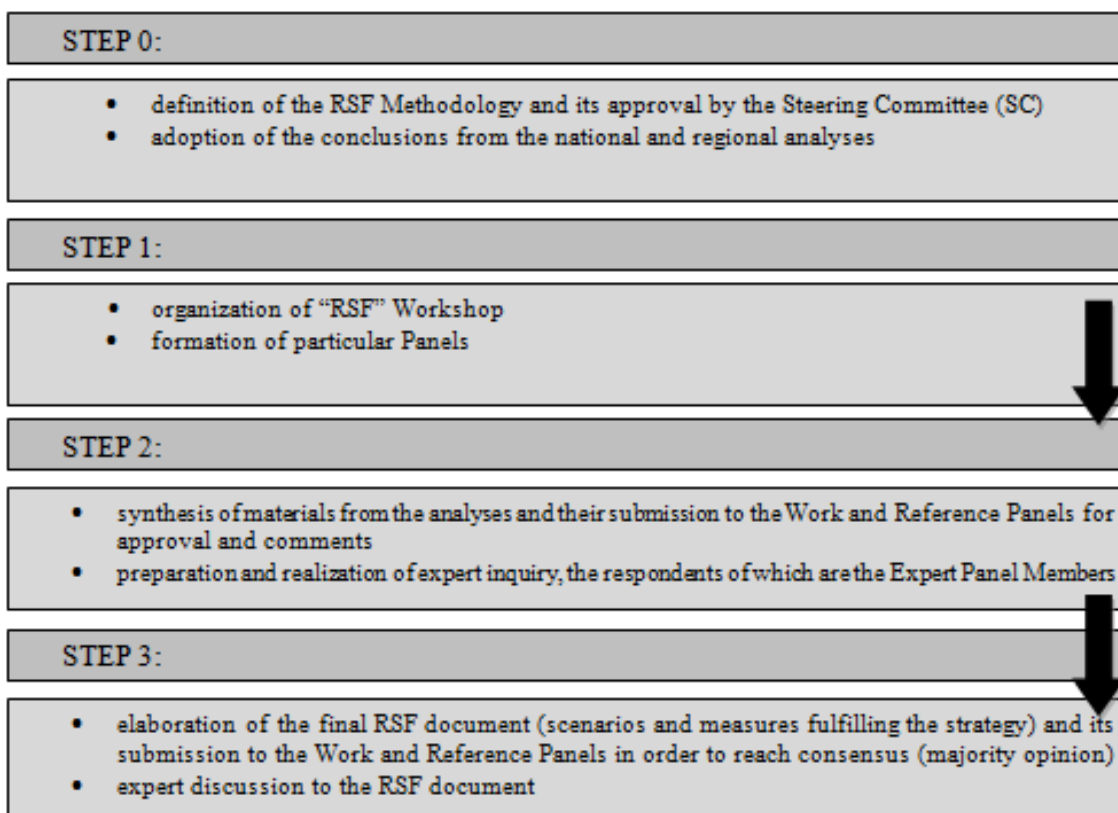


Figure 1: Procedure relative to the RSF realization [3]

The Work Panel Members, as the specialists selected within the SR (6 respondents), reviewed and completed the materials that arise from the Project solution carried out by the Solutionist Team and thereby they enhanced the expertise and competency of these materials. The Panel Members worked individually and accepted the recommendations together. The individual Work Panel Members exchanged and consulted with each other the results of examination,

proposals and comments in order to reach consensus in all essential issues of the said problems [4].

The Expert Panel Members (38 respondents from all regions of the SR except for the Bratislava Region), as selected regional experts in the field of protection against Discrimination, acted in a position of respondents, who completed the questionnaire in which they solved the issues leading up to achievement of the strategy of the Fight against Discrimination [5 and 3].

The Reference Panel (5 respondents) consisted of a group of managers from the prominent institutions, non- governmental organisations, and subjects, whose portfolios include protection against Discrimination and the experts with international experiences in creation of strategy in the social area. They evaluated the content of the documents elaborated by the Project solutionists and Work Panel and modified them according to their own professional opinion. They adopted the decisions individually.

An output from the carried out analyses using the RSF Methodology is a proposal for two scenarios (inertial - pessimistic or aggravated scenarios and desired-optimistic scenario) of future evolution in the field of protection against Discrimination in the Slovak Republic. These scenarios describe the facts explaining why and how to approach the problems with occurrence of Discrimination cases in society. They are created with a view to understand the essence of the changes that are necessary for an appropriate orientation of further protection against goals [3].

### **Desired scenario of future evolution in the field of protection against Discrimination in the SR**

This is the scenario that can be performed provided that the important system measures, solving all the key factors affecting all areas of protection against Discrimination, are adopted and for the SR, it would signify a fundamental change in the present procedure. Though, it is necessary to elaborate the implementation/action plan for the proposed system measures, which will be fulfilled and evaluated in the set time horizons (Table 1) [5].

<i>KEY FACTORS OF PROTECTION AGAINST DISCRIMINATION</i>	<i>EVOLUTION FOR INERTIAL SCENARIO</i>
<i>Legal environment in the field of the Fight against Discrimination</i>	<i>Act No. 365 of 20 May 2004 on Equal Treatment in Certain Areas and Protection against Discrimination, amending and supplementing certain other laws (hereinafter “Anti-Discrimination Act”), is according to a letter of formal notice of the European Commission from 2006 regarding the incomplete and incorrect transposition of Council Directive 2000/43/EC and Council Directive 2000/78/EC into the Anti-Discrimination Act, amended and supplemented by the Act No. 326/2007 of 20 June 2007 and this version of the Act is considered good-quality, without disputes relating to the following legislation and its further reinterpretation and update is not considered in the immediate future. Basically, only a small portion of public is acquainted with this Act. Preconditions, the Act is based on, are not consistent with a real legal situation. In cases of Discrimination, a sense of resignation prevails in the victims, and without knowledge of the Anti- Discrimination Act provisions they do not know about the procedure leading to improvement of the situation and to a sufficient compensation of the victims. A dominant position in informing about and explaining the Anti-Discrimination Act has the SNCHR, which gradually runs the activity of its Regional Offices in the whole territory of the SR.</i>
<i>Effective methods for revealing cases of Discrimination</i>	<i>The subjects active in the field of protection against Discrimination focus mainly on counselling, education and training in the said field. No sufficiently effective methods exist for searching cases of Discrimination a success in revealing these cases is mostly low and develops from the experiences of the employees of these organizations. Percentage of the activities in the field of protection against Discrimination from an overall capacity of the subjects (state administration, self-administration, education, public health, courts, public prosecution, non-governmental organizations, etc.) does not reach even 10%. More than</i>

	<i>half of the victims of Discrimination trust the subjects, whose portfolio includes protection against Discrimination, if they know them at all or have even general information about their activities. The effectiveness of revealing cases of Discrimination is strongly affected by a resignation of the victims or in some cases even by fear or doubts of the victims that their rights would not be enforceable or that they would raise other negative events or responses. Some of cases of Discrimination are not taken by the public as cases of Discrimination (e.g. harassment) and hence the victims do not demand their rights. The enforceability of the rights is still low and the sanctions do not correspond to the seriousness of Discrimination cases [6 and 7].</i>
<i>Financial and material provision of the subjects active in the field of protection against Discrimination</i>	<i>The subjects active in the field of the Fight against Discrimination fight with insufficient financial provision. To a great extent it is the reason of a very complicated and complex procedure in acquiring financial resources. It is also caused by a low level of the built professional image and relatively low publicity of the services of these subjects, which affects also decisions of the sponsors, donors, national and international support of their activities. With the establishment of the Regional Offices, the SNCHR approached particular regions significantly however these institutions must be very active. According to the Act No. 308/1993 Coll., Article 2 Section 2, the operation of the Centre is financed by the state budget subsidies in accordance with the Agreement between the Government of the Slovak Republic and the United Nations Organization on establishing the Slovak National Centre for Human Rights (Notification of the Ministry of Foreign Affairs of the Slovak Republic No.29/1995 Coll.), which ensures its financial independence. The Centre acquires financial means to meet its tasks through the projects also from the grants and contributions of domestic and foreign donors (from funds of the European Commission, etc.). In addition to the above-mentioned, the Centre gets also donations from domestic and foreign legal entities and natural persons. In order to provide for transparency and responsibility in managing these financial means, Act No. 308/1993 Coll. stipulates that the economic management of the Centre is subject to the controlling authority of the Supreme Audit Office of the Slovak Republic. For the programming period 2007-2013, no flexible grant calls exist, the area of protection against Discrimination is tackled within the framework of the marginalization complex and development tendencies.</i>
<i>Cooperation of all subjects active in the field of protection against Discrimination</i>	<i>The Regional Offices win trust little by little however the level of networking of the subjects active in the field of protection against Discrimination is still relatively low. A general case is also the unwillingness of most of the non-governmental organizations to cooperate with the SNCHR without financial profit. The individualistic methods do not generally bring success. There is a lack of projects submitted jointly, a lack of mutual coordination and the sufficient synergistic effect of cooperation is not created. The partnerships are created mostly on the formal bases. Principle of inclusion of the excluded groups and victims of Discrimination into the process of protection against Discrimination is only sporadic.</i>

Table 1: Evolution for inertial scenario [3]

For each of the above-mentioned key factors, the system measures and activities, leading to achievement of the desired scenario and effective strategy of protection against Discrimination for the years 2007 – 2013, are subsequently described.

As it is evident from the Comprehensive Study on the Analysis Results, the results of the Project's analytical phases gradually demonstrated the picture of the conditions and situation in protection against Discrimination in the Slovak Republic, whereby almost 500 persons in the position of solutionists, respondents and experts became involved. The analyses carried out during the Project's implementation provided the bases for setting the methods for determination of the strategy and measures, whose effective implementation should bring a significant positive development in this field.

The research provided the recommendations for the selection of Employees of the Regional Offices, but, in particular, for their further professional development. Based on these recommendations, a programme of the initial training of employees who were chosen on the basis of the selection procedure with the use of the up-to-date method for the employees selection (i.e. assessment centre method), was improved. Training was aimed at the acquisition of expert knowledge in the field of protection against Discrimination in the SR, the

identification with occupational ethics and communication with the public, the acquisition of skills connected with information technologies that are important for building the integrated information system in the regions, and the adoption of basic social competencies in the area of communication, handling of conflicts and stress, assertiveness and emotional intelligence. The research contributions to the formulation of the content and organisation of permanent training of the SNCHR ROs Employees and Partners are of great significance.

One of the most important outputs of the Project was elaboration of short-term, medium-term and long-term concepts for the seven (7) SNCHR Regional Offices sustainability. When observed, the said concepts guarantee that the Regional Offices will develop personally as well as financially.

Material and technical criteria for the effective functioning of the SNCHR Regional Offices (Nove Zamky, Zvolen, Rimavska Sobota, Dolny Kubin, Kysucke Nove Mesto, Kezmarok and Humenne) were defined. The respective Regional Offices are interconnected mutually as well as with the Centre SNCHR through the system of effective communication [3].

Separateness of the Regional Offices activity was eliminated by creation of a Partners Network. A Partners Network comprises the experts in practice and competent employees of the institutions and organisations, who deal with an issue of protection against Discrimination and observance of Human Rights and Freedoms. The Partners acknowledged their willingness to cooperate also at the special workshops which were carried out during the project and concerned with these problems.

The Slovak Republic develops all efforts to fulfil the strategy of protection against Discrimination. It wants to prove that it is society which systematically and effectively combats unequal treatment of those, who differ in skin colour, origin, culture and language, habits and traditions, opinions, religion, political belief, way of life, etc. The results of the Project “Counselling Services for Building the Administrative Capacities of the Slovak National Centre for Human Rights at the Regional Level” prove the aforesaid.

## **6. CONCLUSION**

Strategy supported by national and regional forecasting, not only provides a general overview of the state of the problem that is solved within the strategy, but it also captures the factors that support or restrain it so it would be possible to determine the way of dealing with the problem at the national and regional level [8 and 9]. Key challenge that should be taken into account within the preparation of analytical parts of the strategy is connected with the fact that it is necessary to move from a descriptive approach to the determination of causality and future forecasts. This transition requires inter alia the availability of data at the national level and the ability to collect and use their own quantitative and qualitative data. Equally important is the ability to engage major stakeholders in the country and in the regions (public, private and civil society organisations) in order to benefit from their knowledge. Involving stakeholders will also help to spread understanding of the real challenges, thus simplifying the difficult negotiations on the strategic priorities. All these factors were used in the design methods of the regional sociological forecasting, whose suitability, applicability and usability has been confirmed in practice.

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## NORMATIVNI OKVIRI ZAŠTITE PRAVA POTROŠAČA U REPUBLICI SRBIJI I NJHOVO PRILAGODJAVANJE STANDARDIMA EU

### THE NORMATIVE FRAMEWORK OF CONSUMER PROTECTION IN SERBIA AND THEIR ADAPTATION TO EU STANDARDS

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**Apstrakt:** *U cilju zaštite svojih građana i postizanja harmonizacije pravnih sistema u pravu pridruživanja članstvu EU, RS razvija sistem zaštite potrošača i donosi Zakon o zaštiti potrošača Srbije. Pomenuti zakon donet sa ciljem poboljšanja položaja trgovine i nastojanja izjednačavanja sa standardima EU ima za cilj doprinos životnom standardu ali i jačanju svesti o evropskoj integraciji. Institucionalno rešenje pomenutog zakona dovelo je do problema i prepreka u lokalnim pravilima i pojedinačnim tehničkim propisima. Nesporno je da zakonsku regulativu treba potpunije uskladiti i izmeniti pri čemu treba ostvariti niz institucionalnih promena, kada se radi o zaštiti prava potrošača i sve zahtevnijim potrebama radi ostvarivanja adekvatnih bezbednosti roba i usluga. Pri tom ne treba zanemariti činjenicu da u našem okruženju postoje ekonomski i pravni problemi koji nas dovode do saznanja da još uvek nije moguće u potpunosti ostvariti princip obaveznog uslova - potrošačke slobode izbora. Osim potrebe za definisanjem obaveza državnih organa potrebno je definisati i obaveze organa lokalne samouprave kako potrošačka prava ne bi tretirali kao rezidualna prava u odnosu na ekonomska, socijalna i politička prava. Potrebno je ista posmatrati ne samo kao interes pojedinca već i kao javni interes. Na taj način potpunije ćemo ostvariti ustavni princip zaštite prava potrošača.*

**Ključne reči:** *prava potrošača, potrošač, standardi EU, direktive*

**Abstract:** *In order to protect its citizens and to achieve harmonization of legal systems in the law of accession to EU membership, the Republic of Serbia developed a system of consumer protection and the Law on Consumer Protection in Serbia. Abovementioned Law was adopted to improve the situation of trade and efforts equalization with EU aims to contribute to the living standards but also raising awareness of Europe anintegration. Institutional solution of the mentioned law has led to problems and obstacles in the local rules and individual technical regulations. It is undisputed that legislation should be fully reconciled and change should be pursued, with a series of institutional changes when it comes to protecting their rights of consumers and increasingly demanding needs in order to achieve adequate security of goods and services. We should also not ignore the fact that in our environment there are economic and legal problems that lead us to the conclusion that has not been fully possible to realize the principle of mandatory conditions – consumer freedom of choice. In addition to the need to define the obligations of state authorities It is necessary to define the responsibilities of the local authorities to consumer rights not treated as residual rights in relation to economic, social and political rights. It takes the same observation not only as a nindividual interest but as a public interest. In this way, we fully realize the constitutional principle of protection of consumer rights.*

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**Key words:** *consumer rights, consumer, EU standards and directives*

## Uvod

Pravo potrošača, predstavlja savremenu oblast prava vezanu za drugu polovinu dvadesetog veka koju obeležava industrijski i ekonomski razvoj praćen značajnom ulogom potrošača proizvedenih dobara odnosno korisnika pruženih usluga. Do tada postojeći pravni režim zaštite zasnovan na opštim pravilima ugovornog prava nije pružao odgovarajući nivo zaštite te se javila potreba za stvaranjem posebnog pravnog režima. Harmonizacija tržišta i sloboda kretanja robe i davanja i primanja usluga na istom, a uz to i sloboda kretanja ljudi i kapitala, može se realizovati uređenjem javno pravnih normi koje će urediti pojedinačne tržišne transakcije i standarde građanskopravne zaštite kupca kroz obligaciono pravne i javno poravne norme.

Mehanizam kojim se vrši pravno usklađivanje nacionalnih pravnih sistema sa standardima EU je sadržan u obaveznim uputstvima - direktivama koje u ovoj oblasti definišu samo donji prag obavezne zaštite potrošača i obavezuju nacionalna zakonodavstva da se usklade. Oko sto direktiva ne deluju direktno već svaka država slobodno odlučuje o tome na koji će ih način uneti u svoj pravni sistem, s tim što prilikom njihove ugradnje treba zadovoljiti principe transparentnosti i neprotivurečnosti. Obaveza minimuma harmonizacije ne isključuje mogućnost uspostavljanja viših standarda u okviru svake države pojedinačno.

Regulative koje treba ugraditi u nacionalno zakonodavstvo (*acquis communautaire*) predstavljaju bitan element institucionalne dimenzije evropskog tržišta i izazov za RS, koji ne predstavlja samo formalni zahtev EU već i neophodnost uspostavljanja efikasne tržišne strukture pre prijema u njeno članstvo. Republika Srbija usklađuje zakonodavstvo u oblasti zaštite potrošača sa propisima EU pri čemu stvara odgovarajuće socijalne, kulturne i organizacione pretpostavke u cilju uspostavljanja integralnog sistema zaštite potrošača kako bi dikcija propisa postala realnost. Ugradnja zajedničkih pravnih tekovina u njen normativni sistem ne odnosi se samo na skup propisa koji se ekskluzivno tiče zaštite potrošača, a koji je sadržan u Zakonu o zaštiti potrošača i drugim propisima, nego i obavezi da se izvrše izmene i u drugim propisima i tehničkim okvirima.

## Pravni okvir zaštite potrošača u RS

Zaštita potrošača u RS normirana je u Ustavu RS<sup>320</sup>, koji istu predviđa kao ustavnu obavezu državnih organa i kojim zabranjuje radnje usmerene protiv zdravlja, bezbednosti i privatnosti potrošača, uključujući i nečasne radnje na tržištu. Generalna obaveza države, u smislu opštih zahteva koji proističu iz članstva UN i Saveta Evrope, je da dalje razradi ovaj kompleks prava.

S obzirom da su standardi u vezi sa pravima potrošača deo pravnog poretka moderne tržišne privrede kakvo je evropsko tržište, javlja se potreba za propisivanjem odredbi koje proklamuju poštovanje mnogobrojnih osnovnih ljudskih prava. Među njima istaknuto mesto ima i skup normi čiji cilj je obezbeđenje efikasne harmonizacije prava zaštite potrošača. Zahtevi za ujednačavanjem nacionalnih standarda sa standardima EU ne ograničavaju se samo na pravo potrošača u kojima je isto afirmisano, već i šire.

<sup>320</sup> Ustav RS ("Službeni glasnik RS" br. 98/2006) član 90

Zakonski okvir politike zaštite potrošača čini pre svega Zakon o zaštiti potrošača.

Nedostatak saveznog zakona donetog za potrebe državne zajednice SCG predstavljalo je nejedinstveno tržište kao ni organi koji su isti sprovodili. Zakon o zaštiti potrošača („Sl. glasnik RS“ 79/2005) je prvi propis RS koji predstavlja napredak u odnosu na period blokade i potpune suspenzije izvornih potrošačkih prava. Tendencija ovog zakona bila je da se položaj trgovine bitno ne pogorša i da se izvrši pomak ka standardima EU. Nedostatak ovog zakona odnosio se na mehanizam vansudskog rešavanja potrošačkih sporova iz razloga što se ova mogućnost načelno pominje. Trebalo je uspostaviti dobrovoljnu arbitražu u potrošačkim sporovima i obezbediti efikasni sistem pravne zaštite. Održivom konceptu zaštite potrošača trebale su organizacije potrošača i definisanje obaveza kako državnih organa tako i organa lokalne samouprave, bolje kadrovsko i tehničko opremanje inspeksijskih organa i pružanje efikasne garancije prava potrošača.

Osnov pravnog okvira zaštite potrošača u RS usvojen 2010. godine (primena počela 01. januara 2011.) u srpski pravni sistem implementira odredbe petnaest ključnih evropskih direktiva iz ove oblasti i uspostavlja pravni okvir koji omogućava približavanje zaštite potrošača u Srbiji evropskim standardima, pri čemu obezbeđuje skoro potpunu usklađenost sa pravom EU.

ZZP detaljno uređuje prava potrošača, propisuje sistem zaštite oslonjen na nadležno ministarstvo, uslov i sredstva njihove zaštite, prava i obaveze udruženja koja deluju u cilju ostvarivanja zaštite, vansudsko rešavanje sporova i mehanizme za alternativno rešavanje sporova, prava i obaveze državnih organa kada je reč o zaštiti potrošača, tržišnih i drugih inspekcija, potrošačkih organizacija, sudova. Zakonom implementirani mehanizmi, predviđeni za sprovođenje zakonskih odredbi, iako veoma slični mehanizmima mnogih država članica EU, ne uvažavaju institucionalnu realnost u Srbiji. Sudska zaštita, je dugo bila neefikasna za ovakve sporove iz razloga njihove neafirmisanosti i nedovoljne razvijenosti potrošačkih organizacija. Zakon predviđa Strategiju zaštite potrošača.

Odredbe ZZP su imperativne prirode za razliku od odredaba Zakona o obligacionim odnosima u oblasti ugovornog prava koje su po pravilu dispozitivne prirode. ZZP predviđa zadovoljenje osnovnih potreba u vidu dostupnosti najosnovnijih proizvoda i usluga, obaveštenost, bezbednost u smislu zaštite od zabranjenih ili štetnih roba, mogućnost izbora roba i usluga uz

*Docent dr Aleksandra Jovanović* rođena je 14.04.1969. godine u Karlovcu. Osnovnu i srednju Ekonomsku školu završila je u Leskovcu. Zvanje diplomirani pravnik stekla je na Pravnom fakultetu 1994. godine. na Fakultetu za preduzetnički biznis Univerziteta "Union" u Beogradu 2010. godine odbranila je magistarsku tezu "Obrazovne osobine preduzetnika u funkciji strategijskog upravljanja malim biznisom (u oblasti preduzetništva i biznisa) sa ocenom 10 i stekla zvanje magistra ekonomskih nauka. Na Pravnom fakultetu 2013. godine odbranila je doktorsku disertaciju pod nazivom "Pravna zaštita hartija od vrednosti kao oblik suprotstavljanja privrednom kriminalitetu" u oblasti prava i stekla zvanje doktor pravnih nauka. Radno iskustvo stekla je kao sudski pripravnik, komercijalni direktor, sekretar i nastavnik u srednjoj školi, predavač i profesor pravne grupe predmeta u Visokoj školi strukovnih studija. Zaposlena na Fakultetu za pravo bezbednost i menadžment Konstantin Veliki u Nišu. Objavila je veći broj radova u nacionalnim i međunarodnim časopisima i zbornicima, monografsku publikaciju, učestvuje u projektima, međunarodnim skupovima i aktuelnim seminarima.



garanciju kvaliteta i prihvatljivu cenu, zastupljenost interesa potrošača pri kreiranju zaštite potrošača, obrazovanje za pravilan izbor o pravima i dužnostima potrošača, pravo na zdravu životnu sredinu, pravnu zaštitu i utvrđuje da se potrošač ne može odreći ovih njemu zakonom zagarantovanih prava. Primena ovog zakona u slučaju „sukoba“ (ZZP se uvek primenjuje) dovelo je do stava o suprotnosti Ustavu i da je u slučaju postojanja nekoliko mogućih pravnih institucija primena ZZP isključena samo kada posebni zakon eksplicitno derogira primenu njegove konkretne odredbe. Zakon definiše izraze i odnose vezane za potrošačko pravo i pri tom sadrži nepreciznost (npr. korišćenja termina „trgovac ili termina „potrošač“).

U cilju blagovremenog i što adekvatnijeg obaveštavanja potrošača Zakon predviđa da trgovci prodajne i jedinačne cene robe i usluga istaknu na nedvosmislen i lako uočljiv način, obavezuje trgovca da potrošača obavesti o osnovnim obeležjima robe ili usluge, prodajnoj ceni, načinu plaćanja i načinu isporuke robe, načinu pristupa pritužbama, pravima na jednostrani raskid ugovora i uslovima garancija. Zakon zabranjuje nepošteno poslovanje tj. poslovanje protivno zahtevima profesionalne pažnje i narušavanje ekonomskog ponašanja potrošača (onemogućivši mu da napravi razuman izbor), nasrtljivo poslovanje i obmanjujuće poslovanje.

Zakonom o zaštiti potrošača koji je stupio na snagu 21.juna 2014, godine implementirane su odredbe 14 ključnih evropskih direktiva iz ove oblasti. Pravni osnov za donošenje pomenutog Zakona je čl. 90 Ustava RS. Ovim zakonom uspostavljen je pravni okvir koji omogućava približavanje zaštite potrošača u Srbiji evropskim standardima. Isti predviđa nova pravila o prodaji robe potrošačima, zakonskoj garanciji ugovorima, nepravičnim ugovornim odredbama, turističkim putovanjima i nepoštenoj poslovnoj praksi. Zakon sadrži precizno definisane kriterijume za nezavisne organizacije potrošača i uspostavlja sistem za prigovor potrošača. Zakon srpskim potrošačima garantuje primenljiva prava i prvi put razvija sistem kolektivnih žalbi, što znači da se udruženjima potrošača daje mogućnost traženja zaštite kolektivnih interesa, kao i uloga pri donošenju odluka komisija o žalbama potrošača. Osim toga, novi Zakon predviđa i lakši način podnošenja zahteva za obeštećenje.

Pravni okvir koji je do donošenja Zakona iz 2014. godine uređivao oblast zaštite potrošača čine: Zakon o standardizaciji (1977), Zakon o obligacionim odnosima (1978), Zakon o uslovima za obavljanje prometa robe, vršenje usluga u prometu robe i inspekcijском nadzoru (1996), Savezni zakon o zaštiti (2002), Zakon o zaštiti potrošača (2005) i Zakon o zaštiti potrošača (2010). Ukoliko posmatramo potrošačko pravo na celovit način uvidećemo da ovu oblast tretiraju i Zakon o trgovini, Zakon o elektronskoj trgovini, Zakon o obligacionim odnosima, Zakon o oglašavanju, Zakon o turizmu, Zakon o zaštiti korisnika finansijskih usluga, Zakon o telekomunikacijama, zakoni koji uređuju prevoz putnika u drumskom, železničkom i vazdušnom saobraćaju itd. ZZP u određenim slučajevima predviđa shodnu primenu Zakona o prekršajima, Zakona o opštem upravnom postupku i Zakona o parničnom postupku. Projekat „Jačanje zaštite potrošača u Srbiji“ (2011-2014) uz podršku eksperata EU, u nacrt ovog zakona uvodi o tri nove direktive EU.

ZZP predstavlja poseban, specijalni zakon kojim se deponuju tzv. sistemski zakoni. Zadatak Zakona o zaštiti potrošača je definisanje prava potrošača te je neophodno da mnogobrojna pitanja sadrže i drugi propisi. Zakonodavac predviđa donošenje podzakonskih akata koji uređuju uslove i način evidentiranja udruženja za zaštitu potrošača, vansudsko rešavanje potrošačkih sporova, te predviđa Pravilnik o sadržini i načinu vođenja evidencije udruženja i saveza udruženja za zaštitu potrošača, Pravilnik o radu tela za vansudsko rešavanje potrošačkih sporova, Pravilnik o obliku i sadržini obrasca za odustanak od ugovora na daljinu ili ugovora koji se zaključuje izvan poslovnih prostorija i Uredbe o sadržini obrasca od ugovora o

vremenski podeljenom korišćenju nepokretnosti, o trajnim olakšicama za odmor, o pomoći prilikom prodaje i omogućavanju razmene.

U RS zaštita potrošača je u nadležnosti Ministarstva trgovine, turizma i telekomunikacija. Ne treba zanemariti činjenicu da je ova oblast multidisciplinarna što znači da se nalazi u nadležnosti više institucija i da je uređuje više zakona.

Nacionalni savet za zaštitu potrošača obrazuje Vlada u cilju kreiranja jedinstvene politike zaštite potrošača u RS i zadacima: da predlaže mere i aktivnosti unapređenja politike zaštite potrošača, priprema ukupne analize koje će ukazati na manjkavost sistema, učestvuje u izradi Strategije potrošača, obaveštava javnost i izveštava Vladu o svim pitanjima od značaja za ovu oblast.

Nadležno Ministarstvo spoljne i unutrašnje trgovine i telekomunikacija (u prethodna dva mandata Ministarstvo trgovine i usluga, odnosno Ministarstvo poljoprivrede, trgovine, šumarstva i vodoprivrede) odgovorno je za izradu zakona iz oblasti sprovođenja politike zaštite potrošača.

Inspeksijski nadzor vrše zakonom propisana ministarstva preko inspektora nadležnih za vršenje inspeksijskog nadzora u okviru ove oblasti a istu nadležnost imaju i ministarstva nadležna za poslove turizma, zdravlja, poljoprivrede, šumarstva, poslove saobraćaja, poslove energetike, poslove planiranja i građevinarstva, poslove finansija i zaštite životne sredine.

Sudska zaštita potrošača ogleda se u njegovom pravu da podnese zahtev za pokretanje postupka zabrane nepoštenog poslovanja, postupak za oduzimanje protivpravno stečene koristi ili postupak zabrane nepravilnih ugovornih odredaba u potrošačkim ugovorima ukoliko je povređeno njegovo pravo ili interes. U slučaju povrede kolektivnih interesa potrošača tužbu sudu može podneti i registrovan savez ili udruženje za zaštitu potrošača. Potrošači imaju mogućnost da sporove reše vansudskim putem i to putem medijacije ili arbitraže što ranije nije bio slučaj u Srbiji.

Zakonodavstvo i politika u oblasti zaštite potrošača doprinose načelima demokratije, građanskog učešća i distributivne pravde na kojima treba da se zasnivaju aktuelne ekonomske reforme u Srbiji.

## **Prilagodavanje strategije razvoja potrošačkog prava standardima EU**

Evropsko pravo zaštite potrošača, razvija se kasnije od američkog, prati Prvi preliminarni program Evropske ekonomske zajednice o zaštiti potrošača i politici obaveštenosti pri čemu ulazi u Povelju EU o osnovnim pravima. Državama članicama EU je u oblasti prava zaštite

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potrošača ostavljena jedino nešto veća sloboda po pitanju regulisanja sprovođenja, u praksi transponovanih odredbi direktiva, ali su i tu jasno postavljene smernice, te su države dužne da ispoštuju kriterijume efikasnosti, srazmernosti i da odvrćaju trgovce od kršenja tih propisa.<sup>321</sup>

Jedna od značajnih obaveza Srbije u procesu evropske integracije, sadržana u Sporazumu o stabilizaciji i pridruživanju, je dostizanje evropskog standarda zaštite potrošača i nivoa zaštite potrošača jednakom nivou u EU, praćena usklađivanjem zakonodavstava i sprovođenjem aktivne politike zaštite potrošača. Preciznije pomenuti sporazum zahteva od Srbije aktivnu politiku zaštite potrošača, unapređenje informisanosti i obezbeđenje razmene informacija o opasnim proizvodima, obezbeđenje nadzora nadležnih institucija i organa nad sprovođenjem pravila, razvoj nezavisnih organizacija. Ovim sporazumom zahteva se od Srbije usklađena politika zaštite potrošača sa pravom EU i obezbeđenje primene istih. Važnije direktive iz ove oblasti su: Direktiva o ugovorima zaključenim izvan poslovnih prostorija, Direktiva o ugovorima zaključenim na daljinu, Direktiva o nepravičnim ugovornim odredbama, Direktiva o prodaji robe, Direktiva o nepoštenom poslovanju, Direktiva o potrošačkom kreditu itd.

Postavlja se pitanje: „Šta će potrošačima u Srbiji doneti propisi koji predstavljaju jedan od uslova za pristupanje u EU?“ Treba istaći potrebu za institucionalnim promenama, analizom prisustva odgovarajućih direktiva u zakonodavstvu, posebno u Zakonu o zaštiti potrošača, ukazati na njegove nedostatke i praznine, iste popuniti eventualno ispraviti u cilju dobijanja prava potrošača u Srbiji.

Najvažnije izvore potrošačkog prava EU čine direktive koje uređuju materijalno-pravne obaveze država članica. U cilju kreiranja adekvatnijeg i boljeg okruženja za potrošače predviđena je strategija zaštite potrošača za period 2013-2018. godine u skladu sa zahtevima EU što zahteva stvaranje logičkog okvira za donošenje odluka o politici zaštite potrošača, primenu transparentnije politike zaštite potrošača, sprovođenje aktivne politike potrošača i unapređenje postojeće politike zaštite potrošača i procesa praćenja mera. U cilju ostvarenja strategije neophodna je analiza propisa u oblasti zaštite potrošača, bolje sprovođenje politike zaštite potrošača, primena mehanizama za sudsku i vansudsku zaštitu potrošača i omogućavanje prioriteta za jačanje institucionalnih kapaciteta vladinih institucija i nevladinih organizacija.

Strategija zaštite potrošača treba sadržati: jačanje položaja potrošača na tržištu kroz edukaciju potrošača, aktivnu podršku potrošačkim organizacijama, povećanje poverenja potrošača u državu, razvoj uporedivog nivoa zaštite potrošača širom države, unapređenje, prikupljanje i obrade podataka vezanih za potrošačku politiku. Na osnovu člana 124. ZZP<sup>322</sup> Vlada donosi strategiju zaštite potrošača za period 2013.-2018. godine. Ista je saglasna sporazumu i većini direktiva, uputstva EU koja uređuju odnose povodom zaštite interesa građana, fizičkih lica i drugih krajnjih potrošača na tržištu (predviđenih u ZZP) i uređuju generalnu zaštitu opštih interesa koja se moraju uskladiti sa mnogobrojnim propisima. Strategiju prati rekonstruisanje sistema tržišnog nadzora koji je u nadležnosti državnog organa i primenu tržišnog nadzora uz minimum rizika i aposteriornog reagovanja inspekcijских i drugih službi i njihovog angažovanja u međunarodnoj razmeni informacija o opasnim ili štetnim proizvodima, odnosno kompanijama koje primenjuju politiku na štetu potrošača. Poželjna je promena stanovišta da je obaveštavanje i obrazovanje potrošača RS individualni interes što bi dovelo do stvaranja odgovarajućih školskih programa i programa u sredstvima javnog informisanja. Uvođenje programa kojim se definiše mreža subjekata zaštite potrošača usklađenih sa EU dovelo bi do stvaranja tri nivoa

<sup>321</sup> Cafaggi, Gabrizio, i Hans W. Micklitz, ur. Nove granice zaštite potrošača ,interakcija između privatne i javne primene (New Frontiers of Consumer Protection; The Interplay Between Private and Public Enforcement).

<sup>322</sup> Zakon o zaštiti potrošača (“Službeni glasnik RS”, br, 73/10) član 124

subjekata: nivo nacionalnog savetnog centra, lokalnih savetodavnih centra i udruženja potrošača.

## **Potrebne i očekivane promene u zakonodavstvu RS praćene problemima**

Ostvarenje slobodnog tržišta i fer tržišnog ponašanja, korektne komercijalne prakse predstavlja interes građana RS kao potrošača i samih proizvođača. Pravo potrošača posmatrano u ovom smislu predstavlja opštu ekonomsku pretpostavku za ostvarenje ostalih prava. Ovo se pravo razvija u cilju visokog nivoa zaštite potrošača i potrebe usklađivanja nejednakih i neusklađenih nacionalnih nivoa zaštite. Stav, da razvoj sistema zaštite potrošača u procesu pridruživanja i budućeg članstva u EU predstavlja isključivi interes građana, nije ispravan iz razloga što samo posmatranjem potrošačkog prava u okviru EU uviđamo definisanje i uređenje zajedničkog tržišta. RS je potpisivanjem Sporazuma o stabilizaciji i pridruživanju preuzela obavezu zaštite potrošača i usklađivanja istih sa standardima EU.

Donošenjem prvog Zakona o zaštiti potrošača u RS obezbeđen je zakonski okvir uvođenja standarda EU u oblasti zaštite potrošača pri čemu ugradnja jednog dela smernica i uputstava EU predstavlja samo okvir sistema čiji je cilj uspostavljanje i ostvarivanje aktivne zaštite potrošača. Bez obzira na napredak u zakonodavnom usklađivanju prisutan je problem. Osnovni problem zaštite potrošača u RS ne predstavlja stepen pravne harmonizacije već je to nepodobnost implementacionih mehanizama predviđenih Zakonom razvijenosti srpskih institucija. ZZP u prvi plan stavlja sudove ne oslanjajući se na tradicionalno razvijene institucije (npr. Tržišne inspekcije) što dovodi do pogoršanja efektivnog nivoa zaštite potrošača u Srbiji. Ne treba zanemariti činjenicu postojanja nedovoljnog kapaciteta inspeksijskih organa i njihove neadekvatne organizacije. Pri tome ne treba zanemariti da je sve što je u ZZP prekršajno kažnjivo je u potpunosti i primenljivo.

Faza razrade politike ne predstavlja odvojenu fazu od izrade propisa što je posledica nedovoljnog razumevanja i nedovoljnog kapaciteta u ministarstvima. Zakoni i propisi pristupaju problemima uglavnom *ad hoc* razradom i na isti način nađenim rešenjem bez dovoljno analize, razmatranja i poređenja opcija i mogućih rešenja problema. Nesistematičnost izrade propisa i osnivanje novih institucija uz eventualnu reformu postojećih dovodi do neadekvatnog rešavanja problema. Izmene propisa u vezi sa potrošačkom politikom, uvođenje većeg broja prekršaja, ojačavanje inspeksijskog nadzora, specijalizacija sudija prekršajnih sudova predstavljaju potrebu društva. Probleme čine nedostaci u vezi sa sastavom, načinom funkcionisanja i odgovornosti radnih grupa. Radna grupa za izradu pripreme nacrtu Zakona o zaštiti potrošača 2010. uključila je pretežno uposlenike ministarstva pretežno ekonomske struke i jednog univerzitetskog profesora građanskog prava a ostali predstavnici ministarstva bili su uključeni samo povremeno i nedovoljno. Nije sprovedena javna rasprava o finalnom tekstu nacrtu bez obzira na opravdanu potrebu konsultovanja javnosti i međuresora. Republički sekretarijat za zakonodavstvo nije imao nijednu suštinsku primedbu. Problem predstavlja postojanje međusobno neusklađenih i često diktatornih različitih važećih strategija i neusklađenost strategija različitih sektora što dovodi do nejedinstvene javne politike Vlade. Zakonodavni okvir u oblasti zaštite prava i interesa potrošača u Srbiji je poboljšan u odnosu na prethodni period, međutim, njegovu potpunu primenu onemogućava institucionalna nespremnost Srbije. Prisutna je i nedovoljna i nepotpuna koordinacija relevantnih nosilaca zakonodavnih postupka i korišćenje hitnog postupka u slučaju kada za to ne postoje opravdani razlozi, nedovoljna struktura analize efikasnosti propisa, nedovoljna saradnja i koordinacija između organa državne uprave.

Nacionalni savet za zaštitu potrošača se nije sastao pune dve godine, a nije ponovo imenovan ni sastav ovog saveta otkako je novi Zakon o zaštiti potrošača stupio na snagu.

Ministarstvo trgovine, bez obzira što je osnovalo Sektor za zaštitu potrošača, za sada, nije u dovoljnoj meri prepoznalo da je sastavni element trgovine i tržišta – potrošač. Politika zaštite potrošača zadire u mnogo oblasti te je neophodna saradnja različitih ministarstava. Mnogi zakoni obavezuju ministarstava na saradnju dajući uputstva i smernice u vezi Nacionalne strategije za zaštitu potrošača. Međuresorska saradnja nadležnih ministarstava ne funkcioniše u praksi, a neophodna je, jer zaštitu potrošača čine oblasti koje se odnose na zaštitu životne sredine, bezbednost hrane, energetiku, telekomunikacije, komunalne usluge, itd. U oblasti usluga od opšteg ekonomskog interesa (distribucija i korišćenje vode, struje, telekomunikacionih usluga, itd.) zakonom obavezna Savetodavna tela i Komisije za rešavanje reklamacija, nisu zaživela kod svih javno komunalnih i ostalih ponuđača. Savetodavna tela treba da imaju u svom sastavu, obavezno, člana iz organizacije potrošača, kako bi sve bitne odluke donosili na konsultativnoj bazi, i na transparentan i konstruktivan način. Mnoge odluke bi se onda razmatrale pre donošenja, na proaktivan način, uz sagledavanje svih važnih aspekata za korišćenje konkretne usluge, bez nedoumica za potrošače, koliko je to naravno moguće.

Srbija, zemlja u tranziciji suočena je sa problemima na tržištu koji predstavljaju prepreku njegovom pravilnom funkcionisanju. U te probleme spadaju: nemogućnost razumevanja ugovornih odredbi naročito u oblasti finansijskih usluga i telekomunikacija, neadekvatno označavanje cena i dodatnih troškova, odsustvo uputstva i upozorenja napisanih na srpskom jeziku, asimetrija informacije, nejasni uslovi garancije, agresivne metode prodaje, onemogućenost delotvornog pristupa postupaka za zaštitu prava, preveliki troškovi postupka, mehanizmi za vansudsko rešavanje sporova koji ne ispunjavaju kriterijume delotvornosti i prava na zaštitu i komplikovana procedura zaštite kolektivnih interesa.

Sam Zakon o zaštiti potrošača se ne primenjuje u celosti na način koji proizvodi puno pravno dejstvo, već pojedini njegovi delovi još uvek čekaju efikasnu primenu. Od početka primene Zakona o zaštiti potrošača, značajan pomak se osetio u delu koji se odnosi na primenu odredbi o kupoprodajnom odnosu potrošač – trgovac. Neke od odredbi su jasne i konkretne, što je i omogućilo jasnu primenu u praksi. Odredbe koje se tiču kupovine na daljinu i izvan poslovnih prostorija, vrlo su konkretne i sa jasnim rokovima. Prekršajno su kažnjive sve obaveze koje se ne ispune u ovoj oblasti, pa se samim tim i poštuju.

Deo Zakona koji se odnosi na nosioce sistema zaštite potrošača ne funkcioniše. Položaj i opstanak organizacija potrošača, koje su inače velikim zalaganjem unapređivale dosadašnji razvoj zaštite potrošača, je diskreditovan. Postojanja Evidencije organizacija potrošača po važećem Pravilniku gubi svoj osnovni cilj iz razloga što je trebao omogućiti jasan pregled organizacija koje imaju kapacitete da sprovedu aktivnosti u praksi, a evidentirale su se organizacije bez stvarnih kapaciteta. Posebno je pitanje to što i one organizacije potrošača koje su imale stvarne kapacitete predviđene Pravilnikom, zbog nepostojanja institucionalne podrške, te kapacitete gube. Uslov koji obavezuje da svaka evidentirana organizacija ima zaposlene pravnike i angažovane advokate većina organizacija nije mogla da ispuni. Kontinuitet u ispunjavaju ovakvih obaveza uglavnom ostvaruju organizacije potrošača koje je nadležno Ministarstvo odabralo da rade u sistemu savetovaništva dok je za ostale organizacije ovaj uslov neostvarljiv.

Finansiranje aktivnosti organizacija u smislu savetovanja i informisanja nadležno Ministarstvo trgovine, turizma i telekomunikacija nije podržalo na adekvatan način. Informisanje, savetovanje i druge aktivnosti neophodne potrošačima u Srbiji, a predviđene Zakonom, nisu



podržane posebnim konkursom kako bi se sprovodile na pravi način, niti podržane od nadležnih organa. Oblast zaštite potrošača svedena je na neophodan minimum poštovanja zakonskih obaveza. Zakonom predviđen Savet organizacija potrošača u praksi ne funkcioniše na pravi način jer se o pitanjima koja su od krucijalne važnosti za potrošače uopšte ne raspravlja.

## **Zaključci u vezi sa harmonizacijom potrošačkog prava u RS sa standardima EU**

Srbija je potpisivanjem Sporazuma o stabilizaciji i pridruživanju sa EU preuzela obavezu harmonizacije budućeg zakonodavstva sa pravnim tekovinama EU i njihove efektivne primene ali i usklađenje standarda zaštite potrošača ne samo u ZZP već i u svim propisima od značaja za potrošačku politiku. Pri tome je prihvaćena obaveza praćenja razvoja prava u EU, samim tim i razvoja potrošačkog prava. EU obavezuje svoje članice, kao i pridružene zemlje, da u skladu sa svojim nacionalnim rešenjima, u Zakonu o zaštiti potrošača i drugim propisima izgrade nacionalne standarde i podignu ih najmanje do nivoa koji EU smatra najniže prihvatljivim. Opređenje Srbije je da se razvija društvo zasnovano na demokratiji, vladavini prava i efikasnom tržištu i da korespondira sa politikom uključivanja u EU saglasno svojim globalnim ciljevima.

Unapređenje u oblasti zaštite potrošača predstavlja važan segment razvoja modernog tržišta. U izazove u kojima se Srbija suočava u procesu tržišnih reformi spadaju regionalizacija evropskog tržišta, liberalizacija trgovine, povećanje broja usluga, razvoj informaciono-komunikacionih tehnologija i brzo širenje informacija, razvoj održivih obrazaca proizvodnje i potrošnje, veće razumevanje uloga i odgovornosti potrošača od strane njih samih, veća odgovornost potrošača i predstavljanje kolektivnih interesa potrošača i sprovođenje odluka zakonskih propisa. Neophodno je kontinuirano jačanje, organizovanje i saradnja organa državne uprave i udruženja za zaštitu potrošača, unapređenje sistema saradnje sa drugim vladinim telima, bolja integracija politike zaštite potrošača u sve druge politike, bolji mehanizmi sudske i vansudske zaštite potrošača, jačanje uloge i odgovornosti Nacionalnog saveta za zaštitu potrošača.

Širenjem tržišta i asortimana roba i usluga uz adekvatnu pravnu i fizičku sigurnost za stvaranje različitih instrumenata zaštite prava potrošača dolazimo do efikasne zaštite potrošača. U materiji zaštite potrošača prisutan je interes samih potrošača, prodavaca i proizvođača ali i društva u celini. Zaštita potrošača koja danas postoji u okviru EU predstavlja doprinos razvoju funkcionalne i efikasne tržišne ekonomije i rastu društvenog bogatstva. Prava potrošača predstavljaju pretpostavku demokratskog društva i treba im dati značaj koliki ima i pretpostavka efikasne tržišne privrede.

Efekti u smislu povećanja nivoa zaštite prava potrošača proističu iz adekvatnog ugrađivanja direktiva EU u zakonodavstvo RS. Donošenjem Zakona o zaštiti potrošača i nizom drugih zakona i podzakonskih akata stvara se mogućnost pravne zaštite potrošača. Bez prilagođavanja domaćih propisa evropskim i tendencije potpunog poklapanja sa formalnim uslovima harmonizacije nacionalnog pravnog sistema sa pravnim tekovinama EU nema adekvatne garancije prava. Zaštita potrošača predstavlja jedan od prioriteta u procesu komplementiranja institucionalnog i pravnog ambijenta moderne tržišne privrede i društva.

Strategija zaštite potrošača po uzoru na evropsku potrošačku strategiju trebala bi obezbediti digitalizaciju koja će suštinski povećati dobit potrošača i unaprediti održivu potrošnju praćenu socijalnom inkluzijom.

U interesu RS je da organizacije potrošača budu što efikasnije u svom delovanju na teritoriji jedinice lokalne samouprave i međusobno povezane u svom delovanju kako bi uticale na one koji ugrožavaju prava potrošača.

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# USKLAĐIVANJE ZAKONODAVSTVA REPUBLIKE SRBIJE SA ZAKONODAVSTVOM EVROPSKE UNIJE - PREĐENI PUT I IZAZOVI

## HARMONIZATION OF REGULATIONS OF THE REPUBLIC OF SERBIA WITH THE EUROPEAN UNION REGULATIONS AND STANDARDS – ACHIEVEMENTS AND FUTURE CHALLENGES

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**Apstrakt:** *Republika Srbija je postala kandidat za članstvo u Evropskoj uniji 01. marta 2012. godine i od tada je napravila nekoliko značajnih koraka na svom putu ka punopravnom članstvu u Evropskoj Uniji. Među njima su najznačajniji: usvajanje preporuke Saveta Evrope za otvaranje pregovora sa Srbijom (28.06.2013.), stupanje na snagu Sporazuma o stabilizaciji i pridruživanju (01.09.2013.) kao i do sada pet Međuvladinih konferencija, na kojima je do sada otvoreno osam pregovaračkih poglavlja (32, 35, 23, 24, 5, 25, 26, 20). Na tom putu donet je veliki broj novih normativnih akata a autori će u ovom radu skrenuti pažnju na važnost pažljive implementacije zakona i neophodnost da se u okvirima mogućnosti, prilikom usklađivanja propisa vodi računa o specifičnostima pravnog sistema Republike Srbije i potrebama njenih građana a da se pritom ne skrene sa puta ulaska u Evropsku uniju.*

**Ključne reči:** *Evropska Unija, zakonodavstvo, usklađivanje, primena, usvajanje*

**Abstract:** *Republic of Serbia is became EU candidate country on March 1st 2012. Since then, Serbia made several significant steps towards full EU membership. Among them are Stabilisation and Association Agreement between the EU and Serbia that entered into force (01.09.2013.), five intergovernmental conferences were held, and so far eight chapters are open (32, 35, 23, 24, 5, 25, 26, 20). On that road to the EU membership, many important laws are passed and authors of this paper will highlight in this article the importance of careful implementation of the laws and emphasize the necessity of taking into account in that process the specifics of the Serbian legal system and needs of the Serbian citizens without detouring from the EU road.*

**Key words:** *European Union, legislation, harmonization, implementation, adoption*

### UVOD

**P**ut u Evropsku Uniju (EU) predstavlja zvaničnu politiku Vlade Republike Srbije. Taj put nije nimalo lak i može se reći taj put iziskuje sveobuhvatnu reformu ne samo normativnih okvira već i mnogih druge neposredne reforme. Step en promena i usklađivanja koje je neophodno napraviti se razlikuje od države do države u zavisnosti od stepena sličnosti, kako normativnih tako i društveno-istorijskih na početku procesa EU integracija.

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## 1. CILJ(EVI) EU INTEGRACIJA

Nakon Drugog svetskog rata došlo je do stvaranja bipolarnog svetskog poretka,<sup>325</sup> a dva bloka (istočni i zapadni) izgrađeni su na drugačijim osnovama – sa jedne strane zapadni blok je gajio liberalno kapitalistički sistem, dok je istočni blok počivao na socijalističkim idejama. Izgrađene na osnovu socijalističkog društvenog uređenja. Mnoge države nekadašnjeg istočnog bloka, poput Češke Republike, Slovačke, Poljske, Mađarske a kasnije i Slovenije i Hrvatske, imale su značajno veći zadatak od države koje su pristupile EU u ranijem periodu poput Švedske, Finske ili Austrije, koje su ceo proces završile za samo nekoliko godina ali i uz manje „tektonske“ izmene u samim sistemima. Razlog tog bržeg procesa prijema jeste pored veće srodnosti i usklađenosti sistema na samom početku i manji broj uslova od država koje su kasnije ušle u proces pridruživanja. Mi ćemo se detaljnije osvrnuti na ovu činjenicu u odeljku koji će biti posvećen istorijskom okviru. Za sada ćemo samo istaći da se razlika vidi najbolje upravo na primeru Republike Srbije koja ima obavezu da otvori i zatvori 35 poglavlja. Za države koje su pristupile EU u petom proširenju, *acquis* je bio podeljen u 31 poglavlje, kao i za Rumuniju i Bugarsku koje su pristupile EU tri godine kasnije.<sup>326</sup> Takođe, Srbija ima i to toliko često pominjano<sup>327</sup> poglavlje 35, čija je sadržina veoma nejasna (i samim tim i metod kojim se utvrđuje njeno ispunjenje) i za očekivati je da će ovo poglavlje da se pojavi i kod Bosne i Hercegovine (BIH) i Makedonije<sup>328</sup> kao potencijalno teška prepreka za savladavanje na evropskom putu.

Te velike promene ne moraju biti nužno loše same po sebi, štaviše one su po našem mišljenju generalno pozitivan trend, ali je veoma važno postaviti prave temelje i ciljeve pridruživanja EU. Naime, imati EU kao cilj je legitimno ali je put do tog članstva i efikasnost u savladavanju prepreka (poput korupcije, neefikasnosti sudstva, itd.) u najmanju ruku podjednako važna a mi smatramo i važnija „zvezda vodilja“. Stoga smatramo da evropske integracije ne treba da budu cilj sam po sebi odnosno ne smeju biti jedini. Važno je izvršiti neophodne reforme i osposobiti sistem i na taj način ojačati pravnu državu i poboljšati kvalitet života svakog građanina i građanke ponaosob i svih njih zajedno. Upravo zato, važno je reformi zakona pristupiti na pravi način i uskladiti ih ne samo sa EU zakonodavstvom već iskoristiti taj proces da se isti zakoni poboljšaju imajući na umu specifičnosti sistema i potrebe građana i sistema Republike Srbije. Zato je izuzetno važno izbeći koliko god je u mogućnosti usvajanje zakona po ubrzanom proceduri, pogotovo kada su u pitanju sistemski zakoni i oni koji regulišu najbolnije tačke kao što su oni zakoni u sklopu poglavlja 23 (pravosuđe i osnovna prava) i 24 (pravda, sloboda i bezbednost).

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<sup>325</sup> G. John Ikenberry, "Liberal Leviathan: The Origins, Crisis, and Transformation of the American World Order, Princeton University Press, 2011., p.17.

<sup>326</sup> [https://ec.europa.eu/neighbourhood-enlargement/policy/conditions-membership/chapters-of-the-acquis\\_en](https://ec.europa.eu/neighbourhood-enlargement/policy/conditions-membership/chapters-of-the-acquis_en)

<sup>327</sup> Pre svega u medijima ali i u stručnoj literaturi, prim.aut.

<sup>328</sup> BJRM

## 2. ISTORIJSKI OKVIR

Kada govorimo o pristupanju Srbije EU, moramo imati u vidu specifičnosti EU sistema, specifičnosti pravnog sistema države kandidata (u ovom slučaju Srbije) i konačno, specifičnosti i implikacije dodira navedene dve pravne kulture. Evropska Unija se razvija na osnovima liberalne demokratije od kraja Drugog svetskog rata, dakle od sredine XX veka. Štaviše, pravna kultura i tradicija u mnogim državama Zapadne Evrope je povezana decenijama, pa i vekovima pre toga između mnogih članica EU. Na tim osnovama se sistem *acquis* razvijao i još uvek se konstantno razvija iz dana u dan.

Sa druge strane, Republika Srbija je nakon Drugog svetskog rata bila deo Federativne Narodne Republike Jugoslavije, zatim Socijalističke Federativne Republike Jugoslavije koje je karakterisao poseban oblik socijalističkog uređenja. Taj sistem je, čak ostavljajući po strani neka specifična rešenja nepoznata ili malo poznata u Zapadnoj Evropi (poput društvene svojine) postavljen na potpuno drugačijim osnovama, idejama i mehanizmima od kapitalističkih. Srbija je postepeno u Saveznoj Republici Jugoslaviji pa kasnije i u Zajednici Srbiji i Crnoj Gori napuštala socijalistički model postepeno i okretala se kapitalističkom sistemu uređenja. To postepeno okretanje je imalo i svoje dobre i loše strane, kao i u drugim državama bivših socijalističkih republika<sup>329</sup> ali činjenica je da je potreban bio mnogo veći put i učiniti mnogo radikalnije zaokrete i promene nego države koje su nakon Drugog svetskog rata bile u takozvanom Zapadnom bloku.

## 3. USKLADIVANJE

Zvanično, proces pristupanja Srbije otpočeo je potpisivanjem Sporazuma o stabilizaciji i pridruživanju (SSP). Pregovori o SSP između Evropske unije i Srbije počeli su u novembru 2005. godine, a sam sporazum je potpisan u aprilu 2008. godine. Pre nego što je stupio na snagu, sporazum je ratifikovala Srbija i države članice EU. Odluka Evropskog saveta da se sa Srbijom zaključi sporazum usvojena je 22. jula 2013. godine, što je otvorilo put za stupanje SSP na snagu 1. septembra 2013. Slični SSP su na snazi od 2004. sa Bivšom Jugoslovenskom Republikom Makedonijom, 2005. sa Hrvatskom, 2009. sa Albanijom i 2010. sa Crnom Gorom.<sup>330</sup>

Dakle, SSP utvrđuje pravila za sveobuhvatno partnerstvo između Srbije i EU sa ciljem da podržava napredak Srbije ka pristupanju EU.<sup>331</sup> Kako je spektar normativnih akata koje je neophodno uskladiti veoma širok a ceo postupak kompleksan i zahtevan, u okviru samog SSP

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<sup>329</sup> Ana Maria Dobre, "The Dynamics of Europeanisation and Regionalism: Regional Reform in Romania in *The European Union's 2007 Enlargement* ed. Cristina Chiva, David Phinnemore. 2007. Str.27.

<sup>330</sup> <http://europa.rs/srbija-i-evropska-unija/kljucni-dokumenti/sporazum-o-stabilizaciji-i-pridruzivanju/>

<sup>331</sup> <http://europa.rs/srbija-i-evropska-unija/kljucni-dokumenti/sporazum-o-stabilizaciji-i-pridruzivanju/>

ostavljena je mogućnost da se u nekim slučajevima to usklađivanje učini postupno. Naime, u okviru SSP, na nekim mestima se izričito predviđa mogućnost da Srbija uskladi zakonodavstvo u skladu sa svojim specifičnostima. Primer za to je član 49 SSP u kome se ističe

„Pod uslovima i modalitetima koji se primenjuju u svakoj državi članici: (a) položaj priznat radnicima koji su državljani Srbije i koji su zakonito zaposleni na teritoriji države članice neće trpeti diskriminaciju na osnovu državljanstva u pogledu uslova rada, naknade ili otpuštanja, u poređenju sa položajem državljana te države; (b) supružnik i deca radnika koji je zakonito zaposlen na teritoriji države članice, koji zakonito borave na njenoj teritoriji, izuzimajući sezonske radnike i radnike koji dolaze na osnovu bilateralnih sporazuma u smislu člana 50, osim ako drugačije nije predviđeno takvim sporazumima, imaće pristup tržištu rada te države članice, u toku perioda zaposlenja odobrenog tom radniku. 2. Srbija će, u zavisnosti od uslova i modaliteta u svom zakonodavstvu, priznati položaj iz stava 1 radnicima koji su državljani države članice i koji su zakonito zaposleni na njenoj teritoriji, kao i njihovim supružnicima i deci koji na teritoriji Srbije zakonito borave.“<sup>332</sup>

Pored izričite mogućnosti za usklađivanje zakonodavstva uzimajući u obzir modalitete koji se primenjuju u svakoj državi članici, mnogo širi osnov postoji u jednom drugom članu SSP - članu 72. U njemu se ostavlja dovoljno prostora da se ovakvi zakoni usvoje postupno, u više faza i da se u njegovo donošenje uključe svi relevantni faktori i činoci. U navedenom članu se ističe u prvom stavu da „...strane priznaju važnost usklađivanja važećeg srpskog zakonodavstva sa zakonodavstvom Zajednice i njegove delotvorne primene. Srbija će nastojati da obezbedi postepeno usklađivanje postojećih zakona i budućeg zakonodavstva sa pravnim tekovinama Zajednice. Srbija će obezbediti da će važeće i buduće zakonodavstvo biti pravilno primenjeno i sprovedeno“.<sup>333</sup>

Iz ovog stava proizilazi ne samo pravo nego i obaveza („Srbija će obezbediti da će važeće i buduće zakonodavstvo biti pravilno primenjeno i sprovedeno“) da će ovi zakoni biti i pravilno primenjeni i sprovedeni. Jasno je svakako da je potrebno usvojiti veliki broj zakona a mnoge izmeniti i uskladiti te da je to veoma dugotrajan proces. Ipak, ta neosporna činjenica ne sme uticati na kvalitet donetih zakona, pogotovo onih ključnih, posebno kada se ima u vidu mogućnost ostavljena članom 72. SSP.

I pored svega gore-navedenog, ni Republika Srbija nije ostala imuna na jednu pojavu, koja svakako nije osobena samo Republici Srbije i njenom putu ka članstvu u EU, a u pitanju je preuzimanje zakona drugih država uz minimalne ili samo tehničke izmene. Kao što smo istakli ovo nipošto nije fenomen vezan za Srbiju, već su i druge države često posezale za tim potezom na svom putu ka EU. Razlog za ovakvo postupanje je jasan i ima za cilj brzo i uspešno prilagođavanje normativnih akata. Naime, zakonodavac se vodi principom da ne može da pogreši kada *de facto* preuzme zakonsko rešenje koje je nekadašnji kandidat a sada članica EU već usvojila i time je zakon prihvaćen od strane EU. Samim tim je šansa da zakon bude odobren od strane EU značajno veća. Logika nije bez smisla jer se time „igra na sigurno“ ali moramo da se ipak ogradimo od ovog načina postupanja. Ne postoji problem u tome da se koriste iskustva drugih država, kako ona loša da bi se izbegle greške tako i ona dobra poput dobrih i prihvaćenih zakona. Ipak, „prepisivanje“ *a priori* ne može doneti ništa dobro. Svakako da je

<sup>332</sup> Zakon o potvrđivanju sporazuma o stabilizaciji i pridruživanju između Evropskih zajednica i njihovih država članica, sa jedne strane, i Republike Srbije, sa druge strane ("Sl. glasnik RS - Međunarodni ugovori", br. 83/2008), član 49.

<sup>333</sup> Zakon o potvrđivanju sporazuma o stabilizaciji i pridruživanju između Evropskih zajednica i njihovih država članica, sa jedne strane, i Republike Srbije, sa druge strane ("Sl. glasnik RS - Međunarodni ugovori", br. 83/2008)

dobra polazna osnova uzeti zakonska rešenja država koje imaju slični socijalno-kulturološki sistem. Tako recimo, ako su se određena zakonska rešenja pokazala dobro u Republici Hrvatskoj ili Sloveniji, za očekivati je da će slično rešenje biti efikasno i u Republici Srbiji. Ipak, postoji značajna razlika između toga da se nešto uzima kao dobra osnova koja se zatim razrađuje, dodatno prilagođava i čistog prepisivanja. Ako se nakon detaljne analize ispostavi da je neki zakon upravo u tom obliku u kome postoji u nekoj drugoj državi najbolje rešenje za Republiku Srbiju, onda ne postoji nikakav problem da se takav zakon bez značajnih izmena i usvoji. Upitno je samo koliko je takva mogućnost realna ali i ako je realna sigurno ne može biti pravilo.

## ZAKLJUČAK

Prilikom pisanja i usvajanja zakona, bez obzira da li su ti zakoni posledica EU integracija, mora se voditi računa kako o specifičnostima društva i pravnog sistema tako i o potrebama građana. U suprotnom, može doći do usvajanja zakona koji ne odgovaraju pravnom i društvenom okruženju i tradiciji jedne države. Primer usvajanja zakona bez prethodnog uzimanja u obzir odlika i specifičnosti pravnog poretka Republike Srbije jeste Zakonik o krivičnom postupku<sup>334</sup>. Nema nikakve dileme da je on doneo neka dobra pojedinačna rešenja ali opšta postavka nije prikladna našem sistemu i kao takav taj zakon ne može dati odgovore na goruće probleme.<sup>335</sup> Ovaj problem postaje još evidentniji na putu Srbije ka EU, zato što je potrebno, pogotovo državama koje su imale socijalističko društveno uređenje da se mnogi propisi usklade ali i donesu mnogi potpuno novi. U toj trci za normativnim aktima i da bi bili sigurni da će kao takvi biti prihvaćeni teško je odoleti da se ne donose zakoni veoma slični ili isti kao zakoni država članica. Tu leži opasnost te je potrebno posebnu pažnju obratiti da usklađeni ali i novi zakoni, budu u skladu ne samo sa zakonodavstvom EU već i sa potrebama društva i pravnom kulturom Republike Srbije.

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<sup>334</sup> "Sl. glasnik RS", br. 72/2011, 101/2011, 121/2012, 32/2013, 45/2013 i 55/2014

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## SAVREMENI IZAZOVI UPRAVLJANJA NACIONALNOM BEZBEDNOŠĆU U HIBRIDNOM BEZBEDNOSNOM OKRUŽENJU

### CONTEMPORARY CHALLENGES OF MANAGEMENT WITH NATIONAL SECURITY IN HYBRID SECURITY ENVIRONMENT

Miroslav Mitrović<sup>336</sup>

**Sadržaj:** *Aktuelna globalizacija, iskazana kroz sve svoje pojavne forme i efekte, dešavanja u međunarodnoj političkoj i bezbednosnoj areni, praksa razvoja međunarodnih odnosa, pojava i upravljanje konfliktima širom planete, intenzivna pojava hibridnih i asimetričnih oblika ugrožavanja bezbednosti, jasno impliciraju složenost ambijenta u kojem se razmatra i projektuje upravljanje sistemom nacionalne bezbednosti. Posebnost opšteg bezbednosnog ambijenta usložnjava aktuelizacija hibridnih formi ratovanja, prepoznatog u formama lokalnih ratova, kriza, intervencija, promena vlasti, aktivnosti secesionističkih pokreta i dr. Hibridni rat nije potpuno nov pojam, ali je uočljiva njegova intenzivna aktuelizacija u savremenim analizama sukoba, uslovljena varijabilnom dinamikom i formama uticaja različitih interesnih grupa, nelinearnim tokovima uticaja i interesa, varijetetom oružanih i posebno neoružanih načina delovanja, čime se, u polju teorije, hibridni rat sukobljava sa klasičnom, tzv. Klauzevickom teorijom rata. Raznovrsnost formi i oblika hibridnih sukoba, čiji ciljevi su usklađeni i prepoznati sa ciljevima "klasičnog" rata, doprinosi da se njihova pojava identifikuje sa ispoljenom dominacijom nevojnih oblika ugrožavanja nacionalne bezbednosti. Naime, bezbednosna dilema koja se postavlja pred nacionalne ali i međunarodne subjekte bezbednosti, je više nego konvencionalna i poseduje sve karakteristike ugrožavanja bezbednosti od strane hibridnih ratnih opasnosti. Pitanja koja se postavljaju u analizi savremenog globalnog bezbednosnog okruženja, ukazuju na razmatranje sledećih dilema: Da li postoji hibridni rat i od kada? Zašto je sadašnji globalni trenutak pogodovao aktuelizaciji hibridnog ratovanja? Koje su pojavne forme hibridnih pretnji? Kako efikasno upravljati sistemom nacionalne bezbednosti u uslovima hibridnih bezbednosnih izazova rizika i pretnji? U radu je, sa osloncem na široku bazu naučne i stručne literature, kao i na normativno analitičkim dokumentima, izražen naučno istraživački doprinos analizi geneze hibridnog ratovanja. Primenom metoda analize sadržaja, indukcije – dedukcije i korišćenjem sinteze zaključaka, zaključci rada imaju za cilj da doprinesu identifikaciji indikatora hibridnih bezbednosnih pretnji, kao i da doprinesu strukturnom modelovanju preventivnih mera u formi upravljanja sistemom odbrane i bezbednosti u savremenom hibridnom bezbednosnom okruženju.*

**Ključne reči:** *Hibridno ratovanje, sistem nacionalne odbrane i bezbednosti, strateški menadžment.*

**Abstract:** *Ongoing globalization, indicated with all its effects, developments of relations in the international political and security arena, the practice of development of international relations, and the outbreak of conflict management around the globe, the appearance of hybrid and asymmetric forms of security endangering, indicating to the existence of an exchange of national security environment. Actual global security challenges and crises, recognized in the forms of local wars, the crisis, military intervention, regime change, activities of secessionist movements and others, involving the actualization of Hybrid warfare, as a distinctive kind of*

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*conflict. Hybrid warfare as not entirely new, but in contemporary practice extensively applied the concept, its interpretation procure diversity and dynamics of conflict of nonlinear flows of interest, multi-level operators, stakeholders and subjects, unarmed and unconventional conflicts, and collision with so called, classical, Klauzovic warfare theory. The variety of forms and shapes of conflict, which have objectives identified with war's aims, contribute that the phenomena of modern conflicts provoke domination of non-military forms of endangerment of national security. Namely, security dilemma which is raised in front of national and international community, are more than usual, and it's characterized as a form of hybrid warfare.*

*Questions which are raised in analysis of contemporary global security environment have conductive link with following dilemmas: Does Hybrid warfare even exist, and from when? Why Hybrid warfare is contemporary issue? Which form does it takes? How to manage national security system in contemporary hybrid security environment? This paper, in contribution of research conclusions, established by the theoretical analysis of a broad base of scientific literature, normative and analytical document, aim to analysis of the conditions of existence of generic hybrid warfare. With induction-deduction method, using synthesis approach, paper aim to contribute the recognitions of indictors and drivers of possible Hybrid security treats, as well as modeling of possible preventative management acts which could facilitate national defense and security system in contemporary hybrid security environment.*

**Key words:** *Hybrid Warfare, National Security System, Contemporary Security Dilemma, Strategic Management.*

## 1. UVOD

**H**ibridno ratovanje predstavlja aktuelnu formu iskonske težnje da se da se postigne strategijska prednost nad protivnikom, preovlađujuće ne oružanim sredstvima [1]. Savremeni sukobi imaju karakteristike izrasle forme četvrte [2], odnosno, pete generacije ratova [3]. Može se reći da je hibridni koncept sukoba najavljen 1989. godine kada Lind predviđa povećanje informativnog ratovanja i psiholoških operacija, pri čemu navodi da: „Psihološke operacije mogu postati dominantne operacije i strategijsko oružje u formama medijsko/informativnih intervencija...(pri čemu) glava meta će biti podrška neprijateljsko raspoloženog dela stanovništva prema vladi i njenom stavu prema ratu. Televizijske vesti mogu postati veoma moćno operativno oružje, moćnije od oklopnih divizija“ [4]. Nadalje, neki autori [5], smatraju da poslednjom dekadom dvadesetog veka počinje nova era ratovanja, pri čemu prestaju ograničenja u pogledu sredstva, (oružana ili neoružana), formi angažovanja snaga (nacionalne, nadnacionalne, multinacionalne, nevladine), kao i u vezi sa prostorom ispoljavanja napada (teritorija, akvatorija, resursi, trgovina, finansije, informacije, mediji, ubedenja, kultura, tehnologija, oružane snage, politički sistem). Prema određenim teorijama [6], aktivnosti koje vode ka destabilizaciji države ili promenu vlasti u njoj, sa ciljem uspostavljanja stanja narušavanja balansa u međunarodnim odnosima i ostvarivanja sopstvenih interesa, pretežno neborbenim sredstvima, mogu se nazvati hibridnim. Hibridne bezbednosne pretnje su svi fenomeni koji u sebi angažuju sinergijsku primenu konvencionalnog oružja, nekonevcionalnih i iregularnih taktika, terorističkih akata i kriminalnog delovanja [7], istovremeno delujući na jednom bojištu, sa ciljem postizanja političkih ciljeva. Ovakav koncept ostvarivanja nacionalnih interesa se naziva nekonvencionalno, političko (hibridno) ratovanje [8]. Hibridne bezbednosne pretnje se generišu radi uspostavljanja stanja narušavanja balansa moći u međunarodnim odnosima i ostvarivanja sopstvenih interesa, pretežno neborbenim sredstvima

[9]. Ipak, neosporna je veza i uslovljenost oružanih i neoružanih dejstava. Potvrdu za navedeno nalazimo u doktrinarnim dokumentima za osnovnu obuku oružanih snaga SAD [10], gde je prepoznato da se aktuelni konflikti ne rešavaju samo vojnim sredstvima, već da je radi postizanja uspeha neophodno angažovanje svih nacionalnih kapaciteta: diplomatskih, informativnih, vojnih i ekonomskih. Takođe, prema aktuelnoj ruskoj vojnoj doktrini [11], moderno ratovanje se opisuje kao integrisano angažovanje vojnih snaga i resursa koji nemaju vojni karakter, pri čemu se ističe primena mera informativnog ratovanja sa ciljem postizanja političkih ciljeva bez neposrednog angažovanja vojnih snaga, sa ciljem uobličavanja poželjnog odgovora svetskog javnog mnjenja. Nadalje, predviđaju se posebne forme modernih konflikata u kojima će se primenjivati integrisano delovanje vojnim i političkim, ekonomskim, informativnim i drugim ne vojnim aktivnostima [12]. Sa osnovom na navedenim teorijama, možemo zaključiti da hibridni rat ne predstavlja rat *per se*, već oblik koncepta primenjenog širokog spektra oružanih i nekonvencionalnih aktivnosti, koje imaju za svrhu ostvarivanja strategijske prednosti strane koja ih primenjuje.

## 2. GLOBALIZACIJA KAO KATALIZATOR HIBRIDNIH BEZBEDNOSNIH PRETNJI

Međunarodna politička ekonomija je svoju aktuelnu formu poprimila krajem sedamdesetih godina prošlog veka, kada su određeni uticaji globalizacije, doveli do toga da ekonomija poprimi karakteristike političkih odnosa, odnosno kada je međunarodna ekonomija, intenzivnom politizacijom, postala poprište međunarodne politike [13]. Globalizacija je dovela do razdvajanja pojmova međunarodne i svetske ekonomije, pri čemu je međunarodna ekonomija odraz institucionalnog nastupa država ili međunarodnih organizacija, dok je svetska ekonomija odraz interesne korelacije nedržavnih (naddržavnih) subjekata, tačnije korporacija [14]. Postoje mišljenja [15] da je direktan pokazatelj široke disfunkcije međunarodnog poretka, koji doprinosi postojanju hibridnog sukoba niskog intenziteta, upravo delovanje nadržavnih ekonomskih entiteta (transnacionalnih korporacija) i to u delu nestajanja nacionalnog identiteta, posedovanju ogromnih ekonomskih i finansijskih potencijala, isticanju sopstvenih pravaca interesnog delovanja, koji nisu uvek usaglašeni sa nacionalnim interesima [16]. Na osnovu navedenog, generalni zaključak poistovećuje aktuelne hibridne

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forme neoružanih sukoba sa sukobljenim interesima transnacionalnog kapitala. Sa stanovišta nacionalne bezbednosti, izazovi rizici i pretnje koji se postavljaju pred savremeno društvo, mogu se postaviti u najširi okvir sledećih fenomena [17]: globalizacije; fragmentacija, decentralizacija i demokratizacija; promene u modelima upravljanja i vlasništva nad kapitalom i sredstvima za rad; smanjenje opšte mogućnosti primene širokih mera zaštite tajnosti; nestajanje granica između industrija, privatnog i javnog sektora, roba i usluga, država, nove logike uspostavljanja saveza i interesnih koalicija.

### 3. OBLASTI ISPOLJAVANJA HIBRIDNIH BEZBEDNOSNIH PRETNJI

Uzimajući u obzir karakteristike i pojavne forme hibridnih oblika ugrožavanja nacionalne bezbednosti [18], sažeto možemo sagledati oblasti ispoljavanja hibridnih dejstava u sledećim oblastima [19]:

- *Specijalne i psihološke operacije*, koje predstavljaju oružani, konvencionalno-nekonvencionalni oblik angažovanja snaga i sredstva države.

- *Ekonomsko, energetski i politički pritisci*, su aktivnosti varijabilnog vremena, intenziteta. Pri tome, ekonomija je potencirana kao odraz državne moći, a ne eksplicitno vojna snaga, pa time postaje ključni subjekat planiranja vojnih operacija, pri čemu se sveobuhvatna vojna strategija oslanja i na angažovanje različitih ekonomskih instrumenata, dok se klasična primena oružane sile, projektuje samo kada je to krajnje neophodno [20].

- *Informativne kampanje, korišćenje medija i Interneta* su aktivnosti promenljivog intenziteta, vreme primene je relativno dugoročno i zavisi od postavljenog cilja i stepena realizacije aktivnosti u ostalim oblastima. Suština delovanja u navedenoj oblasti je uticaj na javno mnjenje pri čemu se teži ka zadržavanju, otklonu, promeni ili usvajanju novih stavova, kao i unošenju sumnje, nesigurnosti i straha. U sprovođenju kampanja se koriste svi instrumenti propagande, plasiranje poluistina, „spontanih“ grupnih stavova, „internet trolovanje“ [21], „spinovanje“, i dr. Navedeni snažni nastupi kreiranja javnog mnjenja, značajno doprinose rezultatima efekata spoljne politike, koja ima za cilj ostvarivanje strategijske dominacije u određenom regionu [22].

- *Javna diplomatija* je aktivnost niskog intenziteta, dugoročno orjentisana, koju čini više raznorodnih aktivnosti iz sfere društvenog života, čijom se primenom teži ka kreiranju pozitivnog stava prema nekom fenomenu ili subjektu. Javna diplomatija je aktivnost koja se bavi uticajem na stav javnosti u odnosu na formulisanje i ostvarivanje spoljne politike, obuhvata međunarodne odnose izvan tradicionalne diplomatije, odnose javnog mnjenja u drugim državama, instrument je interakcije interesa pojedinačnih interesnih grupa i država, prikuplja, dostavlja i analizira mišljenja u vezi spoljne politike i uticaja na njeno sprovođenje, instrument je komunikacije između profesionalnih službi, kao što su diplomate i inostrani korespondenti i predstavlja proces interkulture komunikacije [23]. Takođe, javna diplomatija je u direktnoj vezi sa pojmom meke moći, pri čemu je ona zasnovana na neopipljivim i indirektnim uticajima kakvi su kultura, društvene vrednosti i ideologija [24].

### 4. ZAKLJUČAK

Na osnovu iznete analize, zaključujemo da hibridne forme ugrožavanja bezbednosti postoje, da je njihova eskalirana primena uslovljena globalizacijom, te da u aktuelnom trenutku postoje primenjeni koncepti razvoja i ostvarivanja hibridnog ratovanja. Može se reći da hibridni rat u klasičnom smislu tumačenja rata ne postoji, već da determinisan primenom koncepta koji čini fleksibilna forma sinergijskog nastupa jednog entiteta, sa ciljem narušavanja svesti i organizacije drugog entiteta, njegove destabilizacije i slabljenja, a sa ciljem ostvarivanja

sopstvene strategijske prednosti i interesa, preovlađujuće neoružanim metodama. Oblasti delovanja hibridnog ratovanja se uzajamno prožimaju i usaglašene su. Intenzitet i dužina vremena sprovođenja određenih formi nisu identični. Može se reći da su osnovne karakteristike hibridnog ratovanja: sveobuhvatnost, fleksibilnost i asimetričnost. Kao odgovor na hibridno ugrožavanje nacionalne bezbednosti, efikasan odgovor je prevencija, i to u oblastima:

- Unutrašnja politika: 1) Stabilna i demokratska unutrašnja politička scena; 2) Razvijena i stabilna ekonomija i razvijena energetska bezbednost; 3) Funkcionalna administracija, efikasno sudstvo i policija; 4) Praćenje i razumevanje ishodišta nasilnog ekstremizma; 5) Obrazovanje i edukacija stanovništva uz podizanje opšteg nivoa svesti;

- Spoljna politika: 1) Racionalna spoljna politika uz strategijski izgrađene odnose zasnovane na zajedničkim interesima; 2) Razvijeni dijalog sa etničkim manjinama i njihovo učešće u društvenom i političkom životu; 3) Saradnja sa susednim državama, posebno u etnički i religijski mešovitim regionima; 4) Težnja ka uspostavljanju reciprociteta u primeni pojavnih formi javne diplomatije.

Ukratko, funkcionalna, razvijena i snažna država, koja objektivno sagledava svoje mogućnosti, izazove, rizike i pretnje i angažuje potrebne resurse na njihovom otklanjanju, suzbijanju ili prevenciji, ima realne mogućnosti da kao potencijalno težak i zahtevan cilj, ne postane direktan objekat hibridnih operacija.

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## УТИЦАЈ РУСООВОГ КОНЦЕПТА СУВЕРЕНОСТИ НА ПРОЦЕС ГЛОБАЛИЗАЦИЈЕ

## THE INFLUENCE OF ROUSSEAU'S CONCEPT OF SOVEREIGNTY ON PROCESS OF GLOBALIZATION

Милош Галић<sup>337</sup>

**Садржај:** Аутор у овом раду анализира утицај који је Русоов концепт суверености имао на уставе савремених држава и на настанак Европске уније. Русоово схватање суверености усвојио је актуелни устав Француске. У прошлости када је Француска била колонијална сила, ширила је Русоову теорију народне суверености коју данас можемо наћи у уставима бројних светских држава. Ова чињеница је од великог значаја за хармонизацију права које у процесу глобализације игра пресудну улогу. Осим за поједине државе, Русо у својим делима излаже концепт суверености за федералне и конфедералне заједнице каква је данас Европска унија. По његовом схватању, када су људи формирали државе, те државе су биле у стању непријатељства једна према другој, што је проузроковало ратове. Стање непријатељства једино је могуће превазићи уколико се државе уједине у наднационалне организације које ће моћи да обезбеде трајан мир за све, и из природног стања одузете неприкосновене вредности, једнакост и слободу. Методи који су коришћени у раду су бројни. То су пре свега анализа и синтеза као општи методи научне спознаје, те логички, социолошки и компаративни методи као посебни. Основна хипотеза од које аутор полази у истраживању је да је Русоова теорија суверености имала огроман утицај на процес приближавања држава и њихових правних система. Процес глобализације који управо подразумева проналажење модела за зближавања држава и народа, чини Русоов концепт суверености и даље актуелним и даје његовој теорији практичан значај.

**Кључне речи:** Жан–Жак Русо, сувереност, глобализација, ЕУ, устави.

**Abstract:** The author in this work is analyzing the influence that Rousseau's concept of sovereignty had on constitutions of modern countries and the creation of the European Union. Rousseau's idea of sovereignty was adopted by current constitution of France. In the past, when France was a colonial empire, it spread Rousseau's idea of popular sovereignty that we can find today in the constitutions of numerous countries in the world. This is a fact of great importance for the harmonization of law that has a key role in the process of globalization. Except for certain countries, in his works Rousseau is stating the concept of sovereignty for federations and confederations like the European Union today. According to him, when people formed countries, those countries were hostile to each other, which caused wars. That hostile state can only be overcome if countries unite into supranational organizations that can provide a permanent peace for everyone, and sacred values deprived out of the natural state, equality and freedom. The methods used in the work are numerous. Most importantly, analysis and synthesis as the general methods of learning, and logical, sociological and comparative specific methods. In his research, the author is starting from the basic hypothesis that Rousseau's theory of sovereignty had a great impact on drawing countries and their law systems closer. The process of globalization that exactly means finding models for joining countries and

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*people is making Rousseau's concept of sovereignty still appealing giving his theory practical importance.*

**Key words:** *Jean - Jacques Rousseau, sovereignty, globalization, EU, constitutions.*

## УВОДНА РАЗМАТРАЊА

Глобализација као процес везан за економску интеграцију светског тржишта, условила је потребу за уједначавањем и осталих сфера људског живота, а пре свега права, које представља форму која омогућава одвијање економских односа. „Глобализација ствара светски поредак као своје нормативно окружење“<sup>338</sup>. Модерни аутори представљају појмове сувереност и глобализација као међусобно супротстављене. Међутим концепт суверености какав је у својим делима изложио Жан – Жак Русо<sup>339</sup>, из којег је директно проистекла демократија какву познају модерне европске државе, услед историјских околности<sup>340</sup>, омогућила је да устави многих земаља у свету имају јединствену дефиницију суверености која представља полазну могућност за хармонизацију права ових држава<sup>341</sup>. Процес трансформације суверенитета у случају ЕУ, управо у виду реакције на изазове (глобализације) и прилагођавање њима, дао је нове одговоре<sup>342</sup>. Предмет овог рада је анализа утицаја коју је Русоова теорија суверености произвела на уставе савремених држава и њен утицај на формирање ЕУ, као јединственог примера успешно изведеног удруживања држава, са тенденцијом непрекидног ширења и јачања глобалних процеса.

## УТИЦАЈ РУСООВЕ ТЕОРИЈЕ НАРОДНЕ СУВЕРЕНОСТИ НА УСТАВЕ МОДЕРНИХ ДРЖАВА

Дилеме које су се јавиле у правној теорији и пракси везане за тумачење Русоове теорије као теорије народне или националне суверености решио је актуелни устав Француске, као и устави свих оних земаља на које је овај имао утицаја. У Француском уставу можемо видети директну Русоову дефиницију суверености без икакве сумње, у пуном значењу како ју је он сам схватао. Француски устав прописује да: „национални суверенитет припада народу који га врши путем својих представника или путем референдума“<sup>343</sup>. Ова дефиниција одређује саму општу вољу као национални суверенитет са свим обележјима која му је Русо доделио, а народ као њеног титулара који може да је врши било путем својих представника, било непосредном демократијом, односно

[<sup>338</sup>] Марјановић М, Марков С. (2008) Основи социологије, Нови Сад, стр. 246.

[<sup>339</sup>] Треба имати у виду да је Русоова теорија народне суверености чиста фикција, и да се ствари у историји нису одиграле на начин како он представља, међутим, утицај ове теорије на историјске токове је од великог значаја. Види: Галић М. (2016) Русоов концепт суверености – онтолошка димезија, Правни живот том 4, Београд, стр. 481- 495.

[<sup>340</sup>] Наиме ради се о томе да је Француска као колонијална сила ширила Русоов концепт суверености у друге земље широм света, што данас омогућује да и правни системи ових земаља деле заједничке институте и доприносе могућности хармонизацији права.

[<sup>341</sup>] Са земљама које имају друкчије концепте суверености, а самим тим и правне системе, у многоме је отежана хармонизација права, нпр. Саудијска Арабија.

[<sup>342</sup>] Гајић, А. (2010) Европске вредности и изазови глобализације, Европска заједница народа и универзалне вредности, Нови Сад, стр. 152.

[<sup>343</sup>] *Constitution française du 1958. Article 3* [http://www.conseil-constitutionnel.fr/conseil-constitutionnel/root/bank\\_mm/constitution/constitution.pdf](http://www.conseil-constitutionnel.fr/conseil-constitutionnel/root/bank_mm/constitution/constitution.pdf)



референдумом. Иако је постојало недоумица у теорији и различитих ставова и расправа, изгледа да је пракса

решила овај проблем и одредила стварно значење теорије суверености, односно сјединила народ и нацију. Као колонијална сила Француска је ширила свој утицај широм света а тиме и Русоове идеје. Данас Русоову теорију народне суверености налазимо у уставима многих земаља. Алжирски устав из 1996. године прописује : „Народ је извор сваке власти. Национална сувереност припада искључиво народу“<sup>344</sup>. Устав Мадагаскара прописује: „Суверенитет припада народу, извору свих власти, који га врши путем непосредних или посредних представника изабраних општим правом гласа, или путем референдума“<sup>345</sup>. Без обзира на теоријски став, данас више нико не оспорава титулара суверености оличеног у самом народу, кога је Русо именовао и доделио му сва својства која сувереност подразумева, а која је још Боден утврдио. Јединствена дефиниција суверености омогућава лакшу хармонизацију права путем међународних уговора, јер из самог концепта суверености произлази правни поредак и уставни институти који представљају полазну основу за доношење закона који имплементирају или омогућавају директну примену међународних уговора.

## УТИЦАЈ НА НАСТАНАК ЕВРОПСКЕ УНИЈЕ

Мало је било покушаја у теорији државе и права да се истражи утицај Русоа на настанак ЕУ. У свом раду *Трајни мир кроз федерацију Европе и ратна држава* Русо износи своју идеју уједињене Европе која не одступа пуно од ЕУ какву данас познајемо. Полазећи од природног стања у

*Милош Галић* рођен је 29. 03. 1991. године.

Правни факултет Универзитета у Новом Саду уписао 2010. године а дипломирао 2014. године.

2015. је одбранио мастер рад на истом факултету, на катедри за теорију државе и права, социологију и филозофију права под насловом „Аристотелово схватање државе и права“. Уписао докторске студије на Правном факултету у Новом Саду – смер јавно право 2015. године.

У току студија написао два рада која су објављена у оквиру Хелсиншког одбора за људска права под насловом : „Усклађеност правног система републике Србије са чланом 9 Европске Конвенције за заштиту људских права и основних слобода „ ( 2012. године ) и „Демократска партиципација и родна равноправност“ ( 2011. године ).

Учествовао у име Правног факултета у Новом Саду на регионалном такмичењу пред Европским судом за људска права у Љубљани 2013. године.

Завршио Правну клинику за борбу против трговине људима под покровитељством Проф. др Татјане Бугарски школске 2012./2013. године.

Био је уредник је студентског листа „Правник“ од 2012. до 2015. године.

Интересовања : теорија државе и права, филозофија права, правна етика, уставно право.

Говори енглески а служи се француским језиком.



<sup>344</sup> *Constitution de la République Algérienne démocratique et populaire du 1996*, article 6 [http://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---ilo\\_aids/documents/legaldocument/wcms\\_125825.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---ilo_aids/documents/legaldocument/wcms_125825.pdf)

[<sup>345</sup>] *Constitution de la IVe République de Madagascar du 2010*. Article 5, <https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/87885/100324/F1780692018/Madagascar.%20Constitution%20de%20la%20IVe%20Republique%202010.pdf>

коме је човек добар, прешавши у стање цивилизације, човек је искварио своју природу. Људи су формирали државе које су на почетку биле удаљене једна од друге и које су биле у некој врсти „природног стања“, јер суверен сваке државе представља јединствено и самостално биће. Како је број држава и друштава растао, са суверенима<sup>346</sup> који у почетку нису знали један за другог, десило се исто оно што и са појединцима када су формирали друштво. Сазнавши једна за другу државе су почеле да се удружују у парцијалне савезе једна против друге, и у том смислу се нашли на новом нивоу цивилизације који је по други пут задао ударац људској природи. Узрок тога су ратови и несреће које су се дешавале кроз историју. Нашавши се у групи, „једна држава је напала другу, или су се две или три завериле против слободе осталих“<sup>347</sup>. Државе су се заправо нашле у „друштву“ које квари њихову природу, односно њихову општу вољу, те стога смо сведоци настанка деспотија и ратова у Европи. Док нису знале једна за другу државе су биле у пријатељским односима, међутим када се број држава толико повећао оне су формирале ново *друштво држава* у коме се свака води својим појединачним интересом и у којем је свака свакој непријатељ. Цивилизација је искварила природу општих воља посебних држава. Овакво стање међу државама у свету је и данас. Русо даје предлог како да државе изађу из непријатељског стања и да се врате у стање где се штите права и вредности сваке од њих. Решење је исто као и за грађане на нивоу поједине државе. Државе треба да постану један велики суверен са општом вољом која ће бити јединствена, а коју ће чинити суверени појединачних држава. Односи међу појединцима (суверенима) са суперсувереном би били исти као и односи између појединаца и суверена у посебним државама. Лек против непријатељског стања је „устостављање федерације“, са судом и парламентом који би арбитравао у споровима између федералних сила и чије би одлуке биле извршаване од стране федералне армије<sup>348</sup>. Поставља се питање зашто су државе у федерацији у поновном „природном стању“, односно у пријатељским односима? Зато што сваку државу представља суверен (општа воља), а односи између чланица федерације су заправо односи општих воља које су једнаке и чине једну велику општу вољу, општу вољу федерације. Федерација може настати само ако су опште воље посебних државе у односима слободе и једнакости, што се може остварити само у оквиру јединствене опште воље. У нефедералном стању између држава, опште воље могу бити неједнаке. Историја нам за то даје бројне примере. Једна држава уколико буде покорена од друге, не може поседовати општу вољу, јер она тада губи сувереност. Да ли је природа федералне опште воље онда друкчија од природа општих воља посебних држава? Одговор је негативан. Федерална општа воља је у предности у односу на посебне опште воље само зато што нема воље свих да је омета у спровођењу општег интереса. Није могуће да дођу у додир воља свих и општа воља федералне државе јер уколико би дошло до надвладавања посебних воља у појединим државама, друштво би се распало па самим тим не би ни било више члан федерације. Услови за настанак ове европске федерације су да: прве уговорне стране морају да уђу у савез и да оснују стални конгрес (диету) где ће се решавати сви спорови, одредити број суверена који ће имати право гласа у диети, гарантовати поседе и права свим сопственицима, одредити услове под којима ће чланица која крши уговор бити искључена из заједнице и проказана као непријатељ (ако одбије извршење закона Европске заједнице, припрема рат, ако закључи уговор са непријатељем заједнице, ако нападне било коју другу чланицу заједнице), одредити да је

[<sup>346</sup>] Овде суверена представљамо као јединствено биће, те га обележавамо термином суверен, у смислу имена тог бића.

[<sup>347</sup>] Rousseau J. J. (1917) *A lasting peace through the Federation of Europe and the State of War*, London, pp. 15, autor of preface and translator C. E. Vaughan.

[<sup>348</sup>] Rousseau J. J., pp. 13.

излазак из заједнице могућ само уз једногласан пристанак чланица федерације<sup>349</sup>. Циљ федерације је да пружи трајни мир у Европи<sup>350</sup>. Постојањем јединственог европског суда који би судио спорове између чланица, сувереност сваке чланице би било ојачана јер би тај суд на миран начин решавао спорове услед чега би поједина чланица била заштићена и од других држава које нису чланице федерације, а и од преврата у сопственим државама. Федерација мора да има јединствено законодавно тело, које ће доносити прописе који ће бити обавезни за све чланице, и мора имати орган силе који ће присилити сваку земљу да се покори и не дозволи ниједној чланици да се повуче вођена појединачним интересом<sup>351</sup>. Орган који би приморавао све чланице да се воде општим интересом био би посредник између федералног законодавца и законодаваца посебних држава чланица. ЕУ какву данас познајемо формирана је по моделу какав је Русо изложио у наведеном делу, са минималним одступањима. Она је формирана међународним уговорима и по свом уређењу је конфедерација. У њој постоји јединствено европско законодавно тело (парламент ЕУ) који у сарадњи са Комисијом и Саветом министара доноси обавезне опште правне акте у форми директива и уредби. Европска комисија врши функцију посредника између земаља чланица и европских органа, односно функцију извршног органа, а јединствени европски Суд Правде врши функцију арбитра за решавање спорова. Трајни мир је основна идеја на којој је ЕУ формирана, а вредности једнакости и слободе су вредности које формално прожимају европске правне акте.

## ЗАКЉУЧАК

Иако фикција Русоова теорија суверености одиграла је значајну улогу у процесу глобализације и приближавања права држава које су биле под утицајем Француског правног система. Француски устав је усвојио Русоову дефиницију суверености у њеном пуном обиму. Као колонијална сила Француска је ширила Русоово схватање суверености које је данас уграђено у уставе бројних држава. Русо је такође направио концепт суверености који погодује конфедералним и федералним заједницама. Овај концепт је имао огроман утицај на настанак ЕУ. Идеја уједињења и приближавања држава је стално актуелна правна и политичка парадигма која у процесу глобализације добија свој практичан значај. Глобализација чини Русоов концепт суверености и даље актуелним кроз схватање да само заједница држава може обезбедити трајан мир за све, и остварење из природног стања човеку одузетих вредности, једнакости и слободе.

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[<sup>349</sup>] Rousseau J. J, pp. 62 - 65.

[<sup>350</sup>] Rousseau J. J, pp. 66.

[<sup>351</sup>] Rousseau J. J., pp. 61.

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## LAW AND GLOBALIZATION. SOME REMARKS ON THE GROUND OF FOOD SECURITY.<sup>352</sup>

Olga Sniadach<sup>353</sup>

**Abstract:** *The concept of food security has changed significantly over time. The definition of food security now most commonly used is that of the 1996 World Food Summit and it bears considerable to the definition of the right to food. In fact improving food security will lead to progressive realization of the right to food, which is the right recognized under international law and constitutional law of many states. The food insecurity issue in the modern world is no longer a regional problem but becomes a global issue. This mean that the role of global community in relation to that right is more and more significant. Due to the phenomenon of globalization, which has changed the face of the earth, also the legal system becomes global. The term globalization is generally used to describe the fact that an increasing number of social, economic problems have a global dimension. The global law is different from international law, this law is called the common law of humanity or the law of the global community. The concept of global law might be only seen as a fashionable term, however on the ground of food security one must be aware of fact, that states can no longer be expected to provide effective and legitimate solutions to global problems of today. The aim of this article is to highlight the increasing role of the new concept of the global law on the ground of food security.*

**Key words:** *food security, global law, right to food*

### INTRODUCTION

**B**y the year 2050, the global population is expected to increase to 9.2 billion people, 86% of those people will live in less-developed countries and 70% of them in urban areas. Agriculture will need to provide 60% more food globally if it is to meet demand at current levels of consumption. FAO estimate that urbanization and changing lifestyles are expected to lead to rapid increases in food demand. Existing assessments concern that the growth in demand for meat and milk will effect on crops production and intensification of agriculture production, which will lead to global environmental change, because the global food system is currently accountable for at least 30 % of global greenhouse emission that cause climate change. It means that agriculture both contributes to climate change and is affected by climate change [1]. In the light of the forgoing we cannot forgot that 850 million of people live in a chronic hunger. This all figures illustrate us the global problem and the global challenge.

While food and water security is largely determined by actions taken at the local or national scale, global factors such as the global trade and finance systems, climate change and policy, energy policy, demographic changes, including migration also affect local food and water security. In fact over the coming decades global change will affect food and water security in significant, as the result of changes in biofuel and climate policies, rising energy prices [2].

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The second point is to look deeper into globalization. A huge number of definitions have been put forward. Globalization in the present contexts defined as increased integration of economies, societies, and culture systems across national boundaries - and reflects the economic face of global change. The globalization process made that national borders are likely to be less important than in the past mainly because of the freer trade and finance, higher access to knowledge and information, migration of people. Moreover, also crisis from the last years like energy crisis, food price crisis or financial crisis all of them affected all countries, of course in different ways and have become the global crisis. Due to the phenomenon of globalization, also the legal system become global. Globalization has changed the face of the earth and law cannot remain immune to these new facts.

## **GLOBAL LAW**

The concept of global law is quite new concept, which is very interesting and may be useful in solving global problems, however it must be clarify that is not a law for or about globalization [3]. As R. Domingo, author of one of the first monography, published on global law, indicates this is the law which flows from the need to order human relations on global scale. That way Rafael Domingo explains the concept in his book 'The new global law'. The global law might be also known as common law of humanity, cosmopolitan law or world law. The normative core of that law are human rights. N. Walker has described global law as the idea that extends the globe [4]. According to him global law is a post-national way of thinking, which conduce to think about law on a global level. It might be realized by general principles of international law or by the institutional system. The more concrete ideas indicate that we can speak on global constitutional law, administrative law or global food law.

The food law, mainly food safety law is very good example of global law, as food safety falls under the scope of regulatory policies extended to the global legal space.[5] The food chain does not originate and end inside the national borders. On the contrary, it can be present in disaggregated form, with multinational development: food products can be produced in one country, transformed to other and distributed to others. The food sector is one of the most developed all over the world; in the EU is no just a domestic issue but rather extra national. Food safety law and regulation are composed of set of principles, rules and procedures, applying in the global legal space and involving several different actors, aimed at protecting both consumers' health, considering all the food chain and food related issues. Due to the globalization of trade and the interdependency of societies, the sector of food safety requires a common worldwide regulation.

If we look for the definition of global law, it seems that the most efficient to describe that concept is to show, which this law not is. First of all, it is different that supranational law, which is used on the strong regional legal regimes, which stand above the state and have a kind of constitutional structure. The European Union is the best example of such integration. The global law has other dimension that international law, which in classical view is the law between states. It is not transnational law neither.

The starting point for defining the global law is a human dignity. According to R. Domingo the law becomes global when it recognize not a state as it main subject but gives primacy to the person. It must be underlined that this concept is more or less an utopic idea, based on the critic of the state and sovereignty which might be seen as detached from reality. [6] However few assumption might be found very interesting, a specially in the light of food security.

As it was indicated above global law opposes a national law, particularly when that law attempts to dominate a part of the earth as it own and when governing the earth without being mindful for the next generations. This bring closer the whole concept to the principle of sustainable development. At the core of that principle is integration of environmental protection and socio-economic development. Concept of sustainable development underline the need to preserve natural resources for the benefit of present and future generations.[7] This principle of international law has much in common with the global law. In as much as pressing issues like global warming or food insecurity make gravity of that problem clear. R. Domingo indicates only humanity made up of all human beings is capable on the ground of solidarity to self-governance.

## **FOOD SECURITY AND RIGHT TO FOOD**

The concept of food security has changed significantly over time. It has broadened from availability and stability of basic foodstuff supplies at the international and national level to include access at an individual level, to comprise not only sufficient but also safe and nutritious food. The definition of food security now most commonly used is that from 1996 World Food Summit.: ‘food security at the individual, household, national, regional and global level is achieved when all people, at all times, have psychical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life’. According to FAO, the definition is in keeping with three classic aspects of food security: disposability, availability, and adequacy. Disposability is define as having appropriate amount of food for the entire population at any time. An availability means an unlimited supply of food and adequacy is clarify as ensuring food safety.[8] The absence of food security lead us to one of crucial problems of the world - to world problem of hunger, sometimes describe as the food insecurity. Speaking on food insecurity we have deal with many aspects, one of them is lingering question where is the right to food?

The human right to adequate food has been recognized in different international instruments: just mentioning two: Universal Declaration of Human Rights and International Covenant on Economic, Social and Cultural Rights. According to art, 12 General Comment [9] this is the right of everyone to have physical and economic access at all times to food in adequate quantity and quality, which is sufficient to satisfy dietary needs, free from adverse substance and do not interfere with enjoyment of other human rights. Right to food is human rights and as such all people are entitled to it simply by being Humans. The character of human rights indicates that on the one hand they limit the power of the state to arbitrary interfere; on the other, they require the state to take positive measures to enjoy rights. If look deeper into the similarities and differences of food security and right to food one may say that both are about food availability, accessibility and safety. However, food security is based on moral grounds while Right to food on human dignity. Food security is much more political and economic concept, based on non-legally binding instruments. Right to food is legal concept, recognized by treaty and customary law. First may be consider on various level: global, regional, local, household or individual, the second has rather individual character. Although those distinction, both concept in fact are overlapping.

## **CONCLUSION**

In traditional approach, we would say that the achievement of food security is policy objective and the full realization of right to food is legally binding obligation. Still this is conclusion made from the perspective of state based system. Food is truly globalized issue and less and

less a purely national one. State can no longer be expected to provide effective solutions to many local, national and global problems. Global change as manifested by global economic-globalization and natural forces like climate change conduce also to the new legal order. One of the goals for law today is to deal with global problems like hunger, poverty, food waste, climate change. The traditional view of law as purely national category cannot be maintained any longer. It seems that the concept of global law, based on the idea of Humanity, in the sense of engaged community of people, who cares and feel urgent need to solve together the problems that affect all of us might occur a good starting point to meet modern challenges.

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## ПРАВОВОЕ РЕГУЛИРОВАНИЕ ИННОВАЦИОННОЙ ДЕЯТЕЛЬНОСТИ В РОССИИ

### LEGAL REGULATION OF INNOVATION IN RUSSIA

Anna Mingaleva<sup>354</sup>

*Инновационная деятельность приобретает особое значение в условиях глобализации, интенсивного развития научно-технического прогресса и создания информационного общества. С целью поддержания стабильности национальной экономики многие развитые страны создают развитую инфраструктуру инновационной деятельности и благоприятные условия для стимулирования и поддержки инноваций. Важную роль в этом процессе играет принятие соответствующих специальных законов и нормативных актов, а также правительственных программ по охране и внедрению инноваций. Как показывает зарубежный опыт, государства идут по пути усиления правовой охраны интеллектуальной собственности, создания эффективной инфраструктуры инновационной деятельности, разработки системы коммерциализации интеллектуальной собственности. Интеллектуальная собственность является важным объектом регулирования в сфере международного права, поскольку тесно связана с национальной конкурентоспособностью и фундаментальными интересами стран.*

*Целью исследования является анализ различных способов государственного регулирования охраны и защиты интеллектуальной собственности в России, а также стимулирования инновационной деятельности, с точки зрения их эффективности и применимости.*

*В работе использованы общенаучные методы исследования (логический, исторический, структурно-функциональный, системный, комплексного исследования), частно-правовые методы: метод сравнительного правоведения, метод правового эксперимента, позволяющий определить эффективность и направления использования исследуемых правовых норм; метод правового прогнозирования, позволяющий определить перспективы развития исследуемого правового объекта, а также частно-научные методы, в том числе социологический, позволивший сформулировать рекомендации по совершенствованию законодательства и улучшению правоприменительной практики в области правовой охраны интеллектуальной собственности путем изучения их включенности в устойчивые социальные связи и социально-психологический метод, позволивший изучить психологические характеристики и отношение людей к государственно-правовым действиям в области стимулирования инновационной деятельности и правовой охраны интеллектуальной собственности.*

*В результате исследования определено, что основными способами государственного регулирования охраны и защиты интеллектуальной собственности, а также стимулирования инновационной деятельности в России являются:*

- 1) Участие в международных договорах и конвенциях в сфере охраны интеллектуальной собственности;*
- 2) Заключение двусторонних межгосударственных соглашений по правовой охране и защите интеллектуальных прав;*

<sup>354</sup> Ural Federal University named after the first President of Russia Boris Yeltsin, 51 Lenina str., Ekaterinburg, Russia

- 3) Создание международных организаций, специализирующихся на охране объектов интеллектуальной собственности;
- 4) Совершенствование национального законодательства с учетом норм международного права и опыта зарубежных стран;
- 5) Создание инновационных центров.

*В исследовании дана оценка эффективности применения этих способов, а также разработаны рекомендации по применению правовых инструментов стимулирования инновационной деятельности в России.*

**Abstract:** *The purpose of the study is to analyze the ways of state regulation and protection of intellectual property in Russia, as well as to stimulate innovation, in terms of their effectiveness and applicability.*

*Research methods used in the work are: general scientific research methods (logical, historical, structural-functional, systemic, complex research), private-legal methods (comparative law method, legal experiment method, legal forecasting method), as well as private-scientific methods. Sociological method allows studying the inclusion of law enforcement practices in the field of legal protection of intellectual property in sustainable social relations and formulating recommendations for improving Russian legislation. Socio-psychological method allows studying the psychological characteristics and attitude of people to state and legal actions in the field of stimulating innovation and legal protection of intellectual property.*

*As a result of the study, the main ways of state regulation of protection and protection of intellectual property, as well as stimulating innovation in Russia, were identified. It is the participation in international treaties and conventions in the field of intellectual property protection; the conclusion of bilateral interstate agreements on the legal protection and protection of intellectual property rights; the establishment of international organizations specializing in the protection of intellectual property; the improvement of national legislation, taking into account the norms of international law and the experience of foreign countries and the creation of innovation centers. The study assesses the effectiveness of these methods, as well as recommendations for the application of legal instruments to stimulate innovation in Russia.*

**Key words:** *intellectual property rights, protection of intellectual property, stimulation of innovation, exclusive rights*

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## 1. ВВЕДЕНИЕ

**И**нновационная деятельность приобретает особое значение в условиях глобализации, интенсивного развития научно-технического прогресса и создания информационного общества. С целью поддержания стабильности национальной экономики многие развитые страны создают развитую инфраструктуру инновационной деятельности и благоприятные условия для стимулирования и поддержки инноваций [1]. Важную роль в этом процессе играет принятие соответствующих специальных законов и нормативных актов, а также правительственных программ по охране и внедрению инноваций [2], [3]. Как показывает зарубежный опыт, государства идут по пути усиления правовой охраны интеллектуальной собственности, создания эффективной инфраструктуры инновационной деятельности, разработки системы коммерциализации интеллектуальной собственности.

Нормативными документами в области охраны интеллектуальной собственности признанными в большинстве правовых систем являются: Парижская конвенция об

охране интеллектуальной собственности (1883 г.), Бернская конвенция (1886 г.), Всемирная организация интеллектуальной собственности (ВОИС) (1967 г.), Договор о патентной кооперации (1970 г.), Венский договор о регистрации товарных знаков (1973 г.), Соглашение по Торговым Аспектам Прав Интеллектуальной Собственности – ТРИПС (1994 г.), Всемирная декларация по интеллектуальной собственности (2000 г.) и ряд других. Соглашение ТРИПС предусматривает санкции против нарушителей интеллектуальных прав и призвано осуществлять эффективную и достаточную защиту прав на интеллектуальную собственность, стимулировать международный обмен инновационными продуктами и услугами, новыми технологиям.

Эти, а также другие международные документы закрепляют основные принципы и положения, которые могут применяться в рамках национального законодательства при регулировании прав на интеллектуальную собственность. Однако они не устанавливают единообразное правовое регулирование для всех государств, участвующих в этих международных соглашениях.

## **2. ОСНОВЫ ПРАВОВОГО РЕГУЛИРОВАНИЯ ИНТЕЛЛЕКТУАЛЬНЫХ ПРАВ В РОССИИ**

В России правовые аспекты охраны и защиты результатов интеллектуальной деятельности закреплены в части IV Гражданского кодекса Российской Федерации, которая вступила в действие в 2008 г., заменив и отменив действие многих законодательных актов. Однако, многие положения части IV Гражданского кодекса РФ в своей первоначальной формулировке были весьма противоречивы, что породило множественные коллизии и проблемы.

Для устранения коллизий в законодательстве в области защиты интеллектуальных прав был разработан комплекс документов, вносящих изменения в действующее законодательство. Основные изменения затронули положения Гражданского кодекса РФ по вопросам регулирования прав на результаты интеллектуальной деятельности. Федеральным законом РФ №35-ФЗ от 12.03.2014 были внесены изменения, затрагивающие нормы статей 421 и 438, а также статей 1227, 1229, 1232-1234, 1236, 1266, 1270, 1366, 1460, 1427 Гражданского Кодекса РФ [4]. Это позволило снизить противоречивость законодательства и немного ослабить остроту ситуации.

Важность внесения комплексных изменений сразу в целый ряд статей Гражданского кодекса РФ определяется наличием достаточно сильной связи между правовыми нормами, содержащимися в этих статьях и пересекающихся между собой. Также сила взаимодействия между правовыми нормами различных статей зависит от частоты их совместного использования в юридической практике. Что касается норм закона, регулирующих интеллектуальные права, то сила взаимодействия между правовыми нормами различных статей Гражданского кодекса, а также другими нормативными актами, например, Кодексом об административных правонарушениях Российской Федерации, весьма сильная (по некоторым позициям она составляет 100%).

На рисунке 1 приведен пример такой связи между нормами статьи 1233 ГК РФ («Порядок распоряжения исключительным правом») и связанными с ней другими статьями ГК РФ (приведено по [5]). На рисунке 2 приведен пример наличия взаимосвязи между нормами статьи 1229 («Исключительное право»), связанными с ней статьями Гражданского

кодекса РФ и рядом статей Кодекса об административных правонарушениях РФ (КоАП РФ) (приведено по [6]).

Как видно из рисунков 1-2 между многими нормами, регулирующими интеллектуальные права, существует тесная связь. Поэтому наличие коллизий в законодательстве существенно тормозит как развитие интеллектуальной деятельности в целом, так и инновационной деятельности, которая в значительной степени опирается на результаты интеллектуальной деятельности и использование охраняемых законом объектов промышленной собственности.

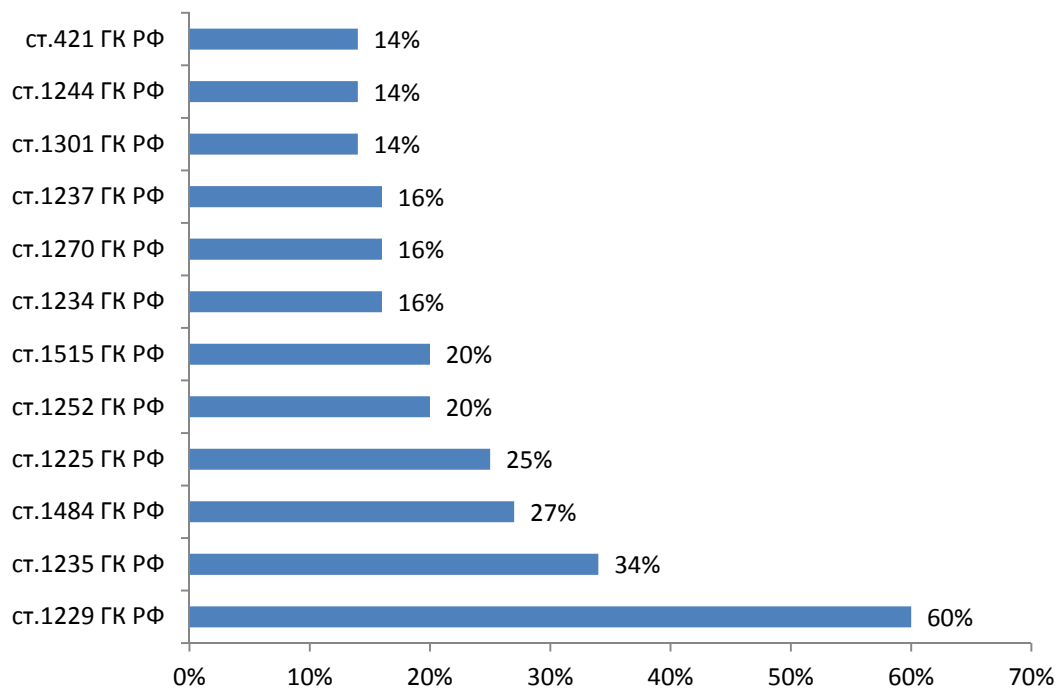


Рисунок 1. Сила взаимосвязи норм статьи 1233 ГК РФ с другими статьями ГК РФ

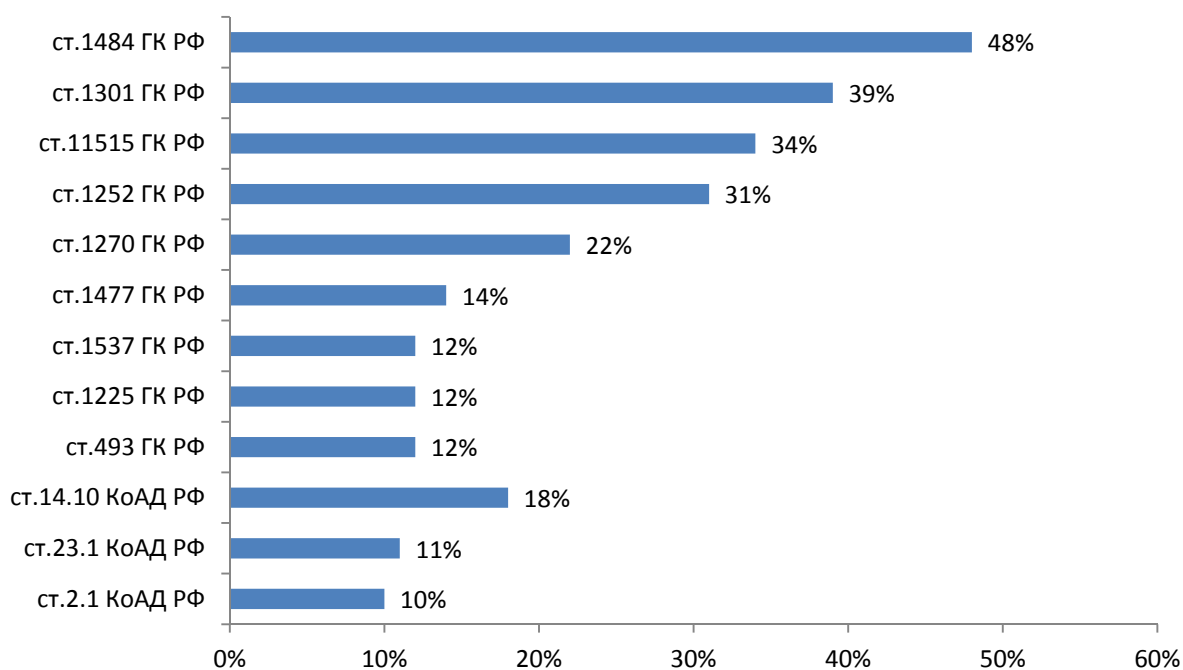


Рисунок 2. Сила взаимосвязи норм статьи 1229 ГК РФ с другими статьями ГК РФ и КоАП РФ

### 3. ВЛИЯНИЕ ЗАКОНОДАТЕЛЬСТВА НА РЕЗУЛЬТАТЫ ИНТЕЛЛЕКТУАЛЬНОЙ И ИННОВАЦИОННОЙ ДЕЯТЕЛЬНОСТИ В РОССИИ

Это нашло отражение в динамике ряда показателей, характеризующих интеллектуальную и инновационную деятельность, в частности: в показателях изобретательской активности, патентной активности, объемах инновационного производства, выпуска инновационной продукции, численности изобретателей и ученых и целом ряде других показателей [7] - [10]. Не рассматривая все их подробно, приведем анализ динамики двух из наиболее наглядных в этом аспекте показателей - показателя изобретательской активности и показателя патентной активности.

На рисунке 3 приведена динамика показателя изобретательской активности за период 2010-2014 годы (до принятия пакета изменений в Гражданский кодекс РФ) и за 2015 год по сравнению с ситуацией, сложившейся в 2014 г. (после внесения изменений в соответствующие статьи Гражданского кодекса РФ) (составлено по: [11]).

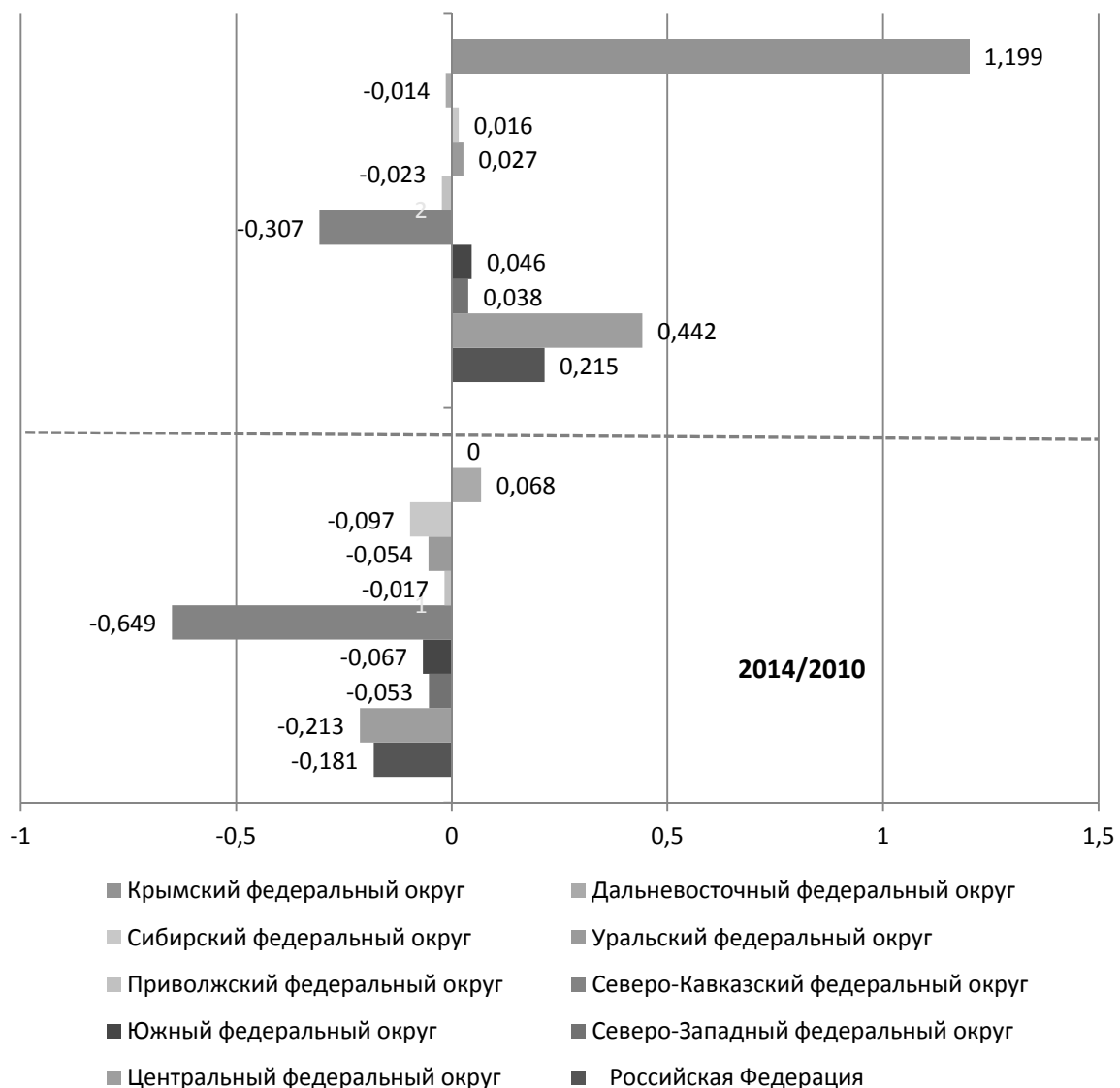


Рисунок 3. Динамика изобретательской активности за период 2010-2014 годы и за 2015 год в сравнении с 2014 годом

Как видно из графика 3, до принятия пакета документов изобретательская активность в России в целом и во всех федеральных округах (за исключением Дальневосточного ФО) снижалась. После принятия документов и нормализации правового регулирования ситуация улучшилась. Динамика изобретательской активности в России в целом и в большинстве федеральных округов (за исключением Северо-Кавказского (что вполне объяснимо) и Приволжского, а также Дальневосточного федеральных округов) в 2015 году изменилась на положительную. В цифрах изменения по периодам приведены в таблице 1 (составлено по: [12], [13]).

	2014/2010	2015/2014
<i>Дальневосточный ФО</i>	1,068	0,986
<i>Крымский ФО</i>	0	2,199
<i>Приволжский ФО</i>	0,983	0,977
<i>Северо-Западный ФО</i>	0,947	1,038
<i>Северо-Кавказский ФО</i>	0,351	0,693
<i>Сибирский ФО</i>	0,903	1,016
<i>Уральский ФО</i>	0,946	1,027
<i>Центральный ФО</i>	0,787	1,442
<i>Южный ФО</i>	0,933	1,046
<i>Российская Федерация в целом</i>	0,819	1,215

Таблица 1. Динамика изобретательской активности в России и по федеральным округам

Что касается более подробного анализа динамики патентной активности по каждому российскому региону в отдельности, то здесь картина менее наглядная, хотя также наблюдается положительная динамика (см. рисунок 4) (составлено по: [9]).

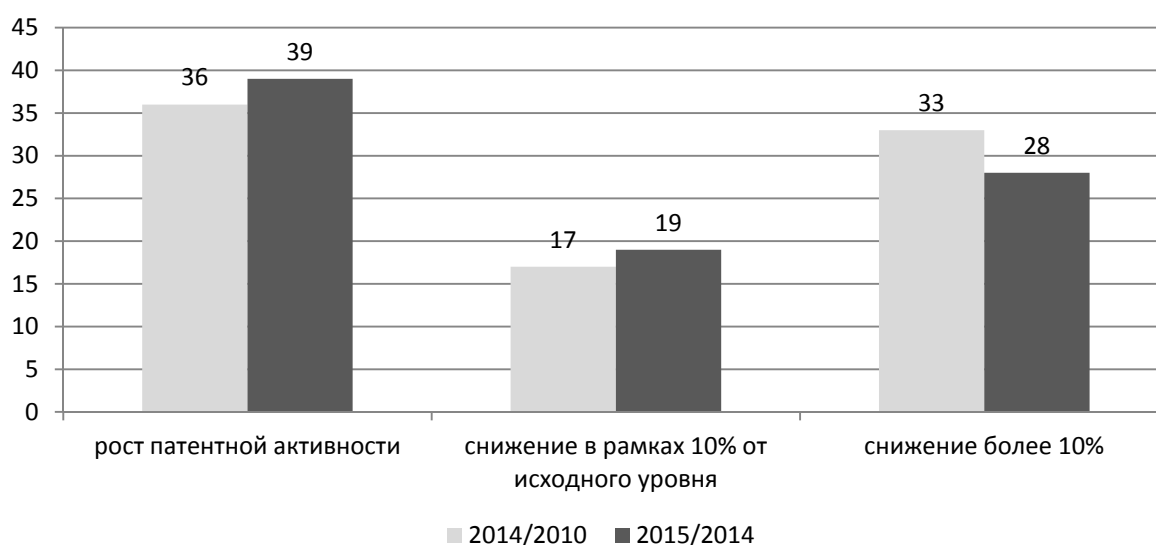


Рисунок 4. Структура распределения российских регионов по показателю патентной активности в период 2010-2014 и за 2015 годы

Как видно из рисунка 4, в 2015 году из 86 российских регионах в 39 наблюдался рост патентной активности (45% от всего числа проанализированных регионов РФ (в 2014 их было 42%)), в 19 регионах было незначительное снижение, вызванное естественной неравномерностью получения конечных результатов от изобретательской и научно-исследовательской деятельности (22% от числа регионов РФ) и еще в 28 регионах констатировалось сокращение патентной активности более чем на 10% в год (33% от всего числа регионов РФ). Таким образом, видно, что практически в 2/3 всех субъектов РФ динамика коэффициента изобретательской активности была положительная. Для сравнения - в 2014/2010 годах соотношение числа регионов, где произошло увеличение патентной активности по сравнению с тем, где было снижение, составляло 36 к 50, то в время как в 2015 году – 39 к 47 [14].

#### 4. ВЫВОДЫ И РЕКОМЕНДАЦИИ

К сожалению, спорные вопросы, проблемы и коллизии в российском законодательстве еще остались, что отмечают многие авторы [15], [16]. В частности, сохраняет остроту такая проблема Гражданского кодекса РФ как противоречивость многих норм ГК РФ нормам международного права – в данном случае, нормам права, посвященным защите и охране изобретений, произведений, идей, ноу-хау, торговых секретов, инноваций, иных результатов интеллектуальной деятельности и интеллектуальных прав [17]. Это хорошо видно при анализе использования терминологии в области охраны объектов интеллектуальной собственности, которая не совпадает с нормами международного права. В частности, наблюдается более узкое или более широкое толкование терминов и категорий в области охраны объектов интеллектуальной собственности по российскому законодательству в сравнении с подобными категориями и терминами международного права [18].

До сих пор весьма существенно отличается от международных норм и порядок отнесения отдельных объектов к интеллектуальной собственности. Так, в соответствии с пунктом 1 статьи 1225 ГК РФ в качестве объектов интеллектуальной собственностью признано только 16 объектов, перечень которых по российскому законодательству является исчерпывающим. Это противоречит положениям Конвенции о создании Всемирной организации интеллектуальной собственности (ВОИС) от 14 июля 1967 г., в частности пункту 2 указанной Конвенции, где перечень объектов интеллектуальной собственности как раз и не является исчерпывающим. Такая ситуация приводит к коллизии, какие нормы подлежат применению в конкретных случаях, поскольку согласно положениям статьи 15 Конституции РФ и статьи 7 Гражданского кодекса РФ нормы международных договоров, ратифицированных Россией являются приоритетными перед правилами, предусмотренным российским законодательством. Рядом авторов высказывается мнение, что акцент при внесении изменений в российское законодательство должен быть сделан на ужесточение борьбы с контрафакцией, а также на изменении правил свободного использования произведений и различного рода информации с усилением ответственности, в том числе пользователей, осуществляющих неправомерное использование произведений, находящихся в свободном доступе [19]. В частности, необходимо усилить внимание к вопросу ответственности за нарушение авторских и смежных прав, исключительных прав на результаты интеллектуальной деятельности. Это связано с появлением более легких и быстрых способов копирования и тиражирования объектов интеллектуальной собственности, легкостью их размещения в системе Интернет, в том числе без согласия правообладателя доступе.

Вопрос о защите интеллектуальных прав отчасти был решен посредством создания в системе арбитражных судов Суда по интеллектуальным правам, что будет способствовать более эффективной охране и защите интеллектуальных прав, а также активизации инновационной деятельности в России [20].

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## THE DECOMMUNIZATION OF CZECHOSLOVAK AND CZECH CONSTITUTIONAL LAW, AND FUNDAMENTAL HUMAN RIGHTS, FOCUSING ON THE RIGHT OF OWNERSHIP.

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**Abstract:** *This thesis tries, by taking the example of the Czech Republic, to answer the question of which changes are inevitable when making the transition from the Constitutional and Human Rights laws of authoritarian regimes to those of democratic regimes, and which changes are subject to a specific social and historical background. One of the most important changes in the transition from left-wing authoritarian regimes is the concept of property as a human right. Were these changes in the concept of ownership after the Velvet Revolution thus inevitable? or could they have been done any differently?*

*In 1989, the so-called Velvet Revolution took place in Czechoslovakia, which led to the overthrow of the Communist (real-socialist) Regime and for it to be replaced by a democratic regime. Along with this major historical change many other changes then took place in the political, social life, and the economy of the county, all of which then has to be adapted to the constitutional and legal system of Czechoslovakia, later into the newly formed Czech Republic. From the point of view of human rights, this work focusses primarily on the rights of ownership, and the continuity of these human rights standards onto the new concept of ownership.*

*The area in which these changes initially took place after the velvet revolution was in Constitutional Law. First, there was an amendment to the Socialist Constitution of 1960. From this article about the leading role of the Communist Party was first removed, and then pluralism of all political parties was introduced. This thesis tries to answer the question whether the Socialist Constitution and the Law of the Czechoslovak Federation from 1968 had an impact on the breakup of Czechoslovakia, or whether this was just simply just an inevitable social change.*

*With the split up of Czechoslovakia there thus occurred a unique opportunity to create a brand new constitution. This thesis briefly describes the Constitution of the Czech Republic, and then analyses the various influences upon the creators of this new constitution. These creators drew deeply from a variety of legal and political science theories, from their own political and ideological beliefs, from the constitutions of other democratic countries, mainly that of the German Constitution and the democratic Czechoslovak Constitution of 1920, and finally not only these but also from the then current political and social situation.*

*The previous Socialist Constitution had guaranteed a large number of human rights, but a large part of them remained only on paper. After the Velvet Revolution the rights which were listed by the Socialist Constitution began to be seen as being insufficient, because with the Constitutional Act of 1991 the Charter of the Fundamental Rights and Freedoms had then been adopted into Czech legislation. This thesis analyses the theoretical, political, social, ideological and international groundswell created from this Charter of Fundamental Rights and Freedoms. It is also necessary to analyse the debate that occurred on the inclusion of the Charter of Fundamental Rights into the constitutional order of the Czech Republic.*

*In the conclusion, the changes to the concept of property rights and the causes and consequences of these changes are analysed. Not only in Communist but also in Pre-war Czechoslovakia public ownership was considered superior to private. The change to the concept of property rights, where the state as owner is no longer seen as being an advantage, was a novelty only after the Velvet Revolution.*

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*The thesis finds that the constitutional order of the Czech Republic is in fact very similar to the democratic constitutions of other European countries, and the creators were allowed to influence its appearance only in some parts. This form of protection of property rights in the Czech Republic is thus typical of most other liberal-democratic regimes, being necessary due to Czech obligations under international law. The particularity strong 'Czech' notion of property rights here is its retroactive effects, which date back as far as 1948. This concept now influences, and thanks also to the so called Church Restitution, still divides Czech society right up to today.*

**Key words:** *constitution, human rights, property*

**T**he Velvet Revolution in Czechoslovakia took place in 1989 and led to the replacement of the communist regime with the democratic regime. The Czechoslovak constitution from 1960 and the Constitutional Act on the Czechoslovak Federation from 1969 were valid at this time. The first amendment of the Constitution has occurred 29 November 1989, when it was deleted from the Constitution article about the leading role of the Communist Party.

The new, non-communist deputies were in both chambers of Parliament co-opted at the end of 1989. Institute free parliamentary mandate and its incompatibility with some functions were approved 27 February 1989.<sup>356</sup> After the Velvet Revolution was not drafted a new constitution, but was preserved the old constitution, which was converted to the constitution democratic country. Problems of this Constitution, however, began to appear soon. As rightly pointed out Karel Vodička, the authors of the constitution from 1960, did not expect that democratic elections would be held sometime in Czechoslovakia. Czechoslovakia had a bicameral parliament. Act on the Czechoslovak federation from 1968 allowed to be in parliament, which consisted of the House of the People and the House of Nations, vote in each chamber separately. Even 10% of the Members of either House of Representatives enough to veto any law.<sup>357</sup> It shows us the question of whether it would be possible to maintain Czechoslovakia, where it should be better written constitution.

Another change that had to happen was the concept of human rights. Article II of the Constitution from 1960 contained rights and obligations of citizens, where it was declared some human rights.<sup>358</sup> A large part of these rights, but remained only on paper. After the Velvet Revolution, there was need for a new law that would regulate the fundamental human rights and freedoms. Charter of Fundamental Rights and Freedoms as an integral part of our law was approved in January 1991. The opportunity to write a new constitution occurred during the breakup of Czechoslovakia. The new Constitution of the Czech Republic was adopted by Czech National Council on 16 December 1992.<sup>359</sup> The new Constitution consists of a preamble and eight heads: Basic provisions, Legislative power, Executive, Judicial Power, Supreme Audit Office, Czech National Bank, Local government and the Transitional and final provisions.

<sup>356</sup> Historie parlamentarismu a české ústavnosti. [online], Poslanecká sněmovna parlamentu České republiky, 2017. [2017-04-10]. <<http://www.psp.cz/sqw/hp.sqw?k=697>>

<sup>357</sup> Ústavní zákon no. 143/1968 Coll. o československé federaci.

<sup>358</sup> Ústavní zákon no. 100/1960 Coll. Ústava Československé socialistické republiky

<sup>359</sup> Ústavní zákon no. 1/1993 Coll. Ústava České republiky.

According to an analysis of documents describing the emergence of a new constitution made Klara Mark, in search of the legitimacy of the Constitution was argued most democratic Czechoslovak Constitution from 1920 (87 findings). Then followed by foreign institutions and democratic country in general and rarely makers an argument resorted to the previous Constitution from 1960 and the subsequent constitutional laws.<sup>360</sup>

For our Constitution is an important fact, that counts with the theory unchangeable core of Constitution that have borrowed from the Constitution's framers of the Basic Law of the Federal Republic of Germany.<sup>361</sup>

The legislative power has a bicameral parliament. One of the main discussions in the constitution-making took place about whether a parliament will unicameral or bicameral. President Václav Havel was one of the opponents of create Senate. He was willing to admit only the senate, consisting of representatives of regions along the lines of Germany and Austria.<sup>362</sup> Parliament composed of a Senate and Chamber of Deputies was also in the first republic constitution. This constitution had Senate elected as a whole in one period, which was eight years, in contrast to the six-year period the Chamber of Deputies. As well as elections to both chambers was the proportional system and the Senate and Chamber of Deputies were solvable.<sup>363</sup> This possibility has led in practice to that the elections to the Senate used to be at the same term as the elections to the Chamber of Deputies. Therefore, according to the new constitution the election period in the House of Commons is four years and the election period to the Senate is six years and third of the senators are chosen each every two years. The Chamber of Deputies is solvable and the Senate is not solvable. Chamber of Deputies are elected by proportional system and Senators are elected two-round majority system.<sup>364</sup> The Senate as an institution was added to the Constitution as an element of stability and control power. Member of Parliament Mašek, who was a member of Czech National Council, in during creatures of the Constitution, these two elements identified as necessary for the democratic functioning.<sup>365</sup> Even though the Senate in the Constitution since 1993, was set up in 1996. Even today, we often hear in the media the views of some politicians claiming that the Senate should be abolished. Last spoke to cancel the Senate finance minister and chairman of the Movement Yes, the party that leads the polls ahead before the parliamentary upcoming October elections to the Chamber of Deputies.<sup>366</sup> Because of the resistance Andrej Babiš to traditional democratic

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<sup>360</sup> MARKOVÁ, Klára. Obraz první Československé republiky při projednávání Ústavy ČR. Středoevropské politické studie. 2013, 18(2-3), 197-222.

<sup>361</sup> FILIP, Jan. Zapomenuté inspirace Ústavy ČR: k 10. výročí přijetí Ústavy ČR. Časopis pro právní vědu a praxi, 2002, 10, p. 296.

<sup>362</sup> MARKOVÁ, Klára. Obraz první Československé republiky při projednávání Ústavy ČR. Středoevropské politické studie. 2013, 18(2-3), 197-222.

<sup>363</sup> Zákon no. 121/1920 Coll. kterým se uvozuje Ústavní listina Československé republiky

<sup>364</sup> Ústavní zákon no. 1/1993 Coll. Ústava České republiky.

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<sup>366</sup> Andrej Babiš oživil diskuse o rušení Senátu. Nespolkl prohru, vzkazuje Jiří Čunek. [online], Česká televize, 2017. [2017-04-10]. <<http://www.ceskatelevize.cz/ct24/domaci/1937502-andrej-babis-ozivil-diskuse-o-ruseni-senatu-nespolkl-prohru-vzkazuje-jiri-cunek>>

institutions, the Senate may be just such a constitutional safeguard that the Czech Republic needs, even though the turnout in the elections to the Chamber is very low, in elections in 2016 the turnout in the elections was in the second round only 15.38 %.<sup>367</sup>

The problem of constitution is proved to be later a way to dissolve the House of Commons when confidence in government is not. The president can dissolve the House until after the vote of no confidence for the two Governments, which the President appointed. And after the vote of no confidence even one government, which President appointed on a proposal from the Chairman of the Chamber of Deputies.<sup>368</sup> This problem led to a constitutional crisis in practice. In the year 1998 it was approved by the Constitutional Act, which curtailed ad hoc mandate House of Commons to two years.<sup>369</sup> A similar law was in another constitutional crisis in 2009 by the Constitutional Court found unconstitutional. The Constitutional Court by this step joined the school represented. C. Schmitt, G. Leibholz or C. Bilfinger.<sup>370</sup> Therefore it has been approved constitutional amendments, which gives the president a duty to dissolve the House of Commons on a proposal approved by three-fifths of the House of Commons.<sup>371</sup> This Act was resolved a government crisis after the collapse of Prime Minister Petra Nečase in 2013. Despite the adoption of the amendment, which de facto allows dissolve themselves House of Commons, it is question whether it would be appropriate to introduce in the Czech Republic Chancellor system as in Germany. This argument is supported by the fact that after the fall of the government Petra Nečase President Miloš Zeman appointed Prime Minister Jiřího Rusnoka. This government has never had the support of the House of Commons, so it can hardly be considered a legitimate democratic government.

Position of president and the way the presidential election was another problem in drawing up the constitution. At the inception of the First Republic was a significant status of the first president TG Masaryk, which intruded into the political system more than allowed under the constitution. A broad interpretation of presidential powers has become a problem for all Czech presidents. This problem has been highlighted by the amendment of the Constitution which introduced direct presidential elections.

Constitutional Court was also incorporated into the new constitution. The Czech Republic thus ranks among to the Viennese school of Hans Kelsen and is establishing a specialized Constitutional Court, which is outside the judicial system. The court continues the tradition of the Constitutional Court of the First Republic and the Constitutional Court of Czechoslovakia from 1991.<sup>372</sup> The Constitution also introduces the institution of the Supreme Administrative Court it refers not only to the First Republic, but also in the Austro-Hungarian tradition. The Supreme Administrative Court but began to operate later in 2003.<sup>373</sup>

<sup>367</sup> Volby do Senátu Parlamentu ČR konané dne 7.10. – 8.10.2016. [online], Volby.cz, 2016. [2016-04-10]. <<http://volby.cz/pls/senat/se31?xjazyk=CZ&xdatum=20161007&xv=2>>

<sup>368</sup> Ústavní zákon no. 1/1993 Coll. Ústava České republiky.

<sup>369</sup> Ústavní zákon no. 69/1998 Coll. o zkrácení volebního období Poslanecké sněmovny

<sup>370</sup> Nález ústavního soudu Pl.ÚS 27/09 ze dne 10. 9. 2009 č. N 199/54 SbNU 445 - Kauza Melčák - zkrácení volebního období Poslanecké sněmovny jednorázovým ústavním zákonem

<sup>371</sup> Ústavní zákon no. 319/2009 Coll., kterým se mění ústavní zákon no. 1/1993 Coll., Ústava České republiky, ve znění pozdějších ústavních zákonů

<sup>372</sup> Historie ústavního soudnictví. [online], Ústavní soud, 2015. [2016-04-10]. <<http://www.usoud.cz/historie-ustavniho-soudnictvi/>>

<sup>373</sup> Historie. [online], Nejvyšší správní soud, 2013. [2016-04-10]. <<http://www.nssoud.cz/Historie/art/4?menu=174>>

Discussion is also led by the Charter of Fundamental Rights and Freedoms. Especially Prime Minister Václav Klaus wanted to list some of the limitations of social rights. The Charter was mentioned after discussion within the reference to it in Article 3 of the Constitution, which speaks of the constitutional order, which the author himself did not consider this initiative as the best solution, but as a compromise having to ensure receipt of the instrument.<sup>374</sup> The Charter was adopted as a constitutional law no. 2/1993 Coll. Legal theorists are disputing still about the status of the Charter.

The ownership right is guaranteed in Article 11 of the Charter, expropriation may take place only on the basis of law for reasonable compensation.<sup>375</sup> The old socialist constitution distinguished between socialist property and personal property, where declaratively lies articles of personal and household goods, houses, as well as the savings gained work.<sup>376</sup> This provision has been replaced by the new Act 100/1990 Coll., which equalized all types of ownership before the adoption of the Charter.<sup>377</sup> This law was approved mainly due to economic transformation. Ownership is also guaranteed by the First Additional Protocol of the European Convention on Human Rights.<sup>378</sup> This protocol does not apply retroactively by the decision on the application no. 39050/97.

However, the law on extrajudicial rehabilitations and the law on the organization and ownership of land and other agricultural property were enforced in the Czech Republic. The Act applies to alleviate the consequences of certain property and other rights arising under section 1 of the Act on extrajudicial rehabilitations: *“civil and labour law acts and administrative acts, made in the period from 25 February 1948 to January 1, 1990 contrary to the principles of a democratic society, respecting the rights of citizens expressed in the Charter of the United Nations, Universal Declaration of Human Rights and the adjoining International Covenant on Civil, Political, Economic, Social and Cultural Rights.”* Decisive period is therefore limited duration communist dictatorship does not deal with e.g. displaced Sudeten Germans.

The state long delayed of church restitutions due to resistance from left-wing parties. The Church restitutions were approved in 2012. Church property was returned under to the law on church restitutions. Refunds were granted for properties that could not return and will be paid for 30 years. Czech Republic has long been the last post-communist country to approve church restitutions.<sup>379</sup> The Czech Republic is one of the most atheistic countries in the world, so the church restitutions became part of the political campaign and have even been unsuccessfully challenged in the Constitutional Court. We can say that the church restitutions are the last dot, which corrects the wrongs of the communist regime.

<sup>374</sup> FUKSOVÁ, Veronika. Vybrané momenty procesu přípravy Ústavy ČR. [online], Karlova univerzita, Právnická fakulta, Studentská vědecká odborná činnost, 2015. [2016-04-10]. <<http://svoc.prf.cuni.cz/sources/8/21/544.pdf>>

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<sup>376</sup> Ústavní zákon no. 100/1960 Coll. Ústava Československé socialistické republiky

<sup>377</sup> Ústavní zákon no. 100/1990 Coll., kterým se mění a doplňuje ústavní zákon no. 100/1960 Coll., Ústava Československé federativní republiky a ústavní zákon no. 143/1968 Coll., o československé federaci.

<sup>378</sup> Evropská úmluva o ochraně lidských práv [online], European Court of Human Right, 2017. [2016-04-10]. <[http://www.echr.coe.int/Documents/Convention\\_CES.pdf](http://www.echr.coe.int/Documents/Convention_CES.pdf)>

<sup>379</sup> Majetkové narovnání státu s církvemi a náboženskými společnostmi. [online], Vláda České republiky, 16. 7. 2017. [2017-04-10]. < <https://www.vlada.cz/cz/media-centrum/tema/majetkove-narovnani-statu-s-cirkvemi-a-nabozenskymi-spolecnostmi-97510/>>

## CONCLUSION

Labour notes that the constitutional order of the Czech Republic is very similar to the democratic constitutional orders other democratic European countries. Framers could affect its appearance only in some issues, especially the issue of bicameralism, or in the manner of incorporation of the Charter of Fundamental Rights into the constitutional order. The form of the Constitution was strongly influenced by the Czechoslovak Constitution from 1920. The form of protection of property rights in the Czech Republic is characteristic of liberal-democratic regime and is necessary for the Czech international-law obligations. A significant particularity of the Czech concept of protection of property rights is the retroactive effect to years 1948. This concept still affects the Czech company. And the church restitutions Czech society still divided. Statements of high-ranking politicians against them appear even today. Eg. President Zeman explained his absence at the funeral of Cardinal Vlk, inter alia by his encouraging church restitutions.<sup>380</sup>

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# SINGLE RESOLUTION BOARD (UN) LAWFUL ESTABLISHMENT ON THE BASIS OF ARTICLE 114 OF THE TREATY ON THE FUNCTIONING OF THE EUROPEAN UNION

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**Abstract:** *Single Resolution Board (SRB) is an European Union (EU) agency and part of one of the pillars of the newly formed European banking union. SRB is in charge of the resolution of Euro area banks. Thus, SRB is an EU agency with important executive powers, for instance, the power to trigger the resolution procedure and to place an entity under resolution. SRB has been established with Regulation (EU) No 806/2014, which was adopted on the basis of article 114(1) Treaty on the function of the European Union (TFEU). The scope of this paper will be limited to examining the lawfulness of SRB's establishment on the basis of Art. 114(1) TFEU. Firstly, it will be examined whether the scope of the latter article covers the transfer of executive powers on EU agencies. Secondly, the principles constraining further agencification within EU will be analysed and applied to the case of Regulation 806/2014 establishing SRB. Specifically, the compliance of the transferred executive powers on the SRB with the Meroni doctrine, which provides us with a legal frame whether executive powers are lawfully transferred. The paper provides the reader with an interesting insight of how the legal issues regarding the newly formed banking union do not portrait a black or white picture but rather a colourful one, as positions for and against this legal basis will be considered and contrasted. Moreover, the paper opens questions about the future and constrains of further agencification in the European Union. Research will be based on analysing Court of Justice of the European Union's case law, relevant provisions of Regulation 806/2014, and positions of other legal scholars. Main finding is that there is no "black or white" answers regarding the lawfulness of SRB's establishment on the basis of Art. 114(1) TFEU, as it is debatable whether conditions for transferral of executive powers on an EU agency were met. Arguments for both sides can be derived from Regulation (EU) 806/2014 provisions. It will be interesting to see how the applicability of the Meroni doctrine and the process of agencification will develop within the legal framework of the EU.*

**Key words:** *Single Resolution Board, Banking Union, EU law, EU agencies, Meroni doctrine*

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## 1. INTRODUCTION

European Union's (EU) newly formed banking union contains two main pillars. Namely, the Single Supervisory Mechanism (SSM), which is concerned with bank supervision and with early intervention to prevent bank crises, and the Single Resolution Mechanism (SRM) [2] based on Regulation (EU) 806/2014 [3]. The latter mechanism establishes the Single Resolution Fund and the Single Resolution Board (SRB), which is an EU agency in charge of the resolution of Euro area banks [4]. Thus, SRB is an EU agency with important executive powers, for instance, the power to trigger the resolution procedure and to place an entity under resolution [5]. According to Karatzia [6], bank resolution is defined by the European Commission as "the restructuring of a bank by a resolution authority, through the use of resolution tools, to ensure the continuity of its critical functions, preservation of financial

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*stability and restoration of the viability of all or part of that institution, while the remaining parts are put into normal insolvency proceedings [7].”* Moreover, precisely EU agencies are becoming the vital element to establish effective governance (and to make the EU executive more effective [8]) due to their expertise in complex scientific or technical issues [9].

Nevertheless, the scope of this paper will be limited to examining the lawfulness of SRB’s establishment on the basis of Art. 114(1) [10] Treaty on the Functioning of the European Union (TFEU) [11]. The latter article is used in general as the main legal basis for internal market harmonization or approximation of laws [12]. Firstly, it will be examined whether the scope of the latter article covers the transfer of executive powers on EU agencies. Secondly, the principles constraining further agencification within EU will be analysed and applied to the case of Regulation 806/2014 establishing the SRB. Specifically, the compliance of the transferred executive powers on the SRB with the Meroni doctrine will be analysed. The latter issues will be addressed by analysing Court of Justice of the European Union’s (hereinafter: the Court) case law, relevant provisions of Regulation 806/2014, and positions of other legal scholars.

## **2. DOES THE SCOPE OF ART. 114(1) TFEU COVER THE TRANSFER OF EXECUTIVE POWERS ON EU AGENCIES?**

The latter (first) question can be firmly answered in the affirmative. According to the Court’s established case law the EU legislature has discretion in its choice to choose the most appropriate method of harmonization in particular where the proposed approximation requires highly technical and specialist analyses and where developments in a specific field need to be taken into account [13], [14]. In that line, the Court also recognized in case *ESMA* the option of EU legislature to transfer executive powers to an EU agency for the purpose to implement the harmonization sought, explicitly when the measures adopted are dependent on an ability of such a body to respond swiftly and appropriately [15]. Furthermore, as AG Jääskinen stated in his opinion in *ESMA* case, there can be in principle no objection to use Art. 114(1) TFEU as the legal basis to establish EU agencies, which have executive powers [16]. To exemplify, EU agencies ENISA [17] and ESMA [18] were both established on the basis of. Art. 114(1) TFEU.

In brief, in case *ESMA* the problem of delegation of powers on EU agencies in the financial markets was addressed. The Court has decided that ESMA was lawfully established on the basis of Art. 114(1) TFEU, thus upholding the transfer of executive powers, which allow ESMA (in certain circumstances), to prohibit or restrict certain financial products on the financial market [19]. Consequently, Art. 114(1) covers not only the possibility to establish EU agencies, but also allows the conferral of executive powers on them [20].

Thus, it can be concluded that the establishment of the EU agency SRB is in line with the above mentioned principles as, firstly, the field of bank resolution is particularly complex [21] involving highly technical and specialist analyses, and secondly, for the purposes of the resolution process swift and effective decision making process should be ensured [22].

## **3. MERONI DOCTRINE AND THE PRINCIPLE OF INSTITUTIONAL BALANCE**

The affirmative answer to the first question leads us to analysing the constrains of further EU agencification. To start with, in case *Meroni v. High authority* [23] the Court stated that the powers transferred have to be clearly defined, and the exercise of which must be under

supervision of the delegating authority [24]. The ratio behind the latter ruling was to protect the principle of institutional balance of powers between the executive, the legislature and the

judiciary. Overly broad delegation of powers to agencies, which are not directly democratically accountable, could upset the institutional balance [25].

However, the practical results of the Meroni doctrine application are questioned. It is true that Court applied the doctrine recently in case *ESMA* [26], and that AG Jääskinen stated in its opinion [27] that “*the concerns of the Court appertaining to institutional balance and the need to outlaw inordinately broad and/or arbitrary delegations of power are as pertinent today as they were in 1958.*” Yet, in order to achieve effective supervision of the delegating authority upon decisions of EU agencies, more control mechanism would have to be established. This would imply that the supervising institutions would need the necessary expertise to exercise *de facto* control, as otherwise there would be only *de iure* control [28]. Moreover, if the expertise of the Commission would match those of the established agencies, the ratio behind agency establishment (absence of expertise within the Commission or at European level) would be diminished [29].

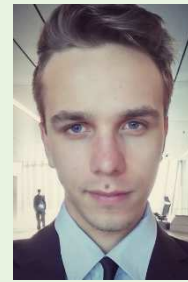
Hence, in order to evaluate the lawfulness of SRB’s establishment on the basis of Art. 114(1) TFEU the compliance of the transferred executive powers on the SRB with the Meroni doctrine will be examined.

#### 4. APPLICATION OF THE MERONI PRINCIPLES TO SRB AGENCY

To “pass the Meroni test” and to respect the principle of institutional balance the powers transferred on SRB should, firstly, not give SRB a wide margin of discretion, and secondly, be entirely subject to supervision of the delegating authority.

Firstly, let us consider the stance that the transferred executive powers failed the Meroni test. In this case SRB’s executive powers involve a wide margin of discretion. It is true that according to Art. 18(1) Regulation 806/2014 SRB shall adopt the resolution scheme only when it assess that three exhaustively listed conditions are met [30]. Yet, SRB’s assessment whether these conditions are met involves a wide margin of discretion, specifically the assessment whether resolution action is necessary in the public interest. Art. 18(5) Regulation 806/2014 sets forth criteria for the resolution action to be in the public interest. The action has to be

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srednješolskega izobraževanja je dosegel številne uspehe na tekmovanjih iz znanj, med drugim je z ekipo postal državni prvak na tekmovanju Generacija euro iz področja monetarne ekonomije ter z raziskovalno nalogo »Novi obrazi religioznosti mladih« osvojil 1. mesto na raziskovalnem področju sociologije. Na univerzitetnem študiju je 1. letnik zaključil z najvišjim povprečjem v generaciji (9,9) ter zmagal na tekmovanju Rubikon iz ustavnega prava. V 2. letniku se je udeležil mednarodnega tekmovanja iz področja prava Evropske Unije »European law moot court« ter se z ekipo uvrstil med 48 najboljših ekip in v regionalni finale, ki je potekal na Švedskem. Posebej ga zanima področje prava Evropske Unije (bančna unija in pravni okvir delovanja ECB), ter ustavnega prava (človekove pravice).

necessary for the achievement of, and proportionate to one or more of the resolution objectives. According to Art. 14(2) Regulation 806/2014 resolution objectives are, inter alia, to ensure the continuity of critical functions and to avoid significant adverse effects on financial stability. As stipulated in Art. 14(3) these objectives are of equal significance, and shall be balanced as appropriate, to the nature of the circumstances of each case. Moreover, SRB has also wide discretion regarding the selection of resolution tools to be applied. According to Art. 14(1), SRB shall choose the resolution tools and powers which, in his view, best achieve the resolution objectives that are relevant in the circumstances of the case.

Thus, the exercise of SRB's power is subject to numerous discretionary value judgments, which should not be decided solely by the SRB [31]. To exemplify, "continuity of critical functions", "effects on financial stability" "resolution objectives shall be balanced as appropriate", and SRB's discretion to choose the best resolution tools to be applied. This is contrary to the *Meroni* doctrine as the transferred powers are neither non-discretionary nor clearly defined.

Turning to the second part of the "Meroni test", the supervision of executive powers by the delegating authority might be considered as ineffective in practice. It is true that the resolution procedure has supervision safeguards in place, which require the participation of other EU institutions. For example, under Art. 18(7) Regulation 806/2014 SRB shall transmit the resolution scheme to the Commission immediately after adoption for the purpose that the Commission either endorses the resolution scheme, or object to it with regard to the discretionary aspects in a 24 hour time frame. Furthermore, the Commission may propose within 12 hours from the transmission to the Council to object to the resolution scheme on the ground that the resolution scheme adopted by SRB does not fulfil the criterion of public interest [32]. Nonetheless, it is obvious that the Commission or the Council cannot fully assess in practice the complex discretionary aspects in this short time frame [33]. Therefore, *de facto* SRB makes the value judgements on discretionary aspects, which is contrary to the *Meroni* doctrine as the delegating authority ineffectively supervises the transferred powers.

Secondly, let us consider the stance that the transferred executive powers "passed the Meroni test", as the margin of discretion when adopting a resolution scheme is effectively limited and supervised. According to Art. 18(1) Regulation 806/2014, SRB shall adopt a resolution scheme only when it assesses that exhaustively listed conditions are met. Thus, SRB has no discretion of whether or not to act. It is obliged to adopt a resolution scheme only in the case when the three listed conditions are met. Even more, the assessment whether the listed conditions are met is subject to strict criteria and supervision of EU institutions. The European Central Bank (ECB) has a central role in the assessment whether the first [34] and second [35] conditions for adopting a resolution scheme are met [36]. Moreover, according to Arts. 20(1), 20(5) and 20(15) of Regulation 806/2014, the SRB shall ensure, before deciding on resolution action, that a fair and independent valuation of entity's assets and liabilities is performed for the purpose to determine whether resolution conditions are met. The latter valuation shall be an integral part of the decision on the application of a resolution tool. Consequently, SRB's discretion is limited as ECB's analysis of complex economic factors and independent valuation of assets and liabilities are the basis for the assessment.

Regarding the third condition –the resolution action is in the public interest – also the Council and the Commission get involved to assess the relevant value judgements [37]. Art. 18(5) Regulation 806/2014 sets forth criteria for the resolution action to be in the public interest (see *supra*). In addition, as already described above, Art. 18(7) describes the procedure under which the Commission and the Council have 24 hours to either endorse the resolution scheme, or

object to it with regard to the discretionary aspects, and to assess whether resolution is in the public interest.

Moreover, it can be claimed that the latter 24 hours time frame is necessary and sufficient for the delegating authority to effectively exercise the supervision of transferred powers [38]. Firstly, the nature of the resolution procedure requires a short and certain process to ensure the continuity of critical economic functions. The period is very narrow and it should be performed during the weekend between the end of business day in the USA and the start of the business day in Asia on Monday [39] (approximately 36 to 48 hours maximum [40]). Secondly, Art. 30(2) stipulates that SRB, ECB, the Commission and the Council shall cooperate closely, in particular in the resolution planning, early intervention and other resolution phases. The institutions shall provide each other with all information necessary for the performance of their tasks and under Art. 43(3) the representatives of the Commission and ECB shall be entitled to participate in SRB's sessions, and shall have access to all documents. Consequently, the close cooperation between EU institutions and SRB ensures that EU institutions are able to effectively exercise the supervision of transferred powers, including value judgments, within the prescribed 24 hours. Hence, transferred powers are in line with the *Meroni* doctrine, and the establishment of the SRB passes the *Meroni* test.

## 5. CONCLUSION

To conclude, my main finding is that there is no “black or white” answers regarding the lawfulness of SRB's establishment on the basis of Art. 114(1) TFEU. Arguments against SRB's establishment do have some weight, as the transferred executive powers might be considered as discretionary and not to pass the *Meroni* test. Furthermore, the practical conduction of supervisory measures by the delegating authority is also questioned. The time frame of 24 hours (given to the Commission and the Council to confirm or object to an adapted resolution scheme) sheds doubt on the effectiveness of the supervision and whether decisions regarding discretionary aspects are made by the delegating authority.

Nevertheless, there are also strong arguments in favour of the lawfulness of SRB's establishment. The EU legislator assured that SRB's executive powers can be used only when certain conditions are met. In addition, close cooperation between EU institutions and SRB is required before and during the resolution process, assuring that SRB's executive powers are effectively supervised by the delegating authority. Even more, the short time frame of 24 hours is in line with the nature of the resolution procedure which must be conducted swiftly.

Moreover, some questions regarding the covered topic remain open. Firstly, additional research could be conducted by closely comparing and contrasting the nature of transferred executive powers on EU agencies ESMA and SRB. Case *ESMA* set (or confirmed) a precedence that Art. 114(1) covers the possibility to establish EU agencies with executive powers. It is possible that powers transferred on SRB are of a different nature than those on ESMA, and argument *a Contrario* could be used to step away from the court's case law. Secondly, an interesting examination could be conducted of whether the compliance with the *Meroni* doctrine leads only to *de iure* control or also to *de facto* control, and thus if the doctrine still makes sense. It will be interesting to see how the applicability of the *Meroni* doctrine and the process of agencification will develop within the legal framework of the EU.

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## POWERS OF THE GENERAL MEETINGS OF THE SUPRANATIONAL ECONOMIC ASSOCIATIONS IN THE EUROPEAN UNION

Asen Vodenicharov<sup>382</sup>

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**Abstract:** *The completion and effective functioning of the European Union's single market, the Integrated Industrial Policy for the Globalization and Era Putting Competitiveness and Sustainability at Centre Stage have led to the creation of new unknown supranational economic associations in the European Union. These are European Economic Interest Grouping (EEIG), European Cooperative Society (SCE) and European company (SE).*

*The general meeting (assemblée générale) occupies an especially significant place in the organizational system of the bodies of cross-border European companies for economic grouping. It is an inherent element of every corporate entity. Its existence in the business segment of social practice is manifested in the civil and commercial legislation of all countries. The general meeting is a body forming and expressing the intention of a company. It is a specific forum for the free and voluntary expression of the intentions of its individual participants. The intentions can be expressed by an individual or a group, but they always express a specific attitude. A meeting collects, as a "funnel", the expressed concerns, the suggestions supporting or rejecting the expressed theses, etc., with regard to the discussed issues. This forms the common will of the participating parties. It is finds a legal expression in the decisions that are adopted.*

*The general meeting of the European company and the European Cooperative Society has multilateral specific powers. The objective content of its powers includes resolution of key issues concerning the development of the company, the amendment and supplementation of the statutes, the increase and decrease of capital, the reorganization and winding up of the company, etc. Its legal and regulatory base has also been enhanced.*

*The powers of the general assembly could be exceptional and additional. The first ones shall not be transferable to the other authorities of the European company and the European Cooperative Society. These powers are considered consistently and they include: amend and supplement the statutes of the company; increase or reduce of the capital; transform or dissolve the company; elect and dismiss the members of the board of directors, or of the supervisory board as the case may be; determine the remuneration of the members of the supervisory board, respectively of the members of the board of directors, to whom the management will not be commissioned, including their right to receive a part of the profit of the company, as well as to acquire stocks and bonds of the company; appoint and dismiss registered auditors, where auditing is mandatory in cases provided for by law or a decision was made to perform an independent financial audit; approve the annual financial report as certified by the appointed registered auditor, where an independent financial audit has been carried out, take decision for distribution of the profit, for complementing the "Reserve" Fund and for payment of dividend; resolve on issuing of bonds; appoint liquidators upon dissolution of the company, except in the event of bankruptcy; relieve of responsibility the members of the supervisory board, the managing board, or of the board of directors as the case may be.*

**Key words:** *general meeting, European company, European Cooperative Society, European Economic Interest Grouping*

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The general meeting of the European Cooperative Society (SCE) [1] and the European company (SE) [2], as well as the members acting collectively in the European Economic Interest Grouping (EEIG) [3], based on a common economic interest, has multilateral specific competence. It has a comprehensive nature because it is used to resolve the most important issues in the activities of companies regardless of the area of its operation. The content of that competence is revealed in the following acts:

- a) the mentioned regulations that define at European level the issues in relation to which only the general meeting is responsible;
- b) the regulations of the Member State in which the registered office of the entities in question is situated according to their constituent acts adopted to transpose the the directives supplementing their statutes with regard to the involvement of employees [4];
- c) the national legal regulations regarding the general meetings of the public limited-liability companies in the respective Member State where their registered office is situated according to their constituent act;
- d) the current regulations of the Member State as a whole and more specifically the legal regulation in the relevant field of the social practice in which the company operates. For example, if the objects of the company include credit transactions, they should be carried out according to the legal provisions related to the implementation in the respective country of Directive 2000/28/EC of the European Parliament and of the Council of 18 September 2000 amending Directive 2000/12/EC relating to the taking up and pursuit of the business of credit institutions [5], Commission Delegated Regulation (EU) No 694/2014 of 17 December 2013 supplementing Directive 2011/61/EU of the European Parliament and of the Council with regard to regulatory technical standards determining types of alternative investment fund managers [6], Directive 2013/36/EU of the European Parliament and of the Council of 26 June 2013 on access to the activity of credit institutions and the prudential [7] supervision of credit institutions and investment firms, amending Directive 2002/87/EC and repealing Directives 2006/48/EC and 2006/49/EC [8], etc. The report of the general meeting and its discussion must comply with those legal regimes.
- e) Statute of a particular entity.

2. The competence of the general meeting is not fully covered in the above acts. Therefore, the shareholders may extend the range of powers of the general meeting and may add new ones. That process will be legally regulated by amending and supplementing the respective statute. It shall take place however only within the framework of the laws and in strict compliance with the effective imperative provisions in the laws and regulations [9].

There are differences in the way the competence structure of the general meetings of public limited-liability companies, as the SE, is determined.

3. In view of the nature of the competences of the general meeting of shareholders of an SE we can distinguish exclusive and optional competences [10]. That means that the former may not be delegated to other bodies.

These regulations define *ex lege* the approval of the annual financial statement and the consolidated accounts as exclusive competence after verification by an appointed registered auditor where an independent financial audit has been performed. In this process, the SCE and SE shall be governed by the rules applicable to public limited-liability companies under the law of the Member State in which their registered offices are situated as regards the preparation of their annual and, where appropriate, consolidated accounts including the accompanying annual report and the auditing and publication of those accounts.

An SE having as objects financial and credit activities or insurance activities has two specific features. In the former case, where an SE is a credit or financial institution, shall be governed by the rules laid down in the national law of the Member State in which its registered office is situated in implementation of Directive 2000/12/EC of the European Parliament and of the Council of 20 March 2000 relating to the taking up and pursuit of the business of credit institutions [11] as regards the preparation of its annual and, where appropriate, consolidated accounts, including the accompanying annual report and the auditing and publication of those accounts.

The second case is related to the insurance activity of the company. An SE which is an insurance undertaking shall be governed by the rules laid down in the national law of the Member State in which its registered office is situated in implementation of Council Directive 91/674/EEC of 19 December 1991

on the annual accounts and consolidated accounts of insurance undertakings as regards the preparation of its annual and, where appropriate, consolidated accounts including the accompanying annual report and the auditing and publication of those accounts.

4. Another exclusive competence of the general meeting of shareholders is the competence to amend and supplement the statute of the SE. The statute is the main instrument of each corporate entity. That is why it is adopted as early as the founding meeting. The weight and importance of the envisaged amendments are legally irrelevant. In any case, it can be made only by the general meeting as a legal body to express the general will of the shareholders entitled to vote. It is explicitly stipulated in Regulation (EC) № 2157/2001 that the amendment of an SE's statutes shall require a decision by the general meeting (Art. 59, §1). That is also the provision of Regulation (EC) 1435/2003 (Art. 61, §4).

Since the statutory regulation of the competence of an SE's general meeting is set out also in the laws applicable to public limited-liability companies in the Member State, the list of its explicit competences is expanded. Their nomenclature is largely unified in the national law of the Member States.

An SE's general meeting of shareholders resolves only issues related to the increase and decrease of the capital of a public limited-liability company because it is one of the structural features typical of corporate structure. Therefore, the general meeting is also competent to take decisions for dividing the profit, making allocations to the 'Reserve' fund and payment of dividends [12]. These matters are properly included in the exclusive competence of the supreme company body because they concern the inherent property right of the shareholders to receive the share they are entitled to in the final positive annual result [13].

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Particularly important are the constitutive functions of the general meeting [14]. This concerns the determination of the number and members of the board of directors, respectively the supervisory board. It elects and dismisses them and may also discharge them from responsibility [15].

Over the past few years the general meeting has been charged with exclusive competence to appoint and dismiss registered auditors in the cases where audits are mandatory in the cases envisaged in the laws or where a decision is taken to make an independent financial audit. The purpose of financial audit is to increase the level of shareholders' trust in the financial statements of the SE by expressing an auditor's opinion on whether the statements were compliant in all essential aspects with the applicable financial reporting framework. At Community level there is an obligation for a large number of legal structures, some of which are the public and private limited-liability companies, the form of which is taken by the SEs, to undergo a financial audit in compliance with the approved International accounting standards (ICS). They are adopted in compliance with Regulation (EC) 1606/2002 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards [16] and include the International Accounting Standards (IAS), International Financial Reporting Standards (IFRS) and the coordinated with them SIC-IFRIC interpretations, the further amendments of these standards and their interpretations, and the future standards and their interpretations, issued or adopted by the International Accounting Standards Board (IASB). All Member States have adopted, on the basis of the direct application of the Council regulations in that field, comprehensive legal frameworks for the financial audit carried out in corporate company structures [17].

The SE's general meeting of shareholders has exclusive competence to resolve issues related to its legal personality, i.e. to wind up or transform the company into another type of company and to undertake other forms of reorganization – merger, acquisition, division or separation.

5. The national laws have adopted various approaches to define the subject structure of the competence of the general meetings of European Cooperative Society [19]. The legal situation to the public limited-liability companies and the SEs as such types of companies is identical. In some states, for example Bulgaria [20], Cyprus, Malta, etc., these problems have been settled in law. Other countries have defined only the main issues that need to be included on the agenda and allow the SE's shareholders more freedom to determine them.

There are significant differences in the competence of the general meetings of shareholders in individual Member States depending on their types. Besides the annual meeting to report on the activities of a European company which is traditionally defined in case law and the legal doctrine as an ordinary meeting (*assemblée générale ordinaire ou annuelle*), a general meeting can be convened at any time, if required, by the board of directors or the managing board, respectively the supervisory board, as well as in the cases above. These extraordinary meetings (*extraordinary general meeting, assemblée extraordinaire*) are convened to discuss and resolve significant problems of the company. The laws of all Member States envisage convening of extraordinary meetings. We discussed above the hypothesis of having such meetings convened by the minority shareholders in an SE and their right to request inclusion of new items on the agenda of a forthcoming general meeting.

6. The legal arrangements concerning SEs in most Member States do not have statutory differences in the competence of ordinary and extraordinary meetings of shareholders. The laws of Germany, Ireland, Italy, Luxembourg and France have differentiated the powers of the two types of forums. These differences are related to the range of issues that they may resolve, the

majority required for adoption of decisions and so on. That legal situation can be illustrated with the legal regulations in France [21]. There are extraordinary, ordinary and special general meetings of varying competence. Only an extraordinary general meeting may amend all parts of the statutes of the SE.

Only an extraordinary general meeting is authorised to amend any provision of the constitution. Any clause to the contrary shall be deemed unwritten. The extraordinary general meeting may nevertheless not increase the shareholders' commitments, without prejudice to transactions resulting from a properly executed share consolidation.

It may validly deliberate when first convened only if the shareholders present or represented hold at least one quarter of the voting shares and, if reconvened, one fifth of the voting shares. Failing this, the second meeting may be postponed to a date not later than two months after the date originally scheduled. Companies whose shares are not admitted to trading on a regulated market may provide for higher quorums in their constitution. The extraordinary general meeting shall make its decisions on a majority of two thirds of the votes held by the shareholders present or represented.

The extraordinary general meeting may change the nationality of the company, provided that the new host country shall have entered into a special agreement with France permitting the company to acquire its nationality and to transfer its registered office to the new host country's territory, while retaining its legal personality.

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## CONSTITUENTS OF TRANSPARENCY IN TURKISH PUBLIC ADMINISTRATION: A REVIEW OF THE LAW ON THE RIGHT TO INFORMATION NO. 4982

Melek Busem Oztekin<sup>383</sup>

Emre Akcagunduz<sup>384</sup>

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**Abstract:** *The impact of globalization has been felt widely in economic, social, cultural and scientific spheres during twenty first century. The discipline of public administration is not exempt from this interaction. Most countries have initiated reforms in their public administration systems especially after 1980s in order to catch up with the improvements in communication and technology. These reforms are referred to as “paradigm shifts” in academic circles. The paradigm shift in Turkish public administration became towards mainstreaming a “governance” approach. The basic characteristic of governance is its aim to enable governments to be more transparent and accountable to their citizens. Turkish public administration is known for its centralist and closed structure which, by keeping citizens away from enjoying some of their basic rights, decreases the quality of public service provision. Many steps have been taken in order to overcome this structural problem and to increase the quality of public service provision. Enactment of the Law on the Right to Information No. 4982 in 2003 is one of these steps. This study aims to shed light to the relationship between the principle of transparency and the Law on the Right to Information No. 4982. In light of data obtained from government agencies and their official reports, whether the implementation of Law No. 4982 had an impact on enhancing transparency in Turkish public administration or not will be discussed.*

**Key words:** *Governance, Transparency, Reform, Public Administration, Accountability*

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### INTRODUCTION

It is not possible to explain the concept of globalization in one sentence. The term itself was considered countless times in many disciplines with epistemological differences; despite those differences it can be defined as “*the increase in the communication and interaction between people, society and states in different regions of the earth in the context of ‘interdependence’*” (Bayar, 2008: 25) and “*spreading out of the economic, social, political, cultural values and of the accumulation based on these values to whole world crossing beyond the national borders*” (Parlak, 2003: 353). The extent of this interaction that crosses the borders has never been as great as it was in the 21<sup>st</sup> century. In a world that has become a “global village” with swift improvement of information technologies, one of the areas where the interaction is most seen is the political field.

A political process that started in any country of the world, by affecting different countries quickly, can redesign the administrative system of these countries. In other words; with the effect of globalization, ideological approaches prevailing throughout the world can be applied

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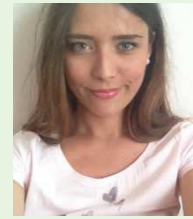
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in different ways in different countries. For example, the New Right ideology, which emerged in the United States (USA) and England during 1980s and started to be implemented in different countries, shaped the political and administrative structures of these countries according to their own characteristics. There are three basic aspects of the New Right ideology that can be listed “*neo-liberalism, new conservatism and Public Choice Theory*” (Aksoy, 1988: 3-4). Many new arrangements have been made in the administrative systems of different countries, especially within the framework of neo-liberalism. In their basis, lie the criticisms of the post-Industrial Revolution and the rule of governance that prevailed in the 20<sup>th</sup> century. Terms that emerged with the Industrial Revolution such as “*nation state-nationalism-modernity-modern state-bureaucracy-fordist production-Weberian bureaucracy*” faced systematic criticisms in the 21<sup>st</sup> century. These criticisms, with reasonable grounds, were shaped around the problems of citizens who demand better public services. The aforementioned terms of the 20<sup>th</sup> century have been evaluated as dysfunctional instruments that cannot comply with the requirements of the new age and, instruments like “*democratic, transparent, competitive, entrepreneur and accountable management started to be proposed in place of them*” (Nohutçu and Balcı, 2013: 15-16).

With the accelerating effect of the globalization, changes in the administrative systems of many countries in the 21<sup>st</sup> century emerged in Turkey, too: Turkish citizens began to react to the loss of rights they had experienced because of the centralized, time-wasting and paper-work characteristics that dominated the administrative structure in the process public service delivery. These problems and complaints of the citizens caused the opinion that Turkish Public Administration should immediately start be restructured. The most concrete steps in the framework of restructuring public administration in Turkey started to be taken in 2002. The ingoing Justice and Development Party (AKP) of 2002 general elections gave priority to the “Public Administration Reform” in its program. The Law on Restructuring the Basic Principles of Public Administration (“The Draft Law on Public

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Administration” in short) was prepared within this framework in 2003 and provided significant changes in the current structure. One of the basic grounds of the draft is the consideration that Turkish Public Administration has a closed and centralized structure and this must be changed. According to this, closeness and centralism cause citizens to experience various problems in the provision of public services in Turkey and concrete steps could not be taken to solve these problems.

“The Draft Law on Public Administration” issued in 2003 was basically shaped within the framework of “Governance”. Governance approach is an understanding that calls for the participation of all actors in the administrative process. Taking Draft Law on Public Administration into consideration together with its rationale announced during the discussions about it at the Turkish Grand National Assembly (TGNA), it is understood that the ruling party (AKP) intends to integrate openness, transparency, legality and accountability into the Turkish public administration system throughout its ruling. This purpose is seen not only in the Draft Law on Public Administration but also in the context of the Ninth Development Plan covering the period between 2007-2013. During the implementation of the Ninth Development Plan, a report called “Good Governance in Public” was prepared by a special commission. In this report, it is stated in different examples that the concept of **Good Governance** which means *“the approach bringing the citizen to the fore and to the position of the public partner instead of the traditional governing approach based on the differences between those who govern and those who are governed”* should be integrated into public administration (Development Plan Special Report, 2007: vii).

In the report titled “Good Governance in Government” which was prepared within the framework of the 9<sup>th</sup> Development Plan, the most emphasized point was that the administrative structure should be rendered more transparent and accountable in order to strengthen the Governance approach. In the report, the section under the title of the Basic Principles of Governance sets out that *“Citizens’ access to public information and documents has shifted from being a “grace” to a “demand” and eventually became a legal right. Both politicians and bureaucrats are under constant pressure of being personally liable and accountable for the resources they use and the decisions they make during their terms of office. Citizens want to know what decisions are taken by public officials and who takes the decisions.”* (Development Plan Special Report, 2007: 6).

The same report mentions three basic characteristics in order to ensure transparency in governance. These are *openness, accessibility and responsiveness*. Accordingly, *“Openness means that public actions and the individuals who implement them are open to the control by public. Accessibility means that citizens can easily access the services and public information. Responsiveness refers to the readiness to respond to new visions, necessities and expectations. In this framework, transparency represents a government in which citizens can demand and obtain public information and documents, reach out to services and participate in the decision-making process”* (Development Plan Special Report, 2007: 6).

Countries seeking to implement Good Governance in their own administrative structures use different policies and put them into practice with amendments to the existing legislation and with the adoption of new legislation. The report titled “Good Governance in Government” indicates that, in Turkey, as well, one of the most important policies to be implemented in order to ensure transparency in administrative structure is the **“right to information”**. According to this, *“the right to information is a pre-condition for public scrutiny and is the cornerstone of transparent governance. The right to information is a Constitutional right in some countries*

*and in the last two decades many countries have regulated the right to information with a law. Codifying and opening laws and other regulations to public access is also considered as an important instrument of obtaining information” (Development Plan Special Report, 2007: 6).*

In this background, the first concrete step taken in order to restructure Turkish Public Administration in accordance with the needs of the current age was the introduction of the Law on the Right to Information in 2003.

The main objectives of the Law on the Right to Information are explicitly stated in the draft law and in the relevant report of Harmonization and Justice Commissions of the European Union (EU). *“The right to information, which is a requirement of democracy and the principle of rule of law, plays an important role in increasing public confidence towards the State, in addition to providing a closer and more open-to-supervision governance and transparency to citizens. With the exercise of this right, both the supervision of State by people gets easier and the democratic character of the State strengthens. As known, the concepts of openness and transparency in public institutions and organizations emerged as a result of ensuring that the governed supervise the operations and activities of the governing and eliminating privacy, which is considered unfavourable. In democratic countries, freedom of information is considered indispensable in the context of the use of fundamental rights and freedoms. There are two aspects of transparency and privacy. The first one is “the duty to give information” of institutions and organizations and the second one is “right to information” of citizens. Institutions and organizations can contribute to securing a transparent governance by responding to the applications for the use of the right to information and facilitating the access to information or documents, as needed.” (Draft Law on the Right to Information and the report of Harmonization and Justice Commissions of the EU, 2003: 2).* As summarized in the report, Law on the Right to Information is a very crucial step taken to make Turkish Public Administration more transparent.

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This study assesses the impact of the Law on the Right to Information adopted in 2003 on enhancing transparency in Turkish Public Administration. In this framework, the study is designed as an Introduction, two chapters and a Conclusion. In the first chapter, the theoretical framework of the study was put forward and the terms of Globalization and Governance were analyzed and the practices for enhancing transparency in Turkish Public administration were discussed. The steps that have been taken to make Turkish Public Administration more transparent and accountable in terms of Good Governance were revealed. The second chapter takes the preparation process of the Law on the Right to Information in Turkey into consideration and analyzes how, when and for what purpose this law was introduced. In the Conclusion, the effect of Law on the Right to Information on the transparency of Turkish Public Administration was discussed within the framework of the data obtained.

The study uses the “Qualitative Research Technique” as its method. Qualitative technique is described as “*a research process in which qualitative data methods such as observation, interview, document analysis (voice, content, etc.) are used and the perceptions and events are presented in a natural environment with the rational and realistic data in an integrated manner*” (Yıldırım and Şimşek, 2006: 39). The study is based entirely on document analysis. In the framework of qualitative research, the relevant documents in Turkish and in foreign languages (reports, articles, books etc) were scanned both online and in libraries. In addition, by exchange of opinions with local and foreign scientists studying in this field, the documents obtained were analyzed to complete the study.

## **1. CONSTITUENTS OF TRANSPARENCY IN TURKISH PUBLIC ADMINISTRATION IN THE PROCESS OF GLOBALIZATION AND GOVERNANCE**

It was previously mentioned in the study that in 1980s, with globalization, a brand new perspective and a new world order gained dominance under the name of neo-liberalism. In those years, with neo-liberal policies and "New Right" perspective, it has become almost undesirable for the state to interfere in economic and social spheres and the efforts to restructure the state manifested themselves in the form of public reforms in the field of public administration.

These reforms could have easily been applied in various countries that adequate financial possibilities to invest in high technology, such as the United States then governed by Reagan and the United Kingdom then governed by Thatcher. In less developed and developing countries, they were put into effect by structural adjustment policies<sup>3</sup> by organizations such as World Bank (WB) and International Money Fund (IMF).

From the New Right perspective, the State excessively grew in the 20<sup>th</sup> century and began to restrict individual and social freedoms. Increase in bureaucratic procedures gave rise to inefficient use of resources and, furthermore, the interventionist state has started to prevent development of rational individual preferences. The solution offered for these issues by the

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<sup>3</sup> It is a name given to the body of programs grouped under three categories; *expenditure reducing*, *expenditure shifting* and *public sector reconstructing (public reforms)*, in the implementation of which supranational organizations such as the European Union (EU), Organization for Economic Cooperation and Development (OECD), World Trade Organization (WTO) and United Nations (UN) as well as WB and IMF, take part. In Turkey, these policies are managed through Structural Adjustment Loans, Sectoral Adjustment Loans and project loans by WB; through agreements, Letters of Intention (LOIs) and stand-by regulations built upon them by IMF; through reports and consultant opinions by OECD and Accession Partnership Documents and Progress Reports by the EU. See: ALTIOK, M “Yeni Liberal İstikrar ve Yapısal Uyum Programları: Türkiye Ekonomisinde Sermaye Birikimi ve Kriz”, *Praksis* (5), pp. 77-130. BENERIA, L. (1999), “Structural Adjustment Policies”, In *The Elgar Companion to Feminist Economics*, pp. 687-695.

"New Right" was to "cease the state to be the direct producer, distributor and regulator in economic sphere by downsizing it to a scale being contented with traditional duties" (Ayman Güler, 2005a: 97). These restructuring efforts realized through public reforms gained momentum in 1990s. It can be claimed that the reconstruction efforts were basically derived from the state's obligation to harmonize the functions assumed by it with its competencies and the New Right ideology had an operative role in this, taking the market as a model on the basis of new liberal policies (Coşkun, 2003: 49). The public reforms aimed to ensure efficient public services by decreasing bureaucracy, to restrict the intervention of the state in market process, to provide transparency and accountability in administration, to use information technologies in public services and to allow the recipients of services to be involved in decision-making processes of the relevant public authority (or, in other words, participation)" (Arslan, 2010: 27).

In light of these developments, the roles and functions assigned to the state and to public administration as state's major instrument of governing began to change and "Traditional Public Administration" which lasted until the late 20<sup>th</sup> century and the strict, hierarchical and bureaucratic characteristics involved in it were left behind giving place to new models of administration meeting the requirements of then. In other words, with globalization, the developments in communication and technology increased the dependency of countries on each other in many fields; accordingly, a change became inevitable in traditional public administration perspective and the states began to seek providing quality services addressing their public administration structures in line with these new approaches created by global effects.

The aforementioned approaches were discussed in many studies and subjected to different classifications. The most important and currently dominant one of these is the Governance approach. Governance approach is based on three basic principles as follows: Accountability, transparency and participation (Güzelsarı, 2004: 17). Accountability means the obligation of public officials to account for their actions. Accountability will be improved by ensuring a mechanism involving an effective financial management and external control of expenditures at macro level, higher level of involvement of non-state actors and competition. Transparency means ensuring an open administration by improving accountability. Transparency includes minimizing corruption and supporting consultation procedures between public and private sector in policy making. Participation refers to a mechanism which allows for the expression of preferences and demands which may arise in connection with the provision of a public service. The aim is to make the service users participate in decision making process and determining service quality and quantity (Ayman Güler, 2005b: 144-145).

This shift in public administration sphere in the world is considered as "paradigm shift" rather than being just a simple change (Tortop, vd., 2010: 312). It was previously stated that this paradigm shift in the administrative system of many countries was experienced inevitably in Turkey and Turkish public administration was transformed on this background.

Efforts to restructure Turkish public administration are generally referred to as "Administrative Reform" in the literature. It seems possible to examine the administrative reform studies in Turkish Public Administration in a dual way as the studies conducted by native experts and as those by foreign experts. The very first reforms were carried out by foreign experts in 1933. The chronology of the research reports prepared in Turkey's Administrative Reform process is shown in Table-1:

**Table-1. Turkey's Administrative Reform Chronology**

Report Name	Report Year
Dorr Report	1933
Hilts Report	1948
Thornburg Report	1949
Neumark Report	1949
Barker Report	1949
Martin-Cush Report	1951
Roy Blough Report	1951
Leimgruber Report	1952
Hanson Report	1954
Baade Report	1959
Chaillaux-Dantel Report	1959
Preliminary report on Administrative Reform and Reorganization	1961
Mook Report	1962
Fisher Report	1962
Podol Report	1963
MEHTAP (Central Government Organization Research) Report	1963
A Review on the Provincial Organization of the Central Administration	1966
A Research on the Reorganization of Turkish Local Administrations	1966
Administrative Reform Advisory Board Report	1972
Public Administration Report	1983
KAYA (Public Administration Research) Report	1991
Public Administration Restructuring Project	2004

**Source:** Yaman, 2005: Attachment-1.

As seen in Table-1, the efforts to restructure Turkish public administration dates back to very old times. Assoc. Prof. Hüseyin Yayman analysed most of the reports listed in the table and found some common points of the studies carried out between 1933 and 2004. In this context, it is said that certain problems that were tried to be eliminated by reforms have become chronic problems of Turkish Public Administration. These problems and suggested solutions for them in the reports prepared by foreign experts in the period between 1930 and 1960 (presented in Table-1) are considered as follows: *“Re-codification of the laws by ensuring simplification of administrative procedures and procedures against red tape; Establishment of rationalization commissions within the related ministries; Taking actions to improve the qualifications of employees eliminating imbalances in the distribution of civil servants throughout the country; Making horizontal and vertical progress in the salary scale by adjusting the wage system of civil servants; Ensuring re-distribution of responsibilities by delegation of authority in Turkish public administration; Delegation of more authority and responsibility to local governments; The establishment of a State Personnel Office at central level with the purpose of designating policies related to civil servants in a more inclusionary way and enforcing these in a centralized manner; recruiting qualified personnel needed by government and private sectors in the fields of public administration and business and ensuring the establishment of public administration departments in universities in order to ensure the necessary specialization; Establishment of related units for harmonization of working procedures and methods in government offices”* (Yayman, 2016: 23-24). These findings also coincide with the findings of the reports prepared

by Turkish experts after 1960. In the studies carried out by native experts between 1963 and 2004, the problems of Turkish public administration are generally classified as *“inadequacy of financial resources, personnel disturbances, supervision and coordination problems, problems in organization, paperwork, centralism, closeness in administration, bureaucracy and unwieldiness”* (Yayman, 2005: 266; 276-279).

The most significant action taken to reorganize Turkish public administration and enhancing transparency is the introduction of the Right to Information Act in 2003. In addition, many other actions were taken from 2002 to 2017, particularly including *“The Draft Law on Public Administration”* in 2003 and the local administration codes adopted subsequently. These local administration codes include the Metropolitan Municipalities Act No. 5216 of 2004, Provincial Special Administration Act of 2005 and, Municipal Law No. 5393 and Metropolitan Law No. 6360 of 2010. Ombudsman Act No 6328 of 2012 and e-government studies should also be listed as the other efforts made to render Turkish public administration more transparent.

It would be useful to underline an important issue before discussing these regulations shortly. Although the *“The Draft Law on Public Administration”* issued in 2003 did not become a law, the principles and underlying philosophy of it is reflected on all subsequent reform efforts.

*“The Draft Law on Public Administration”* which can be considered as a significant action taken by AKP, was brought to public attention in 2003. The Draft is the most substantial step in restructuring Turkish public administration and it addresses issues such as the reorganization of local governments and ministries, supervision of public administration and the establishment of an Ombudsman institution. The urgent need of enhancing accountability and transparency in Turkish public administration is clearly stated multiple times in the Draft. For example, in Article 1 it is set out that *“the purpose of the law is to ensure a public administration which is participative, transparent and accountable grounding on human rights and freedom; to determine duties, powers and responsibilities of central administration and local administrations in order to perform quality public services fairly and effectively and; to restructure the organization of central administration in an expeditious and efficient way, as well as to regulate the fundamental principles and methods related to public services”*. As can be seen, the purpose of The Draft Law on Public Administration is to establish a more transparent and participative approach in Turkish public administration. In Article 5 it is stated that *“the ultimate goals in the provision of public services are continuous development, participation, transparency, accountability, predictability, legitimacy, reliance on declaration and the focus on the needs of those who receive services. Public bodies and institutions take necessary measures for people to be able to exercise their right to information.”* Moreover, Article 41 clearly describes the Right to Information, setting out that *“Private and legal entities have the right to information within the scope of procedures and principles determined by law. Public bodies and institutions are obliged to provide any information and document, except for those determined by law, upon request. Public bodies and institutions release their basic decisions and operations in the subjects within their scope of duty and service, purchases of goods and services, sales, projects and annual activity reports to the public by means of information and communication technologies. The finalized activity and audit reports are made available to public for consideration through suitable means.”*

As clearly stated in the Articles 1 to 5 and 41, the aim with this draft was to reorganize Turkish public administration in accordance with the necessities of the time rendering it more transparent and accountable. Hence, the Right to Information is particularly the most emphasized topic in the draft. The draft is submitted for the information of public opinion and

it fell off the agenda without becoming a law due to the arguments resulting therefrom. However, afterwards, many topics and institutions included in the draft were integrated into the structure of Turkish public administration through different practices. Before dealing with the Law on Right to Information in detail, it is crucial to mention these practices, even briefly.

Local governments in Turkey were restructured around the governance approach based on the idea that over-centralist and closed structure of Turkish public administration constitutes an impediment for local governments to work effectively and efficiently. This way, it was aimed to ease off the pressure of the central administration and to increase the capacity of local governments. Within this framework, power and task sharing between central and local government were reorganized with an attempt to change 'authorization balance' in favor of local administrations (Emini, 2009: 42).

An analysis of Metropolitan Municipalities Act No. 5216 of 2004, Provincial Special Administration Act of 2005 and, Municipal Law No. 5393 and Metropolitan Law No. 6360 of 2010 shows that local governments are authorized and empowered in terms of self-government, decentralization, democratization, transparency, accountability, rationalization and fiscal autonomy. Also, decreasing of tutelage and reorganization of the personnel regime is aimed (Emini, 2009: 45).

Another regulation aiming to enhance transparency in Turkish public administration is the introduction of Ombudsman Institution. The Ombudsman Institution gained a constitutional status through the constitutional amendment Referendum of 2010 and was officially established by the Law No. 6328 of 2012. It can be clearly seen in the related articles that the Ombudsman Institution was founded for enhancing transparency and accountability in public administration. For example, it is stated in Article 1 that "*the Ombudsman Institution was established as an independent and effective complaints mechanism examining, investigating, and advising on the actions of the administration in terms of compliance with laws and equitableness in a judicious approach based on human rights.*" And Article 22 states that "*the institution may release any issue which it deems useful to be declared to the public at any time without waiting for annual activity report.*" As an independent complaints mechanism trying to eliminate the problems between citizens and administration, Ombudsman Institution's sharing any useful issue with the public objectively without waiting for annual activity reports contributes positively to the process of enhancing transparency in Turkish public administration.

The last one of the applications intended for making Turkish public administration more transparent was the shift to "E-Government" system. The shift to E-Government system in Turkey was a quite significant action taken in accordance with the necessities of the time to ensure the establishment of the principles of "effectiveness, efficiency, security, explicitness and transparency" in providing public services (Balçı and Kırılmaz, 2009: 46).

The methods of providing public services have been evolved with the development of information communication technologies. According to the Global Digital Report of 2016 by WeAreSocial.com, in Turkey, "out of a population of 79 million people, 36 million have mobile devices, 46 million have access to Internet. And 42 million people use social media" in accordance with this."<sup>4</sup> As can be seen, the rate of computerization and of use of internet is high. This was noticed by Ministry of Development and led to the elaboration of some action plans for a more transparent public administration and for facilitating the provision of Turkish

<sup>4</sup> For more information, visit.: <https://ooofoffline.wordpress.com/2016/01/>

public services. The Information Community Strategy and Action Plan for 2015 to 2018 by the Ministry of Development clearly states that "*E-Government services shall be used as a tool for improving transparency, reliability, accountability and participation in public administration* (Ministry of Development, 2015: 74).

E-Government means "offering the services to citizens electronically" (E-Devlet Kapısı, 2013). Thanks to the rapid development of information technologies, E-Government enables citizens to get public services easily at their home or workplace without having to go to any public institution to provide public services. It helps people save both time and money<sup>5</sup>. E-Government provides citizens with easy access to information and public services. Having access to public services at any time of the day, downloading and saving documents easily, eliminating bureaucratic procedures and facilitating the access to public services by disabled people as well as posting data online at any time not only make the E-Government system more transparent, but also help facilitating the public services (Balci and Kirilmaz, 2009: 53). As shown in Table 2, E-Government is a multidimensional structure that includes 5 different dimensions.

**Table-2. Dimensions of E-Government**

Parties	Concept	Quality	Content
Government ↔ Government	E-Government	Communication, coordination, standardization	Public information and services
Government ↔ Citizen	E-Government	Communication, transparency, accountability, efficiency, productivity, quality	
Government ↔ Private Sector	E-government / E-trade	Communication, trade	
Government ↔ Civil Society	E-Governance	Communication, coordination, transparency, accountability	
Citizen ↔ Citizen	E-Governance	Communication, coordination, transparency, participation	

**Source:** Balci and Kirilmaz, 2009: 49).

When we look at the Government-Citizen; Government-Civil Society; Citizen-Citizen dimensions, we can clearly see that one of the basic qualities shared by the parties is transparency.

<sup>5</sup> For an academic study on the amount of savings after switching to E-Government system in Turkey, see Emre Akcagunduz, A Different Perspective to E-Government in Turkey: The Relation between E-Government and Savings, [http://journal.dogus.edu.tr/index.php/duj/article/viewFile/718/pdf\\_18](http://journal.dogus.edu.tr/index.php/duj/article/viewFile/718/pdf_18).



## 2. THE LAW ON THE RIGHT TO INFORMATION NO. 4982 AND TRANSPARENCY IN TURKISH PUBLIC ADMINISTRATION

The most important step to re-organize and make public administration more transparent is the introduction of the Law on the Right to Information in 2003. The process that required this law and the background on which it was formed are considered in detail in the First Chapter of the study. In this chapter, the Law on the Right to Information No. 4982<sup>6</sup> and two reports which are prepared as a necessity in connection with it in 2014 and 2015<sup>7</sup> were studied considering its effect on the process of making Turkish public administration more transparent.

The Law on the Right to Information No. 4982 of 2003 is formed by 33 articles. The purpose of the introduction of this law is stated in the Article 1 providing for "to organize the principles and procedures related to the exercise by individuals of their right to information in line with the principles of equality, impartiality and clarity as a necessity of democratic and transparent administration". As can be clearly seen in this article, the purpose of the act is the need for a more democratic and transparent public administration. And the Article 4 of it defines the Right to Information.

The article 5 which regulates the *"obligation to provide information"* provides for that *"The Institutions and Organizations in Turkey are obligated to take necessary administrative and technical actions to make any information and document except for those excluded by this Act, available to applicants and finalize any application filed by them to get information effectively, rapidly and accurately."* Thus, all the public institutions in Turkey were obligated to provide requested documents and papers, save for any exception which may be determined thereafter.

The Articles 6 to 8 of the act describe how to use the right to information providing for that "the application to obtain information should be made by filing a letter of application indicating the name, surname, signature, residence or work address of the applicant, if it is a natural entity, and the business name, registered office address, the signature and the certificate of authority of the authorized signatory of it, if a legal entity, with the institution and organization holding the requested information or document. The application can also be made electronically or other telecommunication tools provided that the applicant's identity and signature or other details that make it possible to identify the person who has issued the letter are legally identifiable. The application for information should be for the information and documents which are or, must, due to their duties, be in property of the related institutions and organizations. The institutions and organizations may respond negatively to the applications made for any information or document which requires a separate or specific work, search, examination or analysis to be formed or compiled. If the requested information or document is located in any other place than that institution or organization, the application letter is sent to the other institution or organization and the applicant is notified of this in writing. The information and documents that are published or released to the public through publications, brochures, advertisements or similar materials may not be subject to a letter of application for information. However, the applicant will be informed of how, when and where the information and documents were published or released to the public"

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<sup>6</sup> For the text of the act, visit.:

[http://webcache.googleusercontent.com/search?q=cache:urjCZMuIXxMJ:denizmevzuat.udhb.gov.tr/dosyam/Bilgi%2520Edinme%2520Kanunu\\_EN.doc+&cd=2&hl=tr&ct=clnk&gl=tr](http://webcache.googleusercontent.com/search?q=cache:urjCZMuIXxMJ:denizmevzuat.udhb.gov.tr/dosyam/Bilgi%2520Edinme%2520Kanunu_EN.doc+&cd=2&hl=tr&ct=clnk&gl=tr)

<sup>7</sup> The reports for 2016 and 2017 have not published yet. Therefore, the two most recent reports were analyzed.

The Articles 11 to 13 lay down the time periods for access to information and documents, the responses to applications and the procedure to object. Pursuant to these articles, "*The institution and organizations shall provide access to requested information and documents within fifteen work days from the day of application. If, however, the requested information or document shall be supplied from any other unit within the relevant institution and organization, an opinion from another institution or organization should be obtained in connection with the application or the content of application is related with more than one institution or organization, access to information or document shall be provided within thirty work days. In such a case, the extension of time and its reason shall be notified to the applicant in writing before the deadline of fifteen work days is expired. The institutions and organizations communicates their responses related to information applications to the applicant in writing or electronically.*"

The Articles 15 to 28 of the act defines the limits of the Right to Information Act. These Articles lay down what information can be provided and what cannot under this act. This information should be addressed in detail.

- **Actions out of Judicial Control:** The administrative actions out of judicial control, which may affect one's work life and professional dignity are included within the scope of this act. The right to information so provided does not cause the action to be subject judicial control.
- **Information and Documents Related to State Secret.**
- **Information and Documents Related to Economic Interests of the Country.**
- **Information and Documents Related to Security Intelligence:** Information and documents related to duties and acts of civil and military security intelligence units are within the scope of this law.
- **Information and Documents Related to an Administrative Investigation.**
- **Information and Documents Related to a Judicial Investigation and Prosecution.**
- **Privacy.**
- **Privacy of Communication.**
- **Trade Secret.**
- **Intellectual and Artistic Works.**
- **Internal Regulations:** Information or documents related to the regulations of institutions and organizations related to their internal operations and their own staff which are not of concern to public are not included in the scope of this act. However the right to information of employees of such institutions and organizations who are affected by this regulation is reserved.
- **Internal Opinion, Reminders and Advices:** Information and documents such as those in the nature of opinions, reminders, proposals and advices that are obtained by an institution or organization to carry out their operations are within the scope of the right to information act unless otherwise indicated by the institution and organization. The opinions of the persons, units or institutions having the obligation to issue a legal opinion in scientific, cultural, statistical, technical, medical, financial, legal and similar fields of specialization, shall be available for the requests of information to constitute the basis for decisions to be taken by institutions and organizations.
- **Requests for Advice and Opinion: Requests for Advice and Opinion.**
- "Declassified Information and Documents" are excluded from the scope of this act.

The Article 29 lays down the penal conditions to be applied in case of any omission in performing the Right to Information Act. It sets out "*Any officials and other state employees who commit an omission, failure or a deliberate action in enforcing the act shall be subject to*

*the disciplinary actions set out in the regulations applicable to them, save for the cases which the acts committed by them requires a criminal proceeding in general provisions. The information and documents accessed under this act may not be reproduced and used for commercial purposes."*

The Article 30 provides for the reports which the institutions are obliged to prepare under the Right to Information Act. These reports shall contain:

- The number of the application for information filed with institutions,
- The number of applications responded positively for access to information or documents,
- Statistical details showing the number of declined applications and their distribution,
- The number of the applications for which information and documents are provided saving any detail regarded as secret or confidential or in similar nature,
- the number of declined applications for which an objection is raised and their results.

These reports should be submitted to the Right to Information Assessment Board by the relevant institutions and organizations by the end of February each year. The affiliated, related and associated institutions and organizations shall convey their reports through the ministry to or with which they are affiliated, related or associated. The Board submits the General Report to be prepared by it along with the reports submitted by the relevant institutions and organizations to Turkish Grand National Assembly by the end of April each year. These reports are announced to public by TGNA Presidency within the following two months.

## CONCLUSION

As it is shown by this detailed analysis of the act no. 4982, the matters related to "the Right to Information Act" are regulated in detail in the act text. The purpose of the act, the importance of the right to information, the information and documents that are included in the scope of the right to information act and penal sanctioning to be applied to public officials who violate the act are laid down clearly. With the content of the Right to Information Act No 4982 studied, the transparency effect of the act on Turkish public administration will now be addressed in the light of the reports specified in the Article 30. As set out in the Article 30, these reports are announced to the public by the TGNA. The reports can be found in the official web page<sup>385</sup> of the TGNA. As previously mentioned, the study focuses on the reports for 2014 and 2015.

There are, **in total, 3.298.465 applications for information** filed with public institutions and organizations under the Right to Information Act No. 4982 in 2014. **3.118.864 out of them were responded positively.** Thus, 95 % of total applications were responded positively by public institutions and organizations. Out of the total number of applications, 71.964 were responded positively and negatively in parts. The ratio of this number to the total number of applications is approximately 2%. **99.166 out of the total number of applications were rejected, which means that 3% of total applications are responded negatively.** The number of the applications for which information and documents are provided saving any detail regarded as secret or confidential or in similar nature, was 8.471 and the ratio of them to total number of applications is 1%. Total number of applications which were rejected and for which a judicial objection was filed, was 746 (TGNA Presidency, 2014: 1-2).

<sup>385</sup> For the reports, see: [https://www.tbmm.gov.tr/bilgiedinme/degerlendirme\\_kurulu\\_raporlari.htm](https://www.tbmm.gov.tr/bilgiedinme/degerlendirme_kurulu_raporlari.htm).

There were 1.190.325 applications in total in 2015. 1.019.466 out of them are responded positively. Thus, 85,6 % of total applications were responded positively by public institutions and organizations. Out of the total number of applications, 81.994 were responded positively and negatively in parts. The ratio of this number to the total number of applications is approximately 6,8%. **84.115 out of the total number of applications were rejected, which means that 7 % of total applications were responded negatively.** The number of the applications for which information and documents are provided saving any detail regarded as secret or confidential or in similar nature, is 4.750 and the ratio of them to total number of applications is 0,3%. Total number of applications which were rejected and for which a judicial objection was filed, was 622 (TGNA Presidency, 2015: 1-2).

In conclusion, 4.488.790 applications were filed under the Right to Information Act in 2014 and 2015. 4.138.310 out of the applications were responded and citizens were informed by the relevant authorities in accordance with their requests. Namely, 92% of the filed applications were responded in these two years. This rate is a considerably high. 153.958 applications were responded positively and negatively in parts in the same years. The applications responded negatively were grounded on the provision of the Article 7 providing for that "*institutions and organizations may respond negatively to the applications made for any information or document which requires a separate or specific work, search, examination or analysis to be formed or compiled.*"

This provision of the act is intended for keeping the public officials employed in the relevant institution from any drudgery. If a citizen asks for the list of names of people who served as a deputy governor between specified dates (for example 1970 to 1990) in a city under the Right to Information Act, then the employees of the relevant institution needs to carry out another work or search in order to compile the requested data. Due to this kind of and similar reasons, 153.958 application were responded positively or negatively in part. This number forms approximately 3 % of the total number of applications, which is a low rate. Taking into account the applications rejected in addition to those responded positively and negatively in parts, it can be seen that the rejected applications were those beyond the limits of the right to information as set out in the Articles 15 to 28 of the act. Such applications were rejected. The number of rejected applications in this context was 196.502. And this number corresponds to about 4% of the total number of applicants.

Given the number of rejected and accepted applications, the contribution of the Right to Information Act to making the Turkish Public Administration more transparent and the formation of a simpler approach of public administration is clearly obvious.

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## PRAVO NA SLOBODU IZRAŽAVANJA PREMA EUROPSKOJ KONVENCIJI O LJUDSKIM PRAVIMA: OPĆI PRAVNI STANDARD

### THE RIGHT TO A FREEDOM OF EXPRESSION ACCORDING TO EUROPEAN CONVENTION ON HUMAN RIGHTS: GENERAL RULE OF LAW

Sanja Grbić<sup>386</sup>

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**Sadržaj:** *U pravnoj se doktrini postavlja pitanje može li i treba li pravo, kao dinamični, kulturni fenomen dopustiti globalizaciju? Dakle, može li pojava koja je vezana za relativne vrijednosti, neovisno od svog oblika i opsega, postati opći pravni standard? Primjerice, o nezavisnosti sudova donesen je kodeks „minimalnih standarda“ na globalnoj razini. Stoga treba li pravo na slobodu izražavanja određeno člankom 10. Europske konvencije za zaštitu ljudskih prava i temeljnih sloboda i praksom Europskog suda za ljudska prava dobiti pojam pravnog standarda odnosno treba li se na taj način definirati pravna pravila o ljudskom pravu na slobodu izražavanja i kvantificirati njegova prihvaćenost na nadnacionalnoj razini. Polazeći od teze da je sloboda izražavanja od primarnog i globalnog značaja te od činjenice da se u praksi nerijetko provodi kontrola izražavanja, ovo pravo je i dalje ugroženo. Stoga je bitno analizirati položaj prava na slobodu izražavanja kao općeg pravnog standarda.*

**Ključne riječi:** *Europska konvencija o ljudskim pravima, pravo na slobodu izražavanja, opći pravni standard*

**Abstract:** *The question arises in legal doctrine whether the law as a dynamic cultural phenomenon can or should allow globalization. Is it possible that the phenomenon related to the relative values becomes a general legal standard regardless of its shape and scope? For instance, a code of „minimum standards“ was adopted at the global level as regards the independence of the courts. However, the question arises whether the right to freedom of expression in the European Convention for the Protection of Human Rights and Fundamental and in the case law of the European Court of Human Rights should be defined as a general rule of law. Therefore, should we define the legal rules of the right to freedom of expression as such, and quantify its acceptance at the supranational level. Starting from the premise that freedom of expression is of global importance, and the fact that in practice it is often subjected to control, this right is still threatened. Therefore, it is important to analyze the position of the right to freedom of expression as a general rule of law.*

**Keywords:** *European Convention on Human Rights, the right to freedom of expression, general rule of law.*

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#### 1. UVOD

**E**uropska konvencija o ljudskim pravima (dalje: Konvencija) [1] je proizvod vremena nakon Drugog svjetskog rata kada je pitanje zaštite ljudskih prava privlačilo veliku pažnju. Kada se analiziraju uvjeti u kojima je ona, kao opći demokratski princip u

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Europi, nastala, sadržaj prava koja štiti i teorije koje su joj prethodile, čini se da ona ima položaj *primus inter pares* u odnosu na druge međunarodne obveze koje najsnažnije djeluju na unutarnje pravo. U Republici Hrvatskoj, temeljem čl. 140. Ustava [2] Konvencija i njezina praksa su izravno primjenjive na državljane i obvezuju nacionalne sudove.

Konvencija u čl. 10. govori o slobodi izražavanja. U Preambuli Konvencije je već vidljivo da sloboda izražavanja ima ključnu ulogu u zaštiti drugih prava po Konvenciji te je Europski sud za ljudska prava (dalje: Sud) utvrdio da je ona preduvjet za učinkovito promicanje i zaštitu tih prava. Stoga se ovaj rad temelji na važnosti utvrđenja slobode izražavanja kao općeg pravog standarda.

## 1. PRAVO NA SLOBODU IZRAŽAVANJA PREMA KONVENCIJI

### 1.1. Opći pregled

Čl. 10. [3] govori o slobodi izražavanja i u detalje je razrađen praksom Suda. U predmetu *Handyside protiv Ujedinjenog Kraljevstva* [4] Sud je rekao: "Sloboda izražavanja predstavlja jedan od temelja demokratskog društva i uvjet je za njegov napredak i razvoj." U *Castells protiv Španjolske* [5]–[6] istaknuo je: "Mediji imaju vrlo važnu ulogu u državi u kojoj se poštuje vladavina prava" [7], a u predmetu *Association Ekin protiv Francuske* [8] utvrdio je da prava koja priznaje čl. 10. vrijede "bez obzira na granice." [9]. "

Dakle, Sud daje široku interpretaciju pojmova sadržanih u čl. 10. st. 1., te ih kontinuirano proširuje. Istaknuo je važnu ulogu i značaj medija kao prijenosnika ideja, informacija i mišljenja, a ujedno je naglasio i da su time oni ujedno najčešći objekti izricanja ograničenja i zabrana slobode izražavanja pa se sudska praksa Suda u ovoj materiji najvećim dijelom odnosi na novinare [10].

U okolnostima koje uključuju slobodu tiska jasno je da prava prema čl. 10. obuhvaćaju novinare, ali isto tako i novinske ili radio-televizijske organizacije [11]. Ipak, pravo na pristup

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*studij "Pravo europskih integracija" organiziran u okviru TEMPUS programa Pravnog fakulteta Sveučilišta u Rijeci. Akademski stupanj magistra znanosti stekla je u travnju 2005.*

*Na Veleučilištu u Rijeci bila je zaposlena kao asistentica od 1. travnja 2004. godine do 30. rujna 2005. Nakon toga, zaposlila se na Pravnom fakultetu Sveučilišta u Rijeci kao asistentica na Katedri za teoriju prava i države, filozofiju prava, ljudska prava i javnu politiku. Doktorsku disertaciju pod nazivom "Pravo na pošteno suđenje u građanskom postupku prema članku 6. Europske konvencije za zaštitu ljudskih prava i temeljnih sloboda i Republika Hrvatska: s posebnim osvrtom na pravo na pošteno suđenje u razumnom roku, načelo nezavisnosti i nepristranosti sudova te neartikulirana načela prava na pristup sudu i jednakosti oružja" obranila je u lipnju 2012. Tada je nastavila s radom kao viša asistentica te kao docentica od svibnja 2016. Znanstveno-istraživački rad usmjerila je na područje zaštite ljudskih prava i teoriju prava i države. U okviru navedenog rada posebnu pažnju posvećuje pravu na pošteno suđenje, zabrani diskriminacije te zaštiti prava osoba s invaliditetom o čemu je objavila niz znanstvenih i stručnih radova te se stručno usavršavala kao vježbenik na Europskom sudu za ljudska prava. Također, sudjeluje i kao predavač na Ljetnoj školi ljudskih prava u Novom Vinodolskom.*

*Od zimskog semestra akademske godine 2005./2006. sudjeluje u raznim oblicima izvođenja nastave na Integriranom studiju prava Pravnog fakulteta kao i na Upravnom studiju te izvodi nastavu i u okviru Poslijediplomskog specijalističkog studija "Pravo Europskih integracija", Specijalističkog diplomskog stručnog studija javne uprave i Poslijediplomskog doktorskog studija iz područja društvenih znanosti, polje pravo Pravnog fakulteta Sveučilišta u Rijeci.*

medijima je ograničeno pravo. Međutim, ukoliko je članak prihvaćen i objavljen, mjere poduzete za njegovo povlačenje mogu dovesti do miješanja u pravo na slobodu izražavanja [12]. Stoga, Sud pažljivo proučava mjere kojima se kažnjavaju mediji [13]-[14].

## **2. PODRUČJE PRIMJENE PRAVA NA SLOBODU IZRAŽAVANJA**

Prema tumačenju Suda sloboda izražavanja obuhvaća sve oblike izražavanja i proteže se na sve oblike mišljenja i stavova [15]. Zaštita koju pruža čl. 10. pokriva informacije i mišljenja koja mogu i šokirati većinu. Toleriranje stava pojedinaca bitna je komponenta demokratskog političkog sustava. U predmetu *Handyside protiv Ujedinjenog Kraljevstva* [16] Sud je iznio da se čl. 10. primjenjuje ne samo na:

“informacije i ideje koje su primljene pozitivno, ili se smatraju bezopasnima, neuvredljivima ili indiferentnima, nego i na one koje vrijeđaju, šokiraju ili uznemiruju državu ili bilo koji dio stanovništva. Takve su potrebe pluralizma, tolerancije i liberalnosti bez kojih demokratsko društvo ne može postojati. To između ostalog znači da svaka formalnost, uvjet, ograničenje ili kazna nametnuta na tom području mora biti razmjerna zakonskom cilju koji se želi ostvariti.” [17].

### **2.1. Zabranjeni oblici izražavanja**

Treba uspostaviti osjetljivu ravnotežu između širokog tumačenja slobode izražavanja i načina na koji ekstreman govor ili govor mržnje predstavlja miješanje ili narušava prava drugih. Sud je stoga utvrdio da mora postojati razlikovanje između onih koji izražavaju ekstremne stavove, a koji ne uživaju uvijek zaštitu iz čl. 10. st. 1. i medija, koji praćenjem izražavanja takvih stavova mogu djelovati kao javni čuvari [18].

Zaključno možemo reći da u odnosu na parametre slobode izražavanja, pristup Suda zagovara što je moguću širu interpretaciju čl. 10. st. 1. Međutim, preporučuje se određeni oprez prilikom bavljenja s ekstremnim stavovima i govorom mržnje. Njih treba promatrati u kontekstu u kojem se izriču, s razlikom onih koji priznaju stavove i onih koji o njima izvještavaju [19].

## **3. ZAŠTITA SLOBODE IZRAŽAVANJA – ČL. 10. ST. 1.**

Čl. 10. st. 1. obuhvaća izražavanje kroz bilo koji medij. Stoga obuhvaća sljedeće:

1. slobodu imanja mišljenja,
2. slobodu prenošenja informacija i ideja i
3. slobodu primanja informacija i ideja.

Ove slobode moraju se ostvarivati bez uplitanja vlasti i bez obzira na granice, ali u skladu s ograničenjima iz čl. 10. st. 2. [20].

U čl. 10. utvrđuje se da sloboda izražavanja obuhvaća slobodu imanja mišljenja. Time se štiti osobe od nepovoljnih posljedica pripisivanja određenog mišljenja na osnovu njihovog prethodnog javnog izražavanja. Negativna sloboda ih štiti od prinude da otkriju mišljenje koje imaju [21].

Sloboda prenošenja informacija i ideja od velikog je značaja za politički život i demokratsku strukturu jedne zemlje. Međutim, Konvencija ne jamči pravo na slobodu informiranja. Sloboda o kojoj se ovdje govori odnosi se na informacije i ideje. Sud tako radi razliku između činjeničnih izjava (informacija) i vrijednosnih prosudba (mišljenja) [22]. Vrijednosne prosudbe



predstavljaju stavove ili osobne procjene nekog događaja ili situacije i nije moguće dokazivati jesu li istinite ili ne. Činjenice na kojima se vrijednosna prosudba temelji mogu se dokazati ili dokazima negirati. To je Sud ustanovio u predmetu *Dalban protiv Rumunjske* [23]: “neprihvatljivo bi bilo da se novinaru zabrani iznošenje svojih kritičkih vrijednosnih prosudbi ako ih ne može dokazati [24].” Stoga će sud uvijek pažljivo ispitivati radi li se o vrijednosnim prosudbama ili činjenicama [25]. Zbog toga su zajedno sa činjeničnim izjavama ili podacima koji se mogu potvrditi, mišljenja, kritike ili špekulacije, koje se ne mogu potkrijepiti dokazom, također zaštićeni čl. 10.

Sloboda primanja informacija i ideja podrazumijeva pravo prikupljanja i traženja informacija putem svih zakonitih izvora. Ona se odnosi na medije i omogućava im prenošenje informacija i mišljenja u javnost. Sud je također ovu slobodu proširio i na pravo javnosti da bude adekvatno informirana o pitanjima koja su joj od interesa [26]-[27].

#### **4. OPĆA NAČELA ČL. 10. ST. 2.**

Prema čl. 10. st. 2. miješanje u prava iz st. 1. mora zadovoljiti sljedeće kriterije: a) mora biti propisano zakonom, b) mora biti nužno u demokratskom društvu, c) mora težiti legitimnom cilju, konkretno u interesu nacionalne sigurnosti, radi zaštite zdravlja i morala, radi zaštite prava ili ugleda drugih, sprječavanja otkrivanja povjerljivih informacija ili zbog očuvanja nepristranosti i nezavisnosti sudbene vlasti i d) poduzete mjere moraju biti razmjerne cilju kojem se teži. Ovi kriteriji detaljno su razrađeni kroz sudsku praksu Suda [28]. Međutim, ta ograničenja moraju biti restriktivno tumačena, a potreba za miješanjem u pravo uvjerljivo utvrđena, tj. u skladu sa zakonom i legitimnim ciljevima [29].

##### **4.1. Sloboda izražavanja i ugled i prava drugih**

Zaštita ugleda i prava drugih je legitimni cilj koji domaće vlasti najviše koriste za ograničavanje slobode izražavanja. Time se štite političari i državni službenici od kritike. Zato je Sud medijima potvrdio visok stupanj zaštite slobode izražavanja. Privilegirani položaj medija proizlazi iz stajališta Suda da političko izražavanje ima jednu od ključnih uloga u demokratskom društvu, u pogledu izbornog postupka i u pogledu svakodnevnih pitanja od javnog interesa [30].

##### **4.2. Sprječavanje otkrivanja povjerljivih informacija**

U predmetu *Stoll protiv Švicarske* [31] radilo se osudi novinara, podnositelja zahtjeva, zbog objavljivanja podataka iz povjerljivog diplomatskog dokumenta švicarske vlade o strategiji isplate naknade žrtvama holokausta. Sud je smatrao da se izraz “sprječavanje otkrivanja informacija dobivenih u povjerenju” prema čl. 10. st. 2. primjenjuje na informacije koje može otkriti osoba koja ih je dužna čuvati u okviru svoje profesije ili treća osoba, primjerice novinar. Naglasio je da sloboda tiska ima veće značenje kada država određene podatke tretira kao povjerljive ili tajne. Međutim, Sud je ustanovio da ovdje nije došlo do povrede čl. 10. Većina sudaca je zauzela kritički stav u odnosu na članak podnositelja te ga okarakterizirala uvredljivim i nepreciznim jer je naveo čitatelje na pogrešno mišljenje i smanjio njegov doprinos javnoj raspravi zaštićenom čl. 10.

## 5. OSVRT NA NAČELA ZAŠTITE SLOBODE IZRAŽAVANJA U PRAKSI USTAVNOG SUDA RH

Ustav Republike Hrvatske u članku 38. [32] jamči slobodu mišljenja i izražavanja misli. Ustavni sud Republike Hrvatske (dalje: Ustavni sud) odlučivao je o povredi čl. 38. u nekoliko predmeta. Za potrebe ovog rada bit će prikazana jedna od navedenih presuda kroz koju se vidi da Ustavni sud prilikom odlučivanja o povredi slobode izražavanja odlučuje na isti način kao i Sud, pozivajući se na njegovu sudsku praksu.

U odluci U-III-575/2015 [33] trgovačko društvo VOX d.o.o. podnijelo je ustavnu tužbu protiv presude Županijskog suda kojom je odbijena njegova žalba i potvrđena presuda Općinskog suda. Prije ustavnosudskog postupka protiv podnositelja kao izdavača tjednika "Vox - Zadarski regional", pokrenut je parnični postupak radi naknade neimovinske štete zbog povrede prava osobnosti tužitelja. Povreda prava osobnosti nastala je objavom više naslova, fotografija i tekstova u tjedniku "Vox - Zadarski regional" kojima se aludira na tužiteljevu nečasnost, kriminalno djelovanje te zlouporabu položaja i ovlasti u svojstvu načelnika kriminalističke policije Policijske uprave.

Podnositelj smatra da su osporenim presudama povrijeđena njegova ustavna prava. U odnosu na čl. 38. Ustavni sud je istaknuo kako Ustavom zajamčena sloboda mišljenja i izražavanja misli, koja podrazumijeva i slobodu tiska, nema značenje apsolutne slobode, već je podložna ograničenjima koja su propisana Ustavom i zakonom. Detaljnija definicija nužnih ograničenja sadržana je u čl. 10. Konvencije. Dakle, ustavno i konvencijsko jamstvo slobode izražavanja sadrži obveze i odgovornosti koje se odnose i na tisak pa su (i) oni koji se koriste pravom na slobodu izražavanja u okviru tiska dužni prilikom iznošenja informacija od javnog interesa postupati u dobroj vjeri, kako bi pružili vjerodostojne informacije u skladu s novinarskom etikom.

Razmatranjem osporenih presuda i cjelokupnog predmeta, Ustavni sud prihvaća ocjenu nadležnih sudova da sporni niz napisa u jednom broju tjednika čiji je podnositelj nakladnik ne predstavlja vrijednosne sudove koji bi se temeljili na utvrđenim i stvarnim činjenicama i objavljivanje kojih bi bilo primarno u javnom interesu (zbog brige o funkcioniranju policije), već da je riječ o medijskom šikaniranju tužitelja osobno.

Tužitelj je u vrijeme sporne objave bio načelnik kriminalističke policije, dakle osoba koja je nositelj izvršne vlasti, čiji rad ima iznimno značajnu ulogu u državi vladavine prava. Zbog takve uloge rad policije treba uživati povjerenje javnosti i mora se štititi od neutemeljenih napada [34]. Ustavni sud posebno napominje da policija, kao i ostale državne i javne institucije, nije imuna na kritiku i kontrolu, no ta kritika ne može prelaziti granice osobnih uvreda i kleveta. Zbog toga Ustavni sud ocjenjuje da podnositelju osporenim presudama nisu povrijeđena prava iz čl. 38. Ustava.

## 6. ZAKLJUČAK

Značajne promjene u području prava slobode izražavanja postavile su potpuno nove izazove. Iako su „srušene“ stroge forme cenzure i monopola nad pisanom i izgovorenim riječi, razni oblici pritisaka i utjecaja i dalje ograničavaju to pravo. Ipak sudska praksa u području slobode izražavanja u RH nosi snažan pečat normativne aktivnosti Ustavnog suda koji se vodi istim načelima kao i Sud pri razmatranju slučajeva vezanih za pravo na slobodu izražavanja. Sve je to pratio i zakonodavni napredak. Ipak, normativne nedorečenosti su prisutne zato što je u tim

rješenjima zadržana želja elite da sprovodi neku vrstu kontrole nad pravom na izražavanje. Naravno, i negativna političko-ekonomska situacija doprinijela je stvaranju sve lošije situacije po pitanju slobode izražavanja. Ipak praksa Suda i Ustavnog suda, razvijala se od dosta konzervativnog pristupa, koji državama daje jače ovlasti, ka liberalnijem pristupu, koji državama daje manje diskrecijskog prava u ograničavanju slobode izražavanja. Zaključno, može se reći da se razvojem pravnog iskustva i napredovanjem pravne norme načelo prava na slobodu izražavanja ustoličilo u status pravnog standarda.

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- [2] Ustav Republike Hrvatske, *Narodne novine*, 56/90, 135/97, 8/98, 113/00, 124/00, 28/01, 41/01, 55/01, 76/10 i 85/10.
- [3] Čl. 10. Konvencije glasi:
  1. Svatko ima pravo na slobodu izražavanja. To pravo obuhvaća slobodu mišljenja i slobodu primanja i širenja informacija i ideja bez miješanja javne vlasti i bez obzira na granice. Ovaj članak ne sprečava države da podvrgnu režimu dozvola ustanove koje obavljaju djelatnosti radija ili televizije te kinematografsku djelatnost.
  2. Kako ostvarivanje tih sloboda obuhvaća dužnosti i odgovornosti, ono može biti podvrgnuto formalnostima, uvjetima, ograničenjima ili kaznama propisanim zakonom, koji su u demokratskom društvu nužni radi interesa državne sigurnosti, teritorijalne cjelovitosti ili javnog reda i mira, radi sprečavanja nereda ili zločina, radi zaštite zdravlja ili morala, radi zaštite ugleda ili prava drugih, radi sprečavanja odavanja povjerljivih informacija ili radi očuvanja autoriteta i nepristranosti sudbene vlasti.
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# THE RIGHT TO USE ONE'S NATIVE LANGUAGE BEFORE A CIVIL COURT IN THE SLOVAK REPUBLIC

Svetlana Ficová<sup>387</sup>

**Abstract:** *The paper comments on the scope of the right of a party to a lawsuit to use his/her native language during court proceedings. With respect to re-codification of civil procedure in the Slovak Republic (effective of July 1, 2016), the essential hypothesis of this paper is whether the new Civil Litigation Code has affected the extent of this right.*

*The paper offers an analysis of individual partial rights, in particular. the party's right to have an interpreter during any hearing, the right to have all submissions of written documents (excluding presentation of evidence) translated, the right to an interpreter when providing evidence, and eventually the right to have all court materials, including the judgment, translated to the party's native language.*

*The present hypothesis is based on historical and comparative methods, using synthetic and analytical approach, and systematic, grammatical and logical interpretations.*

*The results of the analysis show that the right of a party to a lawsuit to use his/her native language when acting before a court has been affected, indeed. However, not as far as to the option of using the mother tongue, as this right is continuously guaranteed, but as far as the duty to pay the related translation or interpretation costs.*

*Thus, compared to previous rules of civil procedure, some partial rights have been restricted (e.g. the right of translation of written submissions), and some partial rights have been expanded (e.g. the right to an interpreter when providing evidence by a witness), and the scope of other party's rights remains guaranteed without any changes.*

*So, a viable opinion may be presented here that it may be reasonable to modify the current legal rules so that a party to a lawsuit should be entitled to have also written court submissions translated at the costs of the state. Even with this limitation, a substantial deficiency from the party's point of view, it may, nevertheless, be said that the right to use one's native language before a court is guaranteed in the Slovak Republic at an acceptable level.*

**Key words:** *The right to use one's native language before a court, equal rights of the parties to the lawsuit, the principle of fair trial, court costs, costs of providing evidence, the right to an interpreter*

## 1. INTRODUCTION

Effective of July 1, 2016 the new Civil Litigation Code, Act 160/2015 Z. z. came into force and effect in the Slovak Republic, fulfilling the re-codification tasks in civil law necessary due to badly perceived enforceability of law considered one of the most burning social issues. According to the Explanatory Report [1] the aim of the law is to create procedural rules most closely approximating the ideal of speedy and fair protection of the parties' rights and interests protected by law based on responsible approach of the subjects of civil process to legal proceedings, and thus to facilitate a better quality of judicial decisions. Moreover, its goal is to formulate the rules that will make the process more economical, too.

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In connection with these aims, the following hypothesis may be set. *Has the new Civil Litigation Code affected the scope of the party's right to use his/her native language before a court when compared to the former Code?*

The guarantee of just and fair protection of rights and interests protected by law should not be perceived only through the prism of fact finding and accurate interpretation and application of legal norms. Very important, if not the most decisive, no doubt, is the party's ability to understand, follow, participate actively and thus influence the course of lawsuit. However, this is possible only if the party can understand the language in which the proceeding is conducted or if the party may use an institute of law to overcome linguistic incompetency in a qualified manner.

The right to an interpreter is guaranteed directly by the Constitution of the Slovak Republic (Act 460/1992 Zb.). The importance of this right arises also from its systematic inclusion among the fundamental rights and freedoms, more specifically, the right to judicial and other legal protection. Under Article 47 of the Constitution, any person stating he/she is unable to speak the language in which the trial is conducted has the right to an interpreter.

Under the legal doctrine [2] the right to an interpreter means interpreting from the language in which the trial is conducted to the language which the party can understand, and back from the language the party can understand to the language in which the trial is conducted. From the perspective of the subject of the right to an interpreter, this constitutional right is restricted to the party only; applying, however, not only to a foreign party, but also to a citizen of the Slovak Republic, typically a member of national minority or ethnic group.

## 2. LEGAL SITUATION IN THE PAST

In seeking answers to the set hypothesis, the scope of the party's right to use his/her mother tongue before a court prior to re-codification should first be explained. The fundamental procedural law formerly governing civil lawsuits and non-litigation cases was the Code of Civil Procedure, Act 99/1963 Zb. ("Code Civ. Proc.") in effect before June 30, 2016. In § 18, the principle of equality of the parties to the lawsuit was set forth, and within this principle, also the party's right to act before a court using his/her mother tongue.

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This rule was not quite practical. Mainly where the party's mother tongue was a rarely used language and it was difficult to find an interpreter. Therefore, the party's right to use his/her native language was expanded by the right to use the country's official language the party could understand, and later also by the right to act before a court in the language the party could understand.

In these circumstances, the court was obligated to appoint an interpreter for such party. In legal theory the party's right to act before a court using his/her mother tongue or the language he/she could understand was defined quite broadly. In addition to the party's right to present oral statements in such language, it also included the right to make written submissions, follow the court proceeding by means of an interpreter, and have all written materials delivered by the court translated [3]. That is, not only the right to an interpreter, but, in some situations, also the right to a translator applied.

For the sake of ensuring equality of the parties, it was important for the party concerned to interpret this right in the broadest sense. From the financial point of view, however, it was important also for the opposite party, when unsuccessful. Under § 141 (2) Code Civ. Proc., court costs related to the party's use of his/her mother tongue or the language the party could understand were borne by the state. In adjudicating, the courts included costs of the appointed interpreter [4] and costs for the translation of judgment [5] among court costs.

Thus, broad interpretation of the law was not only consistent with but surpassed the fundamental right defined in Article 47 of the Constitution of the Slovak Republic.

### 3. CURRENT LEGAL SITUATION

Currently the right to act before a court in one's native language is defined in § 155 of the Civil Litigation Code.

Under § 155 (1), **any person** has the right to act before a court in the language he/she **understands**. With respect to the nature and circumstances of the case the court will appoint an **interpreter**. § 155 (2) guarantees translation of any submission or evidence not presented in the official language; such translation is either supplied by the party itself or by the party upon the court request. If the party fails to do so, translation must be provided by the court. Thus, the law consistently respects, in the broadest sense, the party's right to act in the language he/she can understand.

In this context it should be mentioned however that under § 155 (3) of the Code, only costs of interpretation are borne by the state. Costs of translation of either a written submission or evidence presentation are not borne by the state. Ultimately, these costs will burden the unsuccessful party [6].

Within the meaning of this clear rule, distinction must be made between interpreters and translators as such distinction exists also under Act 382/2004 Z. z. on experts, interpreters and translators [7].

Which are the consequences of the difference between an interpreter and a translator?

The following conclusions may be made according to partial rights subsumed under the general term of the right to act before a court in the language the subject can understand. These partial rights include:

- (a) the right to interpretation of oral statements of the parties, legal representatives and the court, including the parties' oral submissions during trial,
- (b) the right to interpretation of the evidence, i.e. by a witness or an expert witness,
- (c) the right to translation of the party's written submission,
- (c) the right to translation of written evidence,
- (e) the right to translation of written court documents, including the judgment.

§ 155 (1) of the Code uses the phrase "any person has the right to act...". The difference from the former law is clear at first sight, as this right was previously expressly limited only to the party (§ 18 Code Civ. Proc.). Therefore, some interpretation problem may arise in future as for whether this right applies only to the party or some other subjects, e.g. a witness or an expert witness.

Based on systematic inclusion of the provisions of this section, the phrase "any person has the right to act..." should be limited to the party only, since § 155 is included in Part One, Chapter Eight governing the acts of parties to a lawsuit. Similarly, as already mentioned before [2], interpretation of the right to an interpreter is restricted to the party only, as guaranteed by the Constitution.

Based upon a linguistic interpretation of § 155, examination of a witness or an expert witness, i.e. any evidence presented orally, too, could be subsumed under the phrase "any person has the right to act...".

The discussion of the scope of the phrase "any person has the right to act..." is not just of theoretical significance. On the contrary, it affects the court's decision on reimbursement of court costs. From the party's point of view, protection of his/her right to act before a court in the language he/she can understand is very important. Important, and in some cases, even decisive is also impact of this right on the party's financial situation.

*(a) The right to interpretation of all oral statements of the parties, legal representatives and the court during trial*

If the phrase "any person has the right to act..." under § 155 (1) is understood in the narrow sense, the state will bear only costs of interpretation of the party's statements made during trial. Quite naturally, within the meaning of the right to bilateral interpretation, the state will bear also costs of interpretation of the opposing party's statements, and, generally, the costs of interpretation of the entire trial.

The party's statements include also possible oral submissions (both, on the merits or procedural) made by the party and filed during trial.

*(b) The right to interpretation of the evidence*

Where the phrase "any person has the right to act..." under § 155 (1) is understood in the broader sense, the state will bear the costs of interpreting all oral statements of all subjects during trial (i.e. also during questioning of a witnesses or an expert witness).



*(c) The right to translation of the party's written submissions*

Costs of translation of the party's written submissions (regardless of whether on the merits or procedural) will not burden the state. These costs will first be borne by the party making the submission or proposing the evidence, and subsequently by the party ordered by the court to reimburse the costs under § 255 of the Code under the principle of success in the lawsuit. Any other interpretation of § 155 (3) would, with regard to its unambiguous formulation, be contrary to the fundamental principle of Article 3 (2) of the Code, as legal interpretation must not contradict anything that is clear and unambiguous from the words and phrases of the law.

*(d) The right to translation of written evidence*

When translating evidence proposed by a party (e.g. by a deed or through an expert witness), costs of translation will not burden the state but the party. The arguments shown in (c) apply as appropriate.

*(e) The right to translation of written court documents, including a judgment*

The right to translation of written court documents, chiefly the judicial decisions, without any charge, is not specifically dealt with by the new Code. This makes it possible for the courts to apply the procedure under Article 4 (2) and to decide in accordance with the legal norm the court would choose as a law-maker taking into consideration the principles of general justice. Thus, it may be assumed the court will stand to the current interpretation, so that translations of written court documents delivered to the party will continue to be translated at the costs of the state, i.e. without burdening the party.

#### 4. CONCLUSION

Summarizing the foregoing, the following conclusion may be made.

In case of the party's submission, costs of interpretation or translation may be borne by different subjects. It may either be the state [under (a)] or the party [under (c)], depending on whether it concerns interpretation of oral statements or translation of written submissions.

Based upon the foregoing, the answer to the set hypothesis formulated in the introduction may be that compared to the law in effect before June 30, 2016, the scope of the party's right to act before a court in his/her native language has been considerably restricted. Namely as far as the party's partial right to translation of written submissions concerns. The former law guaranteed the party's right to use not only an interpreter for oral statements but also a translator for written submissions without any charge. Costs of interpretation and translation were borne by the state. The current Civil Litigation Code expressly provides that costs of translation of a submission must be reimbursed by the unsuccessful party according to the principle of success in the case. Any other interpretation would be contrary to the principle set in Article 3 (2) of the Code.

The other part of the answer to the hypothesis concerns costs of the evidence. Here, too, difference in procedures may apply similarly as in case of the party's submissions. When inclined to use a broader interpretation of the phrase "any person has the right to act..." in which case not only the party but e.g. also the testimony of a witness or an expert witness would be included, apparent difference as to who should bear the court costs may occur, depending on whether interpretation of oral statements of a witness or an expert witness during trial or translation of written documentary evidence is required (e.g. translation of an expert witness' opinion). In the former case court costs would be borne by the state [under (b)], and in the latter case by the party [under (d)].

At this point, when compared to the former law, the party's position may appear more beneficial, at least partially, since before re-codification costs of evidence were not borne by the state, irrespective of whether in relation to interpretation or translation.

Finally, the scope of party's right to interpretation of all oral statements during trial at the costs of the state [under (a)] after re-codification, is the same as in the former law. A similar conclusion may be made also as for the right to translation of written court documents, including judgments [under (e)].

The results of the analysis show that should the scope of the party's right to act in his/her mother tongue before a court be the same as before re-codification, it would be necessary to change the current law so that the party has also the right to translation of submissions at the costs of the state. Nevertheless, it may be said that the party's right to act before a court in his/her native language is guaranteed in the Slovak Republic at an acceptable level.

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- [5] Decision of the Supreme Court of the Slovak Republic of April 25, 2002, Case No. 2 So 24/02, published in the Collection of Opinions and Decisions of Courts of the Slovak Republic under No. R 74/2003, ruling that costs of translation of the judgment to the party's native language are borne by the state. A party cannot be ordered to reimburse such court costs.
- [6] Or by both parties in proportion to their success in the case.
- [7] An interpreter means a person providing interpreting services of direct communication of persons speaking different languages. Interpreters include also sign language interpreters for the deaf, articulate interpreters, and interpreters for those who are deaf and blind (§ 20 of the Act). A translator is a person providing translation services and making translations (§ 21 of the Act).
- [8] Provisions of § 257 of the Civil Litigation Code, not allowing the court to order reimbursement of court costs where reasonable grounds exists, remain beyond the discussion, otherwise it would be an unjustified departure from the set hypothesis.

## MERE NADZORA NA TRŽIŠTU KAPITALA KOJE PREDUZIMA KOMISIJA ZA HARTIJE OD VREDNOSTI REPUBLIKE SRBIJE

### SUPERVISION MEASURES AT CAPITAL MARKET CONDUCTED BY SECURITIES COMMISSION OF REPUBLIC OF SERBIA

Nikola Krstić<sup>388</sup>

**Sadržaj:** Nadzor presudno utiče na uređenost tržišta kapitala, budući da smanjuje mogućnost vršenja manipulacija i korišćenja insajderskih informacija. On omogućava i kontrolu informacija koje izdavalac objavljuje na tržištu kapitala, a u cilju tačne i pravilne primene načela informisanosti i javnosti. Mere nadzora utiču na generalnu i specijalnu prevenciju zloupotreba, budući da ustanovljavaju sistem sprečavanja i otkrivanja koji treba da očuva sigurnost investitora i poverenje u samo tržište kapitala. Regulaciona tela poput Komisije za hartije od vrednosti Republike Srbije, moraju raspolagati kako posrednim tako i neposrednim merama nadzora, da bi se ostvarili prethodno pomenuti ciljevi. Tema rada je analiza ovih mera, način njihove primene, cilj njihovog ustanovljavanja i efekti koje one treba da imaju na tržištu kapitala. U doba globalizacije mere nadzora ne mogu biti ograničene na jednu državu, već je potrebno ustanoviti sistem saradnje regulatornih tela na međunarodnom nivou. Stoga će se rad delom osvrnuti na međunarodne organizacije koje pružaju saradnju u prekograničnom nadzoru tržišta kapitala.

**Ključne reči:** mere nadzora, komisija za hartije od vrednosti, zloupotrebe, insajderske informacije, tržište kapitala.

**Abstract:** Supervision measures are crucial for well-regulated financial market, while they lessen the possibility for market manipulations and usage of insider information. They enable control of information published by issuer at financial market in order to apply the principle of information availability and publicity. Supervision measures are affecting on general and special prevention, as they established a system of prevention and detection that should preserve safety of investors and trust in capital market. Regulation bodies as Securities Commission of Republic of Serbia must have at their disposal direct and indirect supervision measures in order to convey previously mentioned goals. Topic of this paper is to analyse these measures, the way they are applied, the goal of their establishment and the effects they should have on the capital market. Due to globalisation, supervision measures cannot be limited to only one country, thus it is necessary to establish the system of international cooperation of Regulation bodies. Therefore, this paper will partially address to international organisations, which enable cooperation in international supervision of capital markets.

**Key words:** supervision measures, securities commission, manipulation, insider information, capital market.

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## 1. UVOD

Nadzor na tržištu kapitala treba da omogući informacionu simetriju, spreči i otkrije zloupotrebe i nezakonitosti. Nakon velike depresije tridesetih godina u Americi nastaje začetak modernog zakonodavstva u ovoj oblasti, kada se formira i prva Komisija za vrednosnice i berzu (SEC), kao prvi centralistički uređen sistem kontrole.<sup>389</sup> Pored centralizovanog, u nemačkom pravnom području postoji decentralizovani sistem komesara, koji je u novije vreme pretrpeo reformu,<sup>390</sup> te postoji uz državno regulaciono telo, čiji je značaj mnogo veći. U Austriji savezni ministar za finansije više iz razloga dugačke pravne tradicije, postavlja berzanske komesare, koji vrše nadzor nad tržištem i učesnicima po njegovim direktivama, naravno uz jedno centralno regulaciono telo koje ima ključnu ulogu.<sup>391</sup>

Kod nas je prihvaćen centralistički sistem kontrole od strane nezavisnog regulacionog organa, Komisije za hartije od vrednosti Republike Srbije (na dalje u tekstu: Komisija). Nadzor koji ona preduzima može biti posredni i neposredni, a kako bi se otklonile nepravilnosti ona može izricati i određene nadzorne mere.

## 2. SUBJEKTI NADZORA

Subjekti nadzora su lica koja učestvuju u poslovanju berze, a čije su radnje i isprave predmet kontrole.<sup>392</sup> Zakon o tržištu kapitala<sup>393</sup> kao subjekte nadzora je predvideo, izdavaoce finansijskih instrumenata i ponuđače sa njihovim matičnim i zavisnim društvima<sup>394</sup> investiciona društva<sup>395</sup>, organizatora regulisanog tržišta ili multilateralne trgovinske platforme (na dalje u tekstu: organizator tržišta)<sup>396</sup>, Centralni registar depa i kliring hartija od vrednosti (u daljem tekstu Centralni registar)<sup>397</sup>, davaoca preporuke<sup>398</sup>, insajdere<sup>399</sup>, Fond za zaštitu investitora (na dalje u tekstu: Fond)<sup>400</sup> i lica koja stiču značajno učešće u izdavaocu, investicionom društvu, organizatoru tržišta i Centralnom registru.

## 3. PREDMET NADZORA

Tržište finansijskih instrumenata u praksi nikad nije potpuno efikasno, jer je informativna asimetrija samo jedna teorijska pretpostavka u ekonomiji za analizu tržišnih kretanja, a na njemu uvek postoji delimična informaciona asimetrija, zbog čega pravo nastoji da postigne bar jednaku dostupnost tržišno značajnih podataka.<sup>401</sup> Zbog toga je dostupnost, tačnost i pravovremenost informisanja jedan od predmeta kontrole.

<sup>389</sup> Lewis Loss, Joel Seligman, *Fundamentals of securities regulations*, New York, 2004, str. 67.

<sup>390</sup> Nenad Jovanović, *Berzansko pravo*, Beograd, 2009, str. 216.

<sup>391</sup> Susanne Kalss, Martin Oppitz, Johannes Zollner, *Kapitalmarktrecht*, Wien, 2005, str. 96.

<sup>392</sup> N. Jovanović, *nav. delo*, str. 227.

<sup>393</sup> Zakon o tržištu kapitala („Sl. Glasnik RS“, br. 31/2011, 112/2015 i 108/2016).

<sup>394</sup> ZTK, čl. 44.

<sup>395</sup> ZTK, čl. 267.

<sup>396</sup> ZTK, čl. 131-133. U ovom radu će se za regulisano tržište i multilateralnu trgovinsku platformu koristiti pojam organizovano tržište, kao generički pojam. Ovakvo terminološko određenje nije najbolje, budući da su sva tri segmenta tržišta uključujući i OTP tržište organizovana u skladu sa zakonom i od strane ovlašćenih lica. Međutim, ne postoji drugačija mogućnost da se jednim pojmom označe ova dva vida tržišta, te se pribeglo ovakvom rešenju.

<sup>397</sup> ZTK, čl. 237.

<sup>398</sup> ZTK, čl. 93. u vezi sa čl. 87-88. ZTK.

<sup>399</sup> ZTK, čl. 83. Insajderi su lica koja poseduju insajderske informacije i o kojima se u skladu sa zakonom sačinjavaju posebni spiskovi od strane izdavaoca finansijskih instrumenata.

<sup>400</sup> ZTK, čl. 145. i 146.

<sup>401</sup> Mirko Vasiljević, Branko Vasiljević, Dejan Malinić, *Finansijska tržišta*, Beograd, 2008, str. 440.

Stoga su izdavaoci i ponuđači u obavezi da objave prospekt pri emisiji finansijskih instrumenata i njihovom uključivanju na tržište, a Komisija prospekt odobrava ukoliko ispunjava propisane zahteve u pogledu obavezne sadržine, pri čemu Komisija nije odgovorna za istinitost i celovitost podataka navedenih u bilo kom delu prospekta.<sup>402</sup>, ali tačnost istih može biti proverena u postupku nadzora.

Informacije o bonitetu izdavaoca su takođe predmet nadzora zbog informacione simetrije, stoga je isti u obavezi da objavljuje godišnje i polugodišnje finansijske izveštaje, a društva na listingu berze još i kvartalne. Ukoliko Komisija utvrdi da finansijski izveštaj nije u skladu sa zakonom zahtevaće da revizija ponovo bude izvršena od strane drugog revizora, a o trošku izdavaoca.<sup>403</sup>

*Mas sci Nikola Krstić, advokat, rođen je 1986. godine u Novom Sadu. Završio je Pravni fakultet u Novom Sadu, gde je i okončao svoje master studije sa temom „Zloupotrebe na tržištu kapitala“, a na istom fakultetu je student doktorskih studija sa užim usmerenjem privrednog prava. Svoja praktična znanja je stekao prvo kao pripravnik u Osnovnom, Višem i Privrednom sudu u Novom Sadu. Položio je pravosudni ispit i advokatski, te se upisao u imenik advokata u Advokatskoj komori Vojvodine, gde i obavlja advokatsku praksu. Posедуje CPE sertifikat iz engleskog (znanje C2 nivo), a nemački zna na nivou C1.*



Izdavalac je u obavezi da obaveštava imaoce svojih finansijskih instrumenata o činjenicama od značaja, te mora da objavljuje propisane izveštaje sa propisanim podacima radi obaveštavanja ulagača.<sup>404</sup>

Predmet nadzora su i sve promene koje mogu uticati na izdavaoca i trgovanje na tržištu kapitala, poput podataka o značajnom učešću u vlasništvu izdavaoca,<sup>405</sup> objavljivanje informacija od značaja za ostvarivanje prava akcionara,<sup>406</sup> sticanju sopstvenih akcija,<sup>407</sup> i svaka promena koja je nastala u pravima iz vlasničkih hartija od vrednosti i izvedenih finansijskih instrumenata.<sup>408</sup>

Zloupotrebe na tržištu kapitala su možda najznačajniji predmet nadzora, a specifičnost je da se one kontrolišu na prekograničnom nivou.<sup>409</sup> Postoji dva vida zloupotreba, korišćenje insajderskih informacija i vršenje manipulacija na tržištu kapitala.<sup>410</sup>

Korišćenjem insajderskih informacija smatra se iskorišćavanje javno još nepoznatih a kursno relevantnih informacija (insajderskih informacija), na taj način što se kupuju ili prodaju finansijski instrumenti na koje se te informacije odnose (insajderski instrumenti), i to u vreme koje prethodi objavljivanju insajderske informacije, a putem osoba koje iz razloga naročitog statusa ili radnog angažmana imaju mogućnost saznanja za iste.<sup>411</sup> Izdavalac ima obavezu da

<sup>402</sup> ZTK, čl. 19. st. 5.

<sup>403</sup> ZTK; čl. 54. st. 12.

<sup>404</sup> M Vasiljević, B. Vasiljević, D Malinić, *nav. delo*, str. 442.

<sup>405</sup> ZTK, čl. 57.

<sup>406</sup> ZTK, čl 65.

<sup>407</sup> ZTK, čl. 63.

<sup>408</sup> ZTK, čl. 55.

<sup>409</sup> ZTK, čl. 73.

<sup>410</sup> Za više informacija o konkretnim primerima zloupotreba na tržištu kapitala vidi: Marija Babić, *Regulativa SAD u praksi primeri manipulacija i prevara na tržištu kapitala*, Beograd, 2006.

<sup>411</sup> Nico Elster, *Europäisches Kapitalmarktrecht – Recht des Sekundärmarktes*, München, 2002, str. 58.

insajderske informacije objavi, jer na ovaj način one gube kvalitet insajderske informacije i korisnost na tržištu.

Manipulacije na tržištu predstavljaju vršenje transakcija i davanje naloga za trgovanje kojima se daju, neistiniti, ili obmanjujući signali, te kojima se vrše obmane ili prevare kao i održavanje cene finansijskih instrumenata na veštačkom nivou, kao i širenje neistinite, ili obmanjujuće informacije putem medija u cilju stvaranja zabluda o finansijskim instrumentima<sup>412</sup>. One se faktički mogu javiti u nekoliko pojavnih oblika i to kao nepravilno objavljivanje insajderskih informacija, zloupotreba informacija, vršenje manipulativnih transakcija, širenje manipulativnih saveta i preporuka, kao i informacija koje izazivaju zabludu, kao i prevarno ponašanje.<sup>413</sup>

Sticanje kvalifikovanog učešća kod organizatora tržišta je takođe predmet nadzora, budući da Komisija daje saglasnost na ovakvo sticanje, a u slučaju izdavaoca o tome samo mora biti obavještena. Takođe, daje saglasnosti i na izbor uprave kod organizatora tržišta, investicionog društva, Centralnog registra, te vrši nadzor nad ispunjenošću uslova i koje ova lica i organizacije treba da ispunjavaju u svom poslovanju, te nad zakonitošću njihovog rada. Nadzire se i upravljanje Fondom i usklađenost njegovog rada sa propisima.<sup>414</sup>

#### 4. POSREDNI NADZOR

Posredni nadzor se obavlja praćenjem, prikupljanjem i proverom objavljenih podataka, obavještenja i izveštaja koji su učesnici tržišta dužni da dostavljaju Komisiji.<sup>415</sup> Obaveza obavještanja komisije tereti sve subjekte nadzora ali u različitom obimu, a sam nadzor može biti redovan i vanredan.

U redovnom postupku nadzora Komisija kontroliše dokumente i informacije koje su sami subjekti kontrole u obavezi da dostave Komisiji bez njenog zahteva.

Na primer izdavalac ili ponuđač su u obavezi da dostavi prospekt pri emisiji i uključivanju finansijskog instrumenta na tržište kapitala<sup>416</sup>, izdavalac izveštaj o sticanju kvalifikovanog učešća, te da se objave podaci koji se tiču izdavaoca a od značaja su za ulagače. Rukovodioci i sa njima povezana lica su u obavezi da Komisiju obaveste o sticanju ili otuđenju akcija ili finansijskih instrumenata povezanih sa akcijama društva u kome se obavlja ova rukovodeća uloga.<sup>417</sup> Organizator tržišta je u obavezi da dostavlja podatke o prijemu i prestanku članstva, podatke o uključenju u trgovanje i odbijanju uključenja i isključenju finansijskog instrumenta sa tržišta, kao i svoje finansijske izveštaje.<sup>418</sup> Organizator tržišta je još u obavezi da obavesti Komisiju o slučajevima za koje opravdano sumnja da se radi o zloupotrebama na tržištu kapitala.<sup>419</sup> Fond je u obavezi da Komisiji daje godišnji izveštaj o svom poslovanju<sup>420</sup>, kao i Centralni registar,<sup>421</sup> koji je takođe u obavezi da Komisiju obavesti o svakoj značajnoj povredi

<sup>412</sup> ZTK, čl. 85. st. 1.

<sup>413</sup> Vidi: Alastair Hudson, *Securities Law*, London, 2008, glava 8, poglavlje 26, pasusi 77-99.

<sup>414</sup> ZTK, čl. 146.

<sup>415</sup> ZTK, čl. 93. st. 2 tač. 1.

<sup>416</sup> Osim u zakonom propisnim slučajevima iz člana 12. i 13. ZTK.

<sup>417</sup> ZTK, čl. 84. st. 3.

<sup>418</sup> ZTK, čl. 130.

<sup>419</sup> ZTK, čl. 86. st. 4.

<sup>420</sup> ZTK, čl. 143.

<sup>421</sup> ZTK, čl. 235. st. 1.

odredaba zakona ili podzakonskih akata koju poćini ćlan Centralnog registra.<sup>422</sup> Brokersko dilerska društva su u obavezi da Komisiji šalju mesećne izveštaje o adekvatnosti svog kapitala i izloženosti riziku.<sup>423</sup>

Ukoliko sama Komisija zahteva dostavljanje dodatnih podataka tada se radi o vanrednoj kontroli, a koja se najćešće sprovodi kada Komisija otkrije neke nepravilnosti na osnovu redovne kontrole ili kada to ćini na osnovu plana kontrole.

Dostavljanje podataka, dokumenata i izjava se moće traćiti od revizora, izdavaoca, ponuđaća ili lica koja traće ukljućenje u trgovanje na organizovano trćište, investicionih društava, posrednika koji obavljaju poslove u vezi sa javnom ponudom ili ukljućenjem finansijskih instrumenata u trgovanje, organizatora trćišta, Centralnog registra, Fonda, kreditnih institucija, povezanih lica i svih drugih lica koja mogu dati podatke i informacije u vezi sa svrhom i predmetom nadzora.<sup>424</sup>

Na zahtev Komisije moraju se dostaviti svi podaci ili dokumenti od znaćaja za vršenje nadzora vezano za prospekt,<sup>425</sup> za sticanje kvalifikovanog ućešća.<sup>426</sup> spisak lica koja imaju insajderske informacije,<sup>427</sup> a mogu se traćiti i informacije u vezi istraćivanja trćišta,<sup>428</sup> kao i davanja preporuka<sup>429</sup>. Komisija moće traćiti preko sudije za prethodni postupak da joj subjekti nadzora i druga lica dostave zapise telefonskih poziva i razmene podataka, koje poseduju ukoliko postoje osnovi sumnje da je došlo do povrede odredaba vezanih za zabranu zloupotreba,<sup>430</sup> a Centralni registar je u obavezi da po nalogu suda ili zahtevu Komisije dostavi podatke o računima zakonitih imaoća finansijskih instrumenata<sup>431</sup>

Prilikom nadzora cenovnih promena i manipulacija sa cenama Komisija moće trćiti da dođe do identiteta ugovornih stranu u trgovini na trćištu kapitla, te koje je njihovo zaposlenje i ko su sa njima povezana lica.<sup>432</sup>

## 5. NEPOSREDNI NADZOR

Neposrednu kontrolu (inspekcijski nadzor) Komisija vrći preko svojih inspektora. Predmet inspekcijskog nadzora je poslovanje i postupanje subjekta kontrole u pogledu pridržavanja zakona, drugih propisa i akata<sup>433</sup>, a o toku i rezultatima svakog inspekcijskog pregleda i izvršenim radnjama inspektor sastavlja zapisnik u koji se unosi sve ono što je prilikom pregleda utvrđeno, nalaz stanja i mere koje su predloćene ili naloćene.<sup>434</sup>

On se sprovodi kada se utvrdi postojanje nepravilnosti tokom posredne kontrole ili se sumnja da iste postoje, a u pojedinim slućajevima se sprovodi kao redovan vid kontrole po unapred

<sup>422</sup> ZTK, ćl. 225. st. 4.

<sup>423</sup> ZTK, ćl. 201.

<sup>424</sup> ZTK, ćl. 267. st 1.

<sup>425</sup> ZTK, ćl. 44. Ovu obavezu ima izdavalac, ponuđać, lica koja ih kontrolišu ili su pod njihovom kontrolom, lica koje traći ukljućenje na organizovano trćište, kao i revizor.

<sup>426</sup> ZTK, ćl. 71. Ova obaveza tereti izdavaoca, investiciono društvo, organizatora trćišta i Centralni registar.

<sup>427</sup> ZTK, ćl. 83. U ovom slućaju u obavezi je izdavalac.

<sup>428</sup> ZTK, ćl. 84b.

<sup>429</sup> ZTK, ćl. 89.

<sup>430</sup> ZTK, ćl. 93.

<sup>431</sup> ZTK, ćl. 231.

<sup>432</sup> Markus Lenenbach, *Kapitalmarkt und Börsenrecht*, Köln, 2002, str. 558.

<sup>433</sup> Dragan Milkov, *Upravno pravo 2 – upravna delatnost*, Novi Sad, 2003, str. 267.

<sup>434</sup> D. Milokov, *nav. delo*, str. 271.

određenom planu. On se vrši u prostorijama subjekta nadzora ili povezanog lica, a izuzetno i u poslovnim prostorijama Komisije u prisustvu odgovornog lica i ovlašćenog lica subjekta nadzora.<sup>435</sup> Pri vršenju inspekcijskog nadzora, subjekt kontrole je u obavezi da obezbedi prisustvo direktora ili drugog ovlašćenog predstavnika, koji na zahtev inspektora mora dati odgovarajuća objašnjenja i izjave.<sup>436</sup>

Subjekti nadzora su dužni da inspektorima na njegov zahtev predaju traženu poslovnu dokumentaciju, izvode sa računa, evidenciju o telefonskim pozivima i drugim oblicima korespondencije, uvid u elektronske medije i ostale podatke koje čuvaju, kao i da omoguće pristup u poslovne prostorije i organizacione delove i da obezbede druge uslove za nesmetano obavljanje nadzora.<sup>437</sup>

Komisija može angažovati specijalizovana stručna lica, između ostalih i revizora u svrhu provere podataka od interesa za nadzor,<sup>438</sup> a ovo će biti slučaj kada inspektori sami ne raspoložu dovoljnim znanjem ili određenom veštinom potrebnom za proveru tačnosti podataka.

U nekim slučajevima ovaj vid nadzora je obavezan, kao nad organizatorom tržišta, kada se obavlja najmanje jednom godišnje u skladu sa planom nadzora koji je zasnovan na proceni rizika i obavezno podrazumeva neposrednu kontrolu.<sup>439</sup>

## 6. MERE KOJE KOMISIJA MOŽE PREDUZETI

Prva mera koja se može preduzeti jeste da se pozove subjekt nadzora da nedostatak ili propust ispravi. Takođe se može naložiti javno objavljivanje informacija i podataka, a u slučaju da ne budu objavljeni to može učiniti i sama Komisija. Ukoliko vrsta povrede to dozvoljava može biti izrečena opomena, a mogu biti preduzete i ozbiljnije mere poput obustave trgovanja ili uklanjanja na tržište, poništavanje preduzetih radnji, oduzimanje prava glasa ili dozvole za rad.

### 6.1. Nalog za otklanjanje nepravilnosti

Komisija će rešenjem naložiti otklanjanje nepravilnosti i propusta u radu subjekta nadzora te istog pozvati da u određenom roku ispravi predmetni nedostatak i da dostavi dokaz o tome<sup>440</sup>, a u slučaju radnji koje predstavljaju vršenje zloupotreba na tržištu kapitala može se naložiti prestanak takvog postupanja.<sup>441</sup> U ovim slučajevima Komisija će uvek ostaviti rok za ispravku, a ukoliko rok ne bude ispoštovan, preduzimaju se druge teže mere.

### 6.2. Novčano kažnjavanje

Nezavisno od drugih preduzetih mera, subjektu nadzora može biti izrečena novčana kazna, koja ne može biti manja od 1% ni veća od 5%, kapitala subjekta nadzora po poslednjem finansijskom izveštaju.<sup>442</sup> Takođe član uprave može biti novčano kažnjen iznosom koji ne može biti veći od jedne zarade a ni veći od zbira dvanaest zarada koje je taj član primio u periodu od dvanaest

<sup>435</sup> ZTK, čl. 267. st. 5.

<sup>436</sup> Sonja Bunčić, *Bankarsko pravo i berzansko pravo*, Novi Sad, 2012, str. 397.

<sup>437</sup> ZTK, čl. 267.

<sup>438</sup> ZTK, čl. 267.

<sup>439</sup> ZTK, čl. 93.

<sup>440</sup> ZTK, čl. 275.

<sup>441</sup> ZTK, čl. 93. st. 4 tač. 1.

<sup>442</sup> ZTK, čl. 275. st. 4.



meseci pre dana donošenja rešenja.<sup>443</sup> Ukoliko je subjekt nadzora fizičko lice koje je izvršilo povredu vezanu za zloupotrebu na tržištu kapitala Komisija će prilikom odmeravanja novčane kazne uzeti u obzir i vrednost obavljene transakcije, vrednost pribavljene imovinske koristi, vrednost izmakle koristi ili izbegnutog gubitka nastalog usled utvrđenih povreda, s tim da maksimalni iznos novčane kazne ne može biti veći od koristi pribavljene zloupotrebom na tržištu.<sup>444</sup>

Rešenje o novčanom kažnjavanju je izvršna isprava, te se ista može prinudno izvršavati, a u slučaju fizičkih lica ona se ne zamenjuje kaznom zatvora, što je odstupanje.

### 6.3. Opomena

Javna ili pismena opomena se može primeniti za najblaže propuste, a najčešće uz nalog za ispravljanje nepravilnosti. Javna opomena<sup>445</sup> se može primeniti nad izdavaocem, ponuđačem, investicionim društvom, organizatorom tržišta, Centralnim registrom, a ima za cilj, pored ispravljanja nepravilnosti i uspostavljanje informacione simetrije. Pismena opomena<sup>446</sup> će biti izrečena najčešće uz nalog za otklanjanje nepravilnosti, kada nije potrebno informisati širu javnost, uz ostavljanje roka za otklanjanje nepravilnosti, nakon čijeg proteka se mogu primeniti druge oštrije mere.

### 6.4. Objavljivanje podataka

U postupku nadzora može biti naloženo da subject nadzora sam izvrši objavljivanje podataka i informacija od značaja, a i sama Komisija može iste objaviti ukoliko je to u mogućnosti. Na primer kod finansijskih izveštaja, Komisija faktički nije u stanju da sama izvrši njihovo objavljivanje, jer ne raspolaže podacima, te samo može izreći novčane kazne, ili pokrenuti odgovarajući kazneni postupak. Isto tako u slučaju kada su podaci iz prospekta izostavljeni, značajno pogrešni ili dovode u zabludu, Komisija ne može iste objaviti, već će naložiti izdavaocu da u određenom roku objavi ispravljene informacije, te da dostavi primerke ispravljenog prospekta licima koja su već izvršila upis finansijskog instrumenta<sup>447</sup>, a takođe može primeniti i druge mere. Komisija na primer može sama javno objaviti podatke o značajnom učešću, sticanju sopstevnih akcija ili promenama na finansijskim instrumentima koje su registrovane, insajderske informacije za čije postojanje zna, budući da i sama ima informacije u ovim slučajevima.

### 6.5. Obustavljanje trgovanja ili uključenja finansijskih instrumenata na tržište

U slučaju kada su podaci iz prospekta za javnu ponudu značajno pogrešni, ili dovode investitora u zabludu, ili su izostavljene bitne činjenice od značaja za utvrđivanje istinitosti podataka u prospektu Komisija će naložiti izdavaocu i ponuđaču da u određenom roku obustavi dalji upis i prijem uplata po osnovu upisa, sve dok izdavalac ne ispravi takve informacije, a o ovom se moraju obavestiti sva lica koja su već izvršila upis finansijskog instrumenta te im omogućiti da

<sup>443</sup> ZTK, čl. 275. st. 4.

<sup>444</sup> ZTK, čl. 275. st. 5.

<sup>445</sup> ZTK, čl. 132, 205, 238. i 275.

<sup>446</sup> ZTK, čl. 276.

<sup>447</sup> ZTK, čl. 43.

ponište upis i povrate novac.<sup>448</sup> Ukoliko izdavalac ili ponuđač ne bi izvršili tražene ispravke Komisija bi rešenjem poništila prospekt i javnu ponudu.<sup>449</sup>

Kada postoji osnovana sumnja da je došlo do povrede Zakona, može se privremeno obustaviti javna ponuda ili uključenje u trgovanje na najviše 10 uzastopnih radnih dana,<sup>450</sup> a u slučaju zlouotreba na tržištu rok obustave nije određen.<sup>451</sup> Na period od 10 radnih dana može biti zabranjeno ili privremeno obustavljeno oglašavanje javne ponude.<sup>452</sup> Nakon uključivanja finansijskih instrumenata na organizovano tržište, Komisija može privremeno da obustavi trgovanje ukoliko se osnovano sumnja da je došlo do povrede zakona ili propisa, te da bi dalje trgovanje ugrozilo interese investitora.<sup>453</sup>

## 6.6. Oduzimanje prava glasa

Ukoliko lice koje je steklo značajno učešće u izdavaocu, investicionom društvu, organizatoru tržišta, ili Centralnom registru ne postupi u skladu sa svojim zakonom ustanovljenim obavezama vezano za dostavljanje informacija o koncentraciji (u slučaju izdavaoca), ili pribavljanje dozvole za koncentraciju kapitala (u slučaju organizatoru tržišta, investicionog društva i Centralnog registra) Komisija će rešenjem privremeno oduzeti pravo glasa na akcijama u vlasništvu obavezanog lica, sve dok se obaveze propisane navedenim odredbama u potpunosti ne ispune.<sup>454</sup>

## 6.7. Oduzimanje dozvole za rad

U zakonom propisanim slučajevima Komisija može oduzimati dozvolu za rad organizatoru tržišta, investicionom društvu, kao i fizičkim licima koja obavljaju stručnu delatnost. Pa tako Komisija može privremeno, na period do dve godine ili trajno da oduzme dozvolu za rad organizatoru tržišta ili investicionom društvu, ako ne obavlja svoju delatnost u periodu dužem od 12 meseci, ako je dozvola dobijena na osnovu prevarnih ili obmanjujućih informacija, u slučaju značajne povrede propisa ili prestanka ispunjenosti uslova za obavljanje delatnosti za koju su dobili dozvolu.<sup>455</sup> Dozvolu za rad mogu izgubiti i brokeri, portfolio menadžeri, investicioni savetnici, te direktori i članovi upravnog odbora organizatora tržišta i Centralnog registra.

## 6.8. Pokretanje kaznenih postupaka

Subjekti kontrole mogu biti kažnjeni za privredni prestup ili prekršaj ukoliko ne dostave podatke koje na osnovu zakona moraju dostaviti Komisiji, ili ukoliko ne omoguće nadzor. Takođe odgovorna lica u prethodno navedenim društvima mogu biti novčano kažnjena zbog privrednog prestupa ili prekršaja lica koje vode, a može im se i izreći mera zabrane obavljanja delatnosti u trajanju od jedne do pet godina.

<sup>448</sup> ZTK, čl. 43. st. 4. i 5.

<sup>449</sup> ZTK, čl. 43. st. 5.

<sup>450</sup> ZTK, čl. 43. st. 7.

<sup>451</sup> ZTK, čl. 93. st. 4. tač. 3.

<sup>452</sup> ZTK, čl. 44. st. 1 tač. 4.

<sup>453</sup> ZTK, čl. 49. i 71 st. 2 tač. 6. i čl. 127.

<sup>454</sup> ZTK, čl. 57, 58, 59, 100, 150. i 217.

<sup>455</sup> ZTK, čl. 133. i 207.

Revizor će na primer odgovarati ukoliko ne obavesti Komisiju o uočenim povredama propisa i nepravilnostima, kao i lice koje ne obavesti Komisiju o izvršenoj koncentraciji vlasništva, a kažnjava se i onemogućavanje vršenja nadzora.

Ukoliko u radnjama subjekata kontrole postoje osnovi sumnje, da je izvršeno krivično delo, Komisija može podneti i krivičnu prijavu.

## 7. MEĐUNARODNA SARADNJA U NADZORU

U današnje vreme globalizacije nije dovoljno sprovođiti nadzor samo na prostoru jedne države, jer to onemogućava kontrolu prekograničnih zloupotreba na tržištu kapitala. Strani investitori mogu kupovati domaće finansijske instrumente, a takođe i vršiti emisiju finansijskih instrumenata na domaće tržište. Prekogranična saradnja u oblasti nadzora se ograničava na sprečavanje i otkrivanje zloupotreba na tržištu kapitala, budući da se emisija i uključenje finansijskih instrumenata na trgovanje vrši prema pravu države u kojoj je sedište berze.

Međunarodna organizacija komisija za hartije od vrednosti (International Organization of Securities Commissions, IOSCO) 2002. godine donosi prvi Multilateralni memorandum o razumevanju u cilju postizanja pravičnog, efikasnog i transparentnog tržišta („2002 MmoU“). Zbog posledica globalne ekonomske krize javlja se potreba da se saradnja u materiji razmene informacija produbi, te nastaje Unapređeni multilateralni memorandum o saradnji (na dalje u tekstu: EMMoU), a trenutno su oba u funkciji budući da isti nije još uvek prihvaćen od svih potpisnika.<sup>456</sup> Prema EMMoU uvedena su sledeća dodatna ovlašćenja da bi se sprečile zloupotrebe i prevare na tržištu kapitala: 1. razmena dokumenata, komunikacije i drugih informacija vezanih za finansijsko izveštavanje, 2. da se zamrznu finansijska sredstva kontrolisanog lica na zahtev drugog potpisnika EMMoU, 3. da se pribave i ramene podaci internet provajdera uz dozvolu nadležnih sudova 4. da se pribave i razmene podaci o telefonskoj komunikaciji uz dozvolu nadležnih sudova.<sup>457</sup>

Na nivou Evropske unije usvojen je akcioni plan za finansijske usluge koji postavlja tri glavna cilja i to stvaranje jedinstvnog tržišta finansijskih usluga, stremljenje otvorenijem maloprodajnom tržištu i jačanju nadzora tržišta.<sup>458</sup> Kontrola na nivou EU se obavlja na osnovu Directive o zloupotrebama na tržištu<sup>459</sup>, koja ustanovljava način saradnje regulatornih organa država članica kroz Komitet evropskih regulatora hartija od vrednosti (Committee of European Securities Regulators)<sup>460</sup>. Od značaja je i Direktiva o prospektu<sup>461</sup> koja omogućava ujednačavanje istog na nivou EU i međusobno automatsko priznanje istih u svim državama EU.

## 8. ZAKLJUČAK

Nadzor koji Komisija preduzima na tržištu kapitala se obavlja pre svega kontrolom podataka i dokumenata koje subjekti kontrole moraju sami dostavljati. Izuzetno Komisija preduzima

<sup>456</sup> <https://www.iosco.org/about/?subsection=emmou>, sajt posećen 06.04.2017. godine.

<sup>457</sup> *Ibidem*.

<sup>458</sup> Aleksandar Zavišić, „U susret jedinstvenom finansijskom tržištu evropske unije“, *Bankarstvo*, br. 1-2/2009, str. 44.

<sup>459</sup> Directive 2003/6/EC of the European Parliament and the Council of 28 January 2003 on insider trading and manipulation (market abuse).

<sup>460</sup> Više na : <http://www.cesr-eu.org/index.php>.

<sup>461</sup> Direktive 2003/71/EC of the European Parliament and of the Council of 4 November 2003 on the prospectus to be published when securities are offered to the public od admitted to trading and amending Directive 2001/34/EC.

inspekcijski nadzor, u slučajevima kada u toku posredne kontrole utvrdi propuste, ili sumnja na iste, kao i u slučajevima kada je zakonom obavezana da vrši ovakve periodične kontrole. Mere koje se primenjuju nakon otkrivanja propusta izriču se u skladu sa težinom učinjenog propusta i većinom se svode na obavezivanje i opominjanje subjekta kontrole da nepravilnost otkloni, te ukoliko on to u roku ne učini može doći do primene težih mera poput obustave trgovanja, oduzimanja prava glasa, ili dozole za rad. Ukoliko se radi o povredi obaveze objavljivanja podataka Komisija može naložiti subjektu kontrole da sam izvrši objavljivanje, a ukoliko to ne učini u datom roku sama Komisija može izvršiti objavljivanje ukoliko raspolaže odgovarajućim podacima. U svim prethodnim slučajevima Komisija može pribeći novčanom kažnjavanju, pokretanju prekršajnih, ili krivičnih postupaka. Što se tiče međunarodne saradnje u vršenju nadzora, ona se ograničava na materiju zloupotreba, a na nivou EU budući da se teži jedinstvenom finansijskom tržištu, saradnja postoji pored toga i na polju prospekta i objavljivanja informacija od značaja.

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# ORGANIZACIONI ASPEKTI ZAŠTITE LICA I OBJEKATA

## ORGANIZATIONAL ASPECTS IN THE PROTECTION OF PERSONS AND OBJECTS

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**Sažetak:** *Zaštita lica i objekata, u ovom radu, vezuje se za privatni sektor i za uspostavljanje odgovarajućih organa, elemenata i grupisanja poslova prema specifičnostima i modelima organizacione strukture a sve u cilju ostvarenja zaštite. Pored privatnog, dio ovog istraživanja može se primijeniti i u javnom sektoru organizovanja zaštite. Autori opisuju modele i strukturu organizacije, uslovljenost organa i elemenata zaštite lica i objekata, njihove zadatke i namjenu i međusobnu koordinaciju rada. Imajući u vidu pomenuto, istraživanjem se želi pokazati složenost i značaj organizovanja i doprinijeti unaprijeđenju zaštite lica i objekata. Predmet ovog rada spada u oblast organizacionih, bezbjednosnih, pravnih i drugih nauka pa će biti korišćeni različiti naučni metodi kao sto su: generalizacija, analiza sadržaja, indukcija, dedukcija, metod posmatranja i drugi naučni metodi.*

**Ključne riječi:** *organizovanje, struktura, zaštita, štićeno lice i objekat.*

**Abstract:** *Protection of persons and objects, in this paper, is related to the private sector and for the establishment of appropriate bodies, elements and grouping the affairs according to specific features and organizational structure models, with the aim of achieving protection. In addition to the private sector, part of this research can be applied on the public organization protection sector. Authors describe models and structure of organization, conditionality between organs and elements of body and objects protection, their tasks, purposes and mutual work coordination. Bearing in mind the above, the study seeks to demonstrate the complexity and importance of the organization and contribute to improving the protection of persons and objects. The subject of this work is in the field of organizational, security, legal and other sciences, and because of that different research methods will be used. Some of them are: generalization, content analysis, induction, deduction, observation methods, and other scientific methods.*

**Keywords:** organization, structure, protection, protected person and the object

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### 1. UVOD

Organizovanje i zaštita lica i objekata sadržani su u Ustavu gdje se organizacija i organizovanje zabranjuje ili podržava a bezbjednost ljudi i imovine garantuje. Shodno tome može se pristupati organizacijama na međunarodnom nivou a na nacionalnom nivou uspostavljaju se različite strukture u organima državne vlasti, privrednim subjektima.

Sagledavanje uticaja parametara organizacione strukture na zaštitu lica i objekata podrazumijeva postojanje organizovanja oblika djelatnosti, organa i elemenata kojima se

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ostvaruje odbrana šticeh lica i objekata. Kada se govori o zaštiti lica i objekata obično se misli na službenike obezbjeđenja na sportskim priredbama, na objektima ili na tjelohranitelje. Nesporan je značaj ovih elemenata ali nijesu jedini i postoje i drugi elementi u organima, koji obavljaju druge poslove, imaju svoje specijalizacije i funkcionišu u nekoj službi.

Potreba za specifičnom zaštitom lica i objekata zahtijeva cjelishodno uspostavljanje potrebnih oblika, službi zaštite, organa i elemenata da bi se preduprijedila nebezbednost lica i objekata.

## 2. ORGANIZOVANJE UTICAJA ORGANIZACIONE STRUKTURE

Termin organizovanje potiče od novolatinske riječi *organisatio* što znači spajanje pojedinačnih djelova (organa) u cjelinu, odnosno stvaranje cjeline koja je sposobna za život i za rad (akciju)<sup>464</sup>. Iz ovog slijedi da organ (gr. ὄργανον – oruđe, alatka, naprava)<sup>465</sup> je izraz kojim se označava dio neke veće cjeline u kojoj organ ima određeno mjesto i putem koga se ostvaruje odgovarajuća funkcija<sup>466</sup>. Organizovanje se u praksi realizuje kao proces u okviru kojeg se, primjenom određenog koncepta kreiraju parametri čijom se kombinacijom stvara model organizacione strukture koja se najjasnije izražava organizacionom šemom. Organizaciona struktura je rezultat organizovanja<sup>467</sup>. Parametri organizacione strukture su: podjela rada i specijalizacija, grupisanje poslova ili departmentalizacija, delegiranje autoriteta i decentralizacija i koordinacija<sup>468</sup>. Modeli (tipovi) organizacione strukture su raznovrsni ali zbog racionalnosti prostora i prakse u zaštiti lica i objekata izdvojićemo jednolinijski odnosno personalno-patrijahalni model gdje su menadžeri u neposrednoj vezi sa izvršiocima i drugi jednolinijski model - piramidalni oblik organizacione strukture gdje postoji nekoliko nivoa menadžera<sup>469</sup> do neposrednih izvršilaca.

## 3. ORGANIZOVANJE OBEZBJEĐENJA (ZAŠTITE)

U vrijeme društvene samozaštite u privrednim organizacijama i ustanovama u SFRJ služba obezbjeđenja<sup>470</sup> organizovala se u privrednim organizacijama i ustanovama kao posebna služba za zaštitu i čuvanja imovine alii kao zajednička služba obezbjeđenja<sup>471</sup>. Prema tadašnjim propisima postojali su sljedeći organizacioni oblici obezbjeđenja: vlastito, specijalizovano i kombinovano<sup>472</sup>. Ovdje treba naglasiti da su se poslovi fizičko-tehničke zaštite, od strane specijalizovanih organizacija za obezbjeđenje, vršili na osnovu sporazuma<sup>473</sup> što danas prepoznajemo kao ugovor.

<sup>464</sup> Obrad Stevanović, Bezbednosni menadžment, Kriminalističko-policijska akademija, Beograd, 2012, str. 143.

<sup>465</sup> Milan Vujaklija, Leksikon stranih reči i izraza, Prosveta-Beograd, 1975.str. 651.

<sup>466</sup> Predrag Dimitrijević i Đorđije Blažić, Upravno pravo Crne Gore, Fakultet za državne i evropske studije, Podgorica, 2008, str. 107.

<sup>467</sup> Obrad Stevanović, Bezbednosni menadžment, Kriminalističko-policijska akademija, Beograd, 2012, str. 144.

<sup>468</sup> Obrad Stevanović, Bezbednosni menadžment, Kriminalističko-policijska akademija, Beograd, 2012, str. 146-147..

<sup>469</sup> Obrad Stevanović, Bezbednosni menadžment, Kriminalističko-policijska akademija, Beograd, 2012, str. 186.

<sup>470</sup> Obezbedenje je planska primjena i korišćenje operativno-taktičkih metoda, mjera, radnji, sredstava i snaga radi zaštite od ugrožavanja ličnosti, ljudi, masovnih skupova, otvorenog i zatvorenog prostora ili objekata u: Obrad Stevanović, Bezbednosni menadžment, Kriminalističko-policijska akademija, Beograd, 2012, str. 253.

<sup>471</sup> Pravilnik o službi za obezbjeđenje imovine privrednih organizacija i ustanova, Sl. list SFRJ, br. 05/1963, čl. 3.

<sup>472</sup> Božidar Javorović i Jelisav Šečković, Komentar Zakona o osnovama društvene samozaštite, Narodne novine, Zagreb, 1987, str. 56-58.

<sup>473</sup> Ovaj sporazum se zvao samoupravni sporazum između organizacija udruženog rada.

U novije vrijeme dopunjuje se nekadašnja organizaciona podjela obezbjeđenja pa se navode tri osnovna organizaciona oblika: sopstvena služba fizičkog obezbjeđenja, angažovana služba fizičkog obezbjeđenja i kombinovana služba fizičkog obezbjeđenja. Ovom se dodaje i dopunski četvrti oblik – zatečena služba fizičkog obezbjeđenja<sup>474</sup>.

Prije nego zaključimo organizacione oblike obezbjeđenja navešćemo da je – *služba* oblik organizovanja djelatnosti zaštite gdje organizacije ili organizacioni djelovi obavljaju poslove zvanično odnosno po pravno uređenoj dužnosti. *Djelatnost*<sup>475</sup> zaštite obuhvata sprječavanje ugrožavanja bezbjednosti lica i imovine i sprječavanje protivpravni radnji usmjerenih prema licima i imovini koji se štite.

Dakle, iz svega navedenog **organizacioni oblici** službe obezbjeđenja su: vlastita (sopstvena) služba obezbjeđenja, angažovana specijalizovana (ugovorna) služba obezbjeđenja, kombinovana služba obezbjeđenja i zatečena služba obezbjeđenja. Uspostavljanje bilo kog od navednih organizacionih oblika ima za cilj da se pronađu efikasna i efektivna rješenja i taktičke metode koji doprinose sprovođenju zaštite lica i objekata.

*Sopstvena služba obezbjeđenja* ima samozaštitnu ulogu i ovo je unutrašnji organizacioni oblik organizovanja za sopstvene potrebe. *Ugovorno angažovana (spoljašnja) služba* obezbjeđenja je pravno lice (privredno društvo) koja je registrovala privatno obezbjeđenje u skladu sa propisima i pruža bezbjednosne usluge. *Kombinovana služba obezbjeđenja* se organizuje preko unutrašnjeg obezbjeđenja i dijelom preko angažovanja registrovanih privrednih subjekata odnosno spoljašnjim obezbjeđenjem<sup>476</sup> (italic autora). *Zatečena služba obezbjeđenja* je već uspostavljena služba obezbjeđenja u nekom objektu (poslovnoj zgradi) i funkcioniše na glavnim ulazima-izlazima.

#### 4. SLUŽBA ZAŠTITE

Služba zaštite (obezbjeđenja) je organizacija ili dio organizacije koja ima svoje djelatnosti, poslove, ovlašćenja i postupke službenika obezbjeđenja propisane opštim i “Lex specialis” zakonom o zaštiti lica i imovine i drugim propisima.

Služba zaštite može biti unutrašnja i specijalizovana – na osnovu ugovora angažovana služba zaštite. Sastoji se od organa i elemenata ograna. **Specijalizovane (angažovane) službe zaštite** (“agencija za obezbjeđenje”) su registrovani privredni subjekti koji imaju odobrenje za obavljanje djelatnosti zaštite i zasnivaju svoje usluge na osnovu ugovora sa drugim zainteresovanim stranama pa otuda i naziv - ugovorni organizacioni oblik.

Za razliku od specijalizovane službe zaštite - **unutrašnja služba** je registrovan, određen i organizovan sistem organa odnosno elemenata organa unutar privrednog društva koji isključivo za svoje potrebe organizuje tzv. samozaštitu lica i imovine gdje se na osnovu propisa uređuje djelatnost, poslovi i način njihovog djelovanja unutar i oko štićenog objekta i u granicama štićenog prostora.

<sup>474</sup>Goran J. Mandić, Sistemi obezbjeđenja i zaštite, FCO, Beograd, 2004, str. 107.

<sup>475</sup>Djelatnost je sveukupnost aktivnosti kojima privredna društva, pravna lica i preduzetnici koji se bave zaštitom obavljaju svoje poslove i zadatke.

<sup>476</sup>Milan Daničić, Vojin Pilipović, Privatna bezbjednost, Univerzitet Union, Fakultet za pravne i poslovne studije dr Lazar Vrkić, Novi Sad, 2015, str.197.

Unutrašnje službe zaštite i specijalizovane službe zaštite mogu biti: zaštitarska služba fizičke zaštite, služba tehničke zaštite, operativni centar (dežurna služba), redarska služba, čuvarska služba, protivpožarna služba, zdravstvena služba, senzorsko-bio-hemijska služba, operativno-preventivna služba. Specijalizovana služba zaštite, zbog djelovanja van štice objekta, ima još službu pratnje novca, hartija od vrijednosti i dragocjenosti i službu tjelohranitelja. Unutrašnja služba zaštite takođe, može imati službu tjelohranitelja ali ona može djelovati isključivo unutar štice objekta ili prostora. Sve navedene službe imaju preventivno odbrambeni karakter koji može biti preventivan (odvratanje i sprječavanje vršenja nedozvoljenih radnji) a onda represivan kada se primjenjuju sredstva prinude i druga ovlaštenja (npr. upotreba fizičke snage, zadržavanje...).

Već je pomenuto da se služba zaštite sastoji se od organa i elemenata pa ćemo ih pomenuti. **Organi službe obezbjeđenja** su: patrola, prijavnica, kontrolno-propusni punkt, grupa, kordon, udvojeni službenici obezbjeđenja, interventni tim, zaštitni tim, osmatrački punkt.

U navedenim službama nalaze se specifični elementi bez kojih organi pa samim tim i službe ne mogu funkcionisati. Dakle, bez ljudskog faktora odnosno službenika obezbjeđenja koji u objektima i prostoru sprovode svoje poslove i zadatke nema ni zaštite. Već je rečeno da se organi dijele na elemente pa su **elementi organa zaštite**: zaštitari fizičkog obezbjeđenja, tehničari, pratioci novca, tjelohranitelji, čuvari, redari, osmatrači. Sve navedene elemente nazivamo i službenici fizičkog obezbjeđenja ali u zavisnosti od mnogobrojnih uslova imaju i različite uloge i namjene.

## 5. PODJELE OBEZBJEĐENJA

Pod obezbjeđivanjem (zaštitom) podrazumijeva se skup aktivnosti i mjera koje se preduzimaju radi ostvarivanja odbrane štice lica i objekata i štice prostora oko objekata. Podjele obezbjeđenja su brojne i zavise prema kome ili čemu, na koji način ili sa kojim sredstvima se obezbjeđenja sprovodi.

Glavna podjela je na **vrste obezbjeđenja** (bold autora) koja mogu biti: redovno, vanredno i posebno<sup>477</sup>. *Redovnim obezbjeđenjem* se u kontinuitetu štite štice objekti i lica u tim objektima u uslovima kada, na osnovu bezbjednosne procjene, ne postoji opasnost od ugrožavanja pa se sprovode uobičajene mjere i aktivnosti. *Vanredno obezbjeđenje* se preduzima za vrijeme održavanja javnih okupljanja, priredbi i u kojima učestvuje veći broj građana ali i kada postoji sumnja da bi mogla biti ugrožena bezbjednost štice lica prilikom privatne ili zvanične posjete nekom objektu ili prostoru. *Posebno obezbjeđenje* organizuje se radi lične bezbjednosti štice lica bilo za vrijeme njihovog boravka u objektu gdje rade, gdje stanuju ili kada se kreću pješke ili nekim prevoznim sredstvom.

U odnosu na **bezbjednosnu situaciju u međunarodnim uslovima, državi i privrednom subjektu** obezbjeđenje može biti redovno i pojačano. *Redovno* se primjenjuje u uslovima uobičajenih odnosa i veoma povoljne ili povoljne bezbjednosne situacije i kada ne postoji opasnost po bezbjednost u državi ili u preduzeću. *Pojačano* obezbjeđenje se primjenjuje, kada dođe do vanrednih situacija (zemljotres, požar i sl.), kada dođe do izvršenja učestalih krivičnih djela, kada se procijeni da može doći do narušavanja bezbjednosti ili kada dođe do njenog narušavanja po bilo kog osnovu. Kada je stanje bezbjednosti nezadovoljavajuće ili nepovoljno

<sup>477</sup> Borisav Dinić, Oblici delatnosti i način postupanja pripadnika milicije u vršenju službe, Viša škola unutrašnjih poslova, Beograd, 1981, str.111-157.



primjenjuje se pojačano obezbjeđenje gdje se povećava obim angažovanja snaga, aktivnosti i mjera u cilju zaštite lica i imovine.

U odnosu na **objekat**, obezbjeđenje se sprovodi u i oko objekta pa može biti: unutrašnje i spoljašnje. *Unutrašnje obezbjeđenje* vrši se potrebnim brojem službenika obezbjeđenja raspoređenih unutar objekta i najčešće na ulazu/izlazu, ekonomskom ulazu/izlazu, ispred ulaza u sale za sastanke ili ispred kabineta šticećenog lica. Unutrašnjim obezbjeđenjem neposredno se štiti objekat i lica koja se nalaze unutar objekta i sprovode različite kontrole lica, prtljaga i vozila. *Spoljašnje obezbjeđenje* je angažovano u okolini objekta, uglavnom u šticećenom prostoru. Prostire se od objekta do granice šticećenog prostora koji se najčešće prepoznaje kao neka vrsta mehaničke prepreke (ograda, zidovi i sl.). Spoljašnje obezbjeđenje, u odnosu na veličinu prostora, ima nekoliko, tzv. perimetara od kojih je: prvi – ispred ograde sa spoljne strane, drugi – na liniji ograde (tehnička sredstva i kontrolno propusni punkt), unutrašnji perimetar (prostor neposredno iza ograde) i srednji perimetar (prostor između unutrašnjeg perimetra i objekta).

Po **načinu zahvata** - obezbjeđenje može biti: linijsko, dubinsko i kombinovano. *Linijsko obezbjeđenje* se odnosi na snage koje su raspoređene uz objekat ili uz trasu kretanja lica koja se štiti. *Dubinsko* podrazumijeva zahvatanje (*pokrivanje - komentar autora*) bezbjednosnim mjerama i angažovanim snagama šireg prostora i svih tačaka koje dominiraju prema šticećenom objektu. *Kombinovano* obuhvata primjenu mjera i snaga kao kod dubinskog ali i korišćenje tajnih metoda i mjera kojima se nadziru pojedinci i mogući nosioci ugrožavajući djelatnosti<sup>478</sup> (**bold i italic autora**). Zahvat je prostor koji pokriva, zahvata, na kom je raspoređena služba zaštite (obezbjeđenja).

Prema **načinu postavljanja** obezbjeđenje može biti: neposredno, posredno i kombinovano. *Neposredno obezbjeđenje* se vrši upotrebom i rasporedom odgovarajućih organa ili elemenata i sredstava u neposrednoj blizini – na malom udaljenju od šticećenog lica, objekta i prevoznog sredstva i tako se sprječava pristup nepozvanim licima da dođu u bliski kontakt sa licem ili objektom. *Posredno obezbjeđenje* vrši se rasporedom odgovarajućih organa ili elemenata i sredstava na određenom odstojanju od šticećenog lica ili objekta odnosno u širem području lica ili objekta. Ovo je posebno primjenjivo kada je šticećeni prostor većih dimenzija (poljoprivredna gazdinstva, privatno lovište, veći privatni posjed, okućnica vile...). *Kombinovano obezbjeđenje* predstavlja blisku zaštitu lica ili objekta i raspored organa ili elemenata na većoj udaljenosti od lica, objekta ili prevoznog sredstva.

Prema **vremenu trajanja** (**bold autora**) obezbjeđenje može biti: stalno, povremeno i privremeno<sup>479</sup>. *Stalno obezbjeđenje* se vrši neprekidno u svim uslovima uključujući i kada nema saznanja o opasnostima koje mogu ugroziti šticećeno lice i objekat i predstavlja osnovni način obezbjeđenja lica i objekata. *Povremeno obezbjeđenje* podrazumijeva da lice ili objekat nema stalno obezbjeđenje već se periodično obilazi odgovarajućim organima ili elementima u cilju provjere lica i uvida u stanje narušavanja zaštićenosti objekta. *Privremeno obezbjeđenje* se vrši na osnovu bezbjednosne procjene ugrožavanja šticećenog lica ili objekta od bilo koje opasnosti i primjenjuje se samo tokom trajanja očekivane ili postojeće opasnosti. Za sva obezbjeđenja mogu se koristiti namjenska tehnička sredstva.

Obezbjeđenje u odnosu na **šticećeno lice**: prema mjestu rada, prema mjestu stanovanja i u pokretu. *Po mjestu rada i stanovanja*, znači, da se radi o objektima a oni se obezbjeđuju postavljanjem

<sup>478</sup>Obren Đorđević, Leksikon bezbednosti, Partizanska knjiga, Beograd, 1986, str. 253.

<sup>479</sup>Ljubomir Stajić, Dragić Pajković, Sistem zaštite ličnosti i objekata, Fakultet za poslovni menadžment, Bar, 2006, str. 152.

organa i elementima - službenika obezbjeđenja u i oko objekta. *U pokretu* (vozilima ili kretanjem pješke) štice lica se obezbjeđuju neposrednim prisustvom službenika obezbjeđenja (tzv. tjelohranitelji).

Prema **djelatnosti** obezbjeđenje može biti: fizičko i tehničko. *Fizičko obezbjeđenje* je zaštita lica, objekata, materijalno tehničkih sredstava i prostora od oštećenja, uništenja i drugih oblika protiv pravnog djelovanja. *Tehničko obezbjeđenje* predstavlja upotrebu raznovrsnih tehničkih sredstava u cilju preventivne zaštite objekata i lica ali i represivnog djelovanja u smislu prepoznavanja učinilaca nedozvoljenih radnji.

U odnosu na **kretanje** - obezbjeđenje može biti: u mjestu (stacionarno) i pokretno (mobilno). *Stacionarno obezbjeđenje*, kada se misli na štice lica, je obezbjeđenje po mjestu rada i stanovanja. U odnosu na objekte stacionarno obezbjeđenje sprovodi se fizičkom i tehničkom zaštitom, operativnim centrom, redarskom i čuvarskom službom, protivpožarnom zaštitom, službom zdravstvene zaštite, senzorsko-bio-hemijskom službom, operativno-preventivnom službom, službom tjelohranitelja. *U pokretu* se obezbjeđuju lica, prati novac, hartije od vrijednosti i dragocjenosti.

Prema **obimu** zaštite objekata, obezbjeđenje može biti: potpuno, djelimično i bez obezbjeđenja. *Potpuno obezbjeđenje* podrazumijeva angažovanje svih službi, organa i elemenata u maksimalnom raspoloživom kapacitetu primjenjujući taktičke rasporede, aktivnosti i mjere zaštite lica i objekata. *Djelimično obezbjeđenje* je takvo obezbjeđenje objekata gdje se primjenjuje samo određeni nivo zaštite uspostavljanjem npr, kontrolno-propusnog punkta, patrole i sl.

Objekti koji su dostupni javnosti kao što su željezničke stanice, muzeji, pozorišta su objekti *bez obezbjeđenja* i nema organičenja prilikom ulaza-izlaza, unošenja i iznošenja materijala i stvari<sup>480</sup>.

## 6. ZAKLJUČAK

Prikazana organizacija, službe, organi i elementi zaštite lica, objekata i štice prostora upućuju na složenost u oblasti zaštite. Organizacioni oblici i podjela rada po departmanima i službama daju potrebnu strukturnu formu. Odrađeni sadržaji ukazuju na decentralizaciju odlučivanja jer rukovodioci najvećeg nivoa ne mogu donosti sve odluke pa niži nivoi rukovodilaca trebaju samostalno donositi odluke u iznijetoj složenosti specifičnih poslova koje obavljaju. Odlučivanje postoji i na pojedinačnom nivou jer na osnovu zakona službenik obezbjeđenja sprovodi ovlašćenja. Kada se izvodi grupna aktivnost ili radnja uglavnom se postupa po naređenju rukovodioca (na priredbama) ali jednak je broj aktivnosti kada elementi organa samostalno donose odluke na osnovu propisa, situacija i radnog iskustva.

Koordinacija rada dolazi do izražaja jer svi ograni i elementi službi unutar strukture trebaju funkcionisati uvježbano, poštujući zahtjeve zadatka, saradnje i hijerarhijskog ustrojstva, profesionalnih načela i discipline.

<sup>480</sup>Ljubomir Stajić, Dragić Pajković, Sistem zaštite ličnosti i objekata, Fakultet za poslovni menadžment, Bar, 2006, str. 153.

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## ПРОЦЕНКА НА НАЦИОНАЛНИТЕ СИСТЕМИ ЗА СПРЕЧУВАЊЕ НА ПЕЊЕРЕ ПАРИ И ФИНАНСИРАЊЕ НА ТЕРОРИЗАМ ВО МАКЕДОНИЈА, СРБИЈА И СЛОВЕНИЈА

### ASSESSMENT OF THE NATIONAL MONEY LAUNDERING AND TERRORISM FINANCING PREVENTION SYSTEMS IN MACEDONIA, SERBIA AND SLOVENIA

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**Абстракт:** *Перењето пари и финансирањето на тероризам е присутно во сите држави, но негативните економски и социјални ефекти од истите најмногу се чувствуваат во земјите во развој, поради фактот дека се мали економии и пазари. Овие нелегални активности значително ги намалуваат ресурсите кои би можеле да се искористат за финансирање на јавните услуги во овие земји, со што ги ослабуваат нивните финансиски системи и економскиот потенцијал. Согласно ова, неопходно е да се имплементираат ефикасни и ефективни национални системи за борба против перењето пари и финансирањето на тероризмот, низ целиот свет, а особено во овие земји (OECD, 2014, стр. 15).*

*Овој труд прави споредба на националните системи за спречување на перење пари и финансирање на тероризам во Македонија, Србија и Словенија. Поконкретно, трудот прави оценка на одредени клучни сегменти во овие системи. Споредбата е основа за оценување колку секоја од овие држави е подготвена во борбата против перењето пари и финансирањето на тероризам. Овој труд може да биде основа за размена на позитивните искуства помеѓу секоја од овие држави.*

**Клучни зборови:** *перење пари, финансирање на тероризам, спречување, национални проценки*

**Abstract:** *While money laundering and terrorist financing occur in all countries, they have devastating economic and social impact in developing countries, given their smaller supply base and markets. These illicit activities strip resources from developing countries that could be used to finance much-needed public services, weakening their financial systems and economic potential. In view of this, having efficient and effective national systems around the world to jointly combat money laundering and terrorist financing is essential. (OECD, 2014, p. 15)*

*This Paper compares the money laundering and terrorist financing prevention systems in Macedonia, Serbia and Slovenia. More specifically, it examines and makes assessment of certain key indicators of the Money Laundering and Terrorist Financing National Risk Assessments in each of these countries. The comparison provides basis to conclude where each of these countries stands in the area of effective detection and prevention of suspicious financial transactions. Consequently, based on the different experience of these countries, recommendations for improvements shall or may be offered.*

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**Key words:** *money laundering, terrorist financing, prevention, national risk assessment*

## ВОВЕД

Перењето пари и финансирањето на тероризам како феномен од глобални размери предизвикува низа проблеми со кои мора да се соочи секоја национална економија, а постојано се зголемува поради глобализацијата на светската економија.

Перењето пари е процес преку кој криминалните групи се обидуваат да ги легализираат приносите од криминал, со цел да го прикријат нивното потекло (ФАТФ, <http://www.fatf-gafi.org/faq/moneylaundering/>). Согласно член 273 од Кривичниот законик на РМ, перење пари претставува пуштање во оптек или промет, примање, преземање, замена или раситнување пари или друг имот прибавен со казниво дело, или претворање, промена, пренос или на друг начин прикривање на потеклото на приносите од криминал.

Негативните ефекти од перењето пари и финансирањето на тероризам врз националните економии се бројни. Некои од нив се: поткопување на конкурентноста во приваниот сектор, поткопување на интегритетот на финансиските институции, губење контрола врз економската политика, економска нестабилност, изгубена заработувачка и други (McDowell. J and Novis. G, 2001, ст. 7-8).

Перењето пари и финансирањето на тероризам имаат особено значајни економски и социјални последици за земјите во развој, поради тоа што тие имаат мал пазар и осетлива економија, односно се поподложни на негативните ефекти кои настануваат како последица на терористичките и криминалните активности (Наумовски, 2011, ст. 67).

Неказнетиот процес на перење пари помага криминалните активности да станат исплатливи. Така, иако ниту една јурисдикција не е имуна на перење пари и финансирање на тероризам, во јурисдикциите кои имаат полека регулатива голема е вработноста да се привлечат криминални групи и да се зголеми корупцијата (Schott, 2006, ст. I-9).

Успешната борба против перењето пари и финансирањето на тероризам помага во борбата против организираниот криминал, бидејќи со уништувањето на финансиската моќ на криминалните групи драстично се намалува можноста за нивно делување (Thony, 2000, ст. 1).

Постојат различни методи за борба против перење пари и финансирање на тероризам, како (Thony, 2000, ст. 6):

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- **Превенција** каде целта е да се спречи злоупотреба на системот на финансиски институции во функција на перење пари и финансирање на тероризам, преку законски одредби за идентификување на клиентите, односно лицата кои ги извршуваат финансиските трансакции и одбивање да се извршат сомнителни трансакции.
- **Откривање** на активностите поврзани со перење пари и финансирање на тероризам, преку донесување на регулатива која меѓу останатото овозможува централизација на податоците кои ги користат органите кои се борат против перење пари и финансирање на тероризам (мониториран пристап до банкарски информации).
- **Сузбивање** на активности поврзани со обиди за перење пари и финансирање на тероризам и **замрзнување** и **конфискација на средствата**.

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Имплементација на горенаведените методи треба широко да се прифати во светски рамки со цел успешна борба против перење пари и финансирање на тероризам.

Намален криминал и корупција, зголемена стабилност на финансиските институции и пазари, поголем економски развој и репутација во светски рамки, подобрување на техниките за управување со ризикот на државата, зголемување на интегритетот на финансиските институции, се само дел од предностите од превенцијата и борбата против перењето пари и финансирање на тероризам.

Меѓународната заедница и релевантните меѓународни институции (ФАТФ<sup>484</sup>, Moneyval Комитет при Совет на Европа, Светска банка) прават напори за хармонизација на националните законодавства со меѓународната регулатива во оваа сфера и ефикасна имплементација на донесените прописи во пракса.

<sup>484</sup>ФАТФ (работна група за финансиска акција) е меѓувладино тело основана во 1989 година од страна на министрите на Г-7<sup>484</sup> на Самитот во Париз. Мандатот на ФАТФ е да постави стандарди и да се промовира ефикасна имплементација на законските, регулаторните и оперативните мерки за борба против перење пари и финансирање на тероризам. ФАТФ, исто така, работи на тоа да се идентификуваат слабостите на национално ниво со цел за заштита на меѓународниот финансиски систем од злоупотреба. Преку Препораките на ФАТФ е утврдена сеопфатна и конзистентна рамка на мерките кои земји треба да ги спроведат со цел спречување на перење пари и финансирање на тероризам.

Еден од најзначајните проблеми во борбата против перење пари и финансирање на тероризам е дека финансиските институции кои се први изложени на удар не вршат и не се овластени да вршат истраги и немаат правни средства да интервенираат, а впрочем истото е и надвор од нивната деловна активност. Од друга страна, надлежни државни органи и/или институции немаат директен пристап до трансакциите со кои се врши перење пари и финансирање на тероризам. Затоа, неопходна е тесна соработка помеѓу финансиските институции и државните органи и/или институции, а како посредник помеѓу нив најчесто се јавува орган кој е задолжен за истражување и анализа на перењето пари и финансирањето на тероризмот, познат како единица за финансиско разузнавање (Egmond Group, <https://egmontgroup.org/en/content/financial-intelligence-units-fius>).

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## НАЦИОНАЛНА ПРОЦЕНКА НА РИЗИКОТ

Обврската да се изготви “Национална проценка на ризикот од перење пари и финансирање на тероризам“ се темели врз измените и дополнувањата на Препораките на ФАТФ донесени во февруари 2012 година, поконкретно дополнувањето на Препораката бр.1. Ова дополнување повикува државите да ги идентификуваат, проценат, разберат и да управуваат со ризиците од перење пари и финансирање на тероризам. Согласно измените, државите се должни да утврдат механизми за координација на постапки за проценка на ризикот (ФАТФ, 2012, ст. 11).

Целта на проценката на ризик е да се вршат анализи и да се донесуваат заклучоци за сектори и дејности во системот на една држава. Анализата и оценката треба да го покажат потенцијално повисоките ризици од перење пари, за да државата може соодветно да одговори на нив и да ги намали и контролира. Процена на ризикот на национално ниво е основа за ефикасна алокација на ресурсите во спречување на перење пари и финансирање на тероризам. Ако во одделни области се идентификува зголемен ризик, тогаш е потребно да се фокусираат ресурси во овие области, во однос на оние области кадешто се детектирани помали ризици (ФАТФ, 2013, ст. 10). Националната проценка на ризик се разликува од држава до држава, поради различните правни системи, различната социјална култура, животен стандард и различните видови на криминал. Меѓутоа, она што треба да е заедничко за сите е пристап заснован на ризик и вршење на анализи за проценка на ризикот, со цел да се утврдат изворите и методите за перење пари (Управа за спречување прања новца Републике Србије, 2013, ст. 12).

Со цел помош и координација во изготвувањето на националните системи за спречување на перење пари и финансирање на тероризам единицата во Групацјата на Светска банка задолжена за Финансии и пазари има развиено алатка за аналитичка проценка на ризикот од перење пари и финансирање на тероризам. Според оваа алатка националните проценки на ризикот од перење пари (ПП) и финансирање на тероризам (ФТ) треба да се темелат врз критериуми, односно проценки на ранливост на различни сектори, како државата, банкарскиот сектор, индустријата за хартии од вредност, осигурителниот

сектор, други финансиски институции, дезигнирани нефинансиски професии, слично (World Bank Group, Finance and Markets, 2015).

Проценката на ранливост на државата вклучува анализа на ранливоста на државата во однос на ПП и ФТ, преку земање предвид колку добро се опремени и обучени органите да го спроведуваат законот. Притоа, се оценува ниво на компетентност, интегритет и ресурси на овие институции и нивната меѓусебна соработка.

Со проценката на ранливоста на банкарскиот сектор се оценува ранливоста на секторот од аспект на можни злоупотреби од ПП и ФТ на ниво на група на производи или услуги. Доколку се идентификуваат зголемени ризици, покрај општите контроли, се применуваат посебни контроли, со што се намалува релативно високата ранливост на наведените производи и услуги на прифатливо ниво.

Дел од проценката на ранливост на индустријата за хартии од вредност е зависно од големината на секторот, прометот и уделот на учесниците да се идентификуваат учесници кои претставуваат поголем ризик од ПП и ФТ, како што се на пример: “политички експонирани личности“ (ПЕП).

Проценката на ранливоста на осигурителниот сектор (осигурување, реосигурување, осигурителни агенти, осигурителни брокери) се врши од аспект на негово можно влијание врз банкарскиот сектор, заради меѓусебната поврзаност на истите.

Понатаму алатката предвидува анализи на ранливоста на различни финансиски институции во однос на ПП и ФТ надвор од банкарскиот, осигурителниот и секторот за хартии од вредност. Во овој критериум влегува проценека на ризикот во работата на финансиските посредници, заложувалниците, друштвата за издавање електронски пари, кредитните посредници кои не се банки, лизинг компаниите, слично.

За крај, при проценка на ранливост на дезигнирани нефинансиски професии се оценува ризикот од активностите на нефинансиските професии како: адвокати, нотари, сметководители, дилери со благородни метали и скапоцени камења, посредници за продажба на недвижности и касина.

## **НАЦИОНАЛНИ ПРОЦЕНКИ НА РИЗИЦИТЕ ВО РЕПУБЛИКА МАКЕДОНИЈА, РЕПУБЛИКА СРБИЈА И РЕПУБЛИКА СЛОВЕНИЈА**

Во овој труд ќе се анализираат сегменти од националните проценки на ризиците од перење пари и финансирање на тероризам на три држави од Регионот, и тоа РепубликаМакедонија, Република Србија и Република Словенија.

Избрани се токму овие три држави бидејќи истите до 90тите години беа дел од ист државен систем, слични се во однос на големина на територија, а во моментот се наоѓаат во различни фази во процесот на пристап кон Европска унија. Имено, Република Словенија е веќе години членка на Европска унија (ЕУ), Република Србија има започнати преговори за пристап кон ЕУ, додека Република Македонија очекува датум за почеток на преговори за пристап кон ЕУ.

Анализата ќе се врши врз основа на Националните проценки на ризиците од перење пари и финансисрање на тероризам на релевантните држави, при што треба да се напомене



дека во случајот на Република Словенија и Република Србија користени се официјални (објавени) национални проценки, додека во случајот на Република Македонија користен е работен материјал, односно драфт национална проценка.

## **НАЦИОНАЛНА ПРОЦЕНКА НА РИЗИКОТ ОД ПЕРЕЊЕ ПАРИ И ФИНАНСИРАЊЕ НА ТЕРОРИЗАМ ВО РЕПУБЛИКА МАКЕДОНИЈА**

Покрај тоа што Република Македонија (РМ) ја има усогласено националната легислатива со меѓународните стандарди и пракса, нивото на закана од перење пари и понатаму ќе биде високо (MONEYVAL, 2014, ст. 8). Според драфт верзијата на Националната проценка на ризикот од перење пари и финансирање на тероризам на РМ за 2014 година, клучно за расветлување на постоење на перење пари е: 1) потребата од водење на паралелна финансиска и криминалистичка истрага, и 2) обезбедување докази за предикативното дело, како и докази за кривичното дело перење пари и други приноси од казниво дело.

Ризикот од предикативни<sup>485</sup> кривични дела во актуелната состојба во Република Македонија е проценет и е распореден на неколку нивоа и тоа: со **висок ризик** се оценети: неовластена трговија со дрога, оштетување или повластувања на доверители, даночно затајување, и злоупотреба на службена положба; со **среден ризик** се оценети: тешка кражба, царинска измама, изнуда, лихварство, криумчарење, затајување, и измама; со **низок ризик** се оценети: компјутерска измама, пустошење на шуми, убиство, злоупотреба на средства за финансирање на изборна кампања, разбојништво, разбојничка кражба, измама при добивање кредит, осигурителна измама, изнесување, односно извезување во странство на добра под привремена заштита или културно наследство или природни реткости, измама при работење со хартии од вредност, измама во јавните постапки (тендери), проневера во службата, примање и/или давање поткуп, противправно стекнување имот, недозволено поседување на оружје, комар, и трговија со луѓе.

Во драфт Националната проценка е констатирано дека во Република Македонија постои диспропорција помеѓу бројот на извршени кривични дела од кои сторителите се стекнале со криминални приноси наспроти бројот на постапки за спречување на перење пари, односно бројот на постапки за замрзнување и конфискација на имот, соодветно износот на замрзнати или конфискувани приноси од криминал.

Согласно драфт Националната проценка најчести кривични дела кои генерираат криминални приноси во Република Македонија се: злоупотребата на службена положба, оштетување или повластувања на доверители, недозволена трговија со дрога, измама и даночно затајување.

Согласно драфт Националната проценка на ризикот од перење пари и финансирање на тероризам во РМ степенот на севкупна ранливост е оценет со “среден”.

<sup>485</sup>Кривичното дело перење пари може да постои само доколку имало предикативно (претходно) кривично дело

## НАЦИОНАЛНА ПРОЦЕНКА НА РИЗИКОТ ОД ПЕРЕЊЕ ПАРИ И ФИНАНСИРАЊЕ НА ТЕРОРИЗАМ ВО РЕПУБЛИКА СРБИЈА

Во Националната проценка на ризикот од перење пари и финансирање на тероризам во Република Србија како предикативни кривични дела со **висок ризик** се оценети: 1) даночно затајување, како една од најраспространетите финансиски недисциплини на правни лица во Република Србија. Процентот на криминал во однос на вкупниот број на пријавени кривични дела даночно затајување е 15,49%. Според Националната проценка, на високото ниво на даночно затајување влијае тоа што голем дел од работењето се врши во готово, со цел да се избегне данок; 2) Нелегално производство и трговија со опојни дроги, бидејќи неофицијални податоци говорат дека застапеноста на ова кривично дело е голема, иако Србија на ова поле се соочува со недостаток на точни статистички податоци, особено кога станува збор за висината на материјална добивка од извршувањето на ова кривично дело; 3) Злоупотреба на службената положба, бидејќи значителниот број на пријавени, обвинети и осудени лица укажува на тоа дека ова е најчесто кривично дело кое се врши против службената должност, како основно коруптивно дело; 4) Измама, примање и давање мито. Предикативни кривични дела кои се оценети со **среден ризик** се: киднапирање и сите имотни кривични дела. Предикативни кривични дела со **низок ризик** се: тешко убиство, фалсификување и злоупотреба на платежни картички, кривични дела против стопанството (фалсификување пари), недозволено производство, држење, користење и промет со оружје и експлозивни материјали (Управа за спречување прања новца Републике Србије, 2013, ст. 19-21).

Во Националната проценка е констатирано дека законодавната и институционална рамка за спречување на перење пари и финансирање на тероризам во Република Србија е заокружена и дека истото е потврдено од страна на независни проценки извршени од Комитетот Манивал при Советот на Европа и други меѓународни организации. Исто така, констатирано е дека е потребно зајакнување на капацитетот на институциите пред се преку подигање на нивото на знаење (Управа за спречување прања новца Републике Србије, 2013, ст. 141-166).

Ранливоста на системот е зголемена поради неколку нерешени прашања во врска со изречени пресуди поврзани со перење пари и малиот број на пресуди од ова област. Една од причините за малиот број на пресуди е недостаток на едукација на обвинителите кои работат во истрагата на овие кривични дела и судиите кои судат. Покрај образование, потребна е подобра координација на сите државни органи кои се вклучени во борбата против перењето пари и зајакнување на улогата на обвинителот. Во Националната проценка се препорачува обвинителот да ја преземе улогата на координатор и лидер во процесот (Управа за спречување прања новца Републике Србије, 2013, ст. 17).

## НАЦИОНАЛНА ПРОЦЕНКА НА РИЗИКОТ ОД ПЕРЕЊЕ ПАРИ И ФИНАНСИРАЊЕ НА ТЕРОРИЗАМ ВО РЕПУБЛИКА СЛОВЕНИЈА

Согласно Националната проценка на Република Словенија на ризикот од перење пари и финансирање тероризам, предикативните кривични дела според ризикот се групирани како што следи: со **висок ризик (Н)** е категоризирано предикативното кривично дело организиран криминал; со **средно-висок ризик** е оценето предикативно кривично дело злоупотреба на службената положба или доверба во економската активност, чии сторители имаат економски и правни знаења, но исто така и економска моќ; со **среден**

**ризик (M)** се оценети кривичните дела недозволена трговија со дрога и тоа главно се должи на геостратешката позиција на Словенија, како транзитна држава за шверц со дрога; даночно затајување, бидејќи тоа е еден од најчестите предикативни кривични дела; со **средно-низок ризик (ML)** се оценети кривичните дела злоупотреба на службена положба или службени должности за помали износи, комерцијална измама, поврзано претежно со неплаќање на набавените стоки или извршени услуги, ново повеќето случаи на помали износи; со **низок ризик (L)** се оценети предикативни кривични дела поткуп и неовластено прифаќање на подароци, кое се јавува на пониско ниво и е во помали износи; пирамидални шеми и недозволени игри на среќа, затоа што само мал број на жртви ќе се одлучат да ги пријават делата пирамидални шеми. Во 2014 и 2015 година, како резултат на економската криза, како и свеста на граѓаните бројот на ваквите дела се намалил. Со **низок ризик** е оценето и предикативното кривично дело разбојништво поврзано со помали вредности на отуѓените работи (Urada za preprečevanje pranja denarja, 2015, ст. 4-5).

Согласно Националната проценка на ризикот од перење пари и финансирање на тероризам на Република Словенија, степенот на севкупна ранливост е “средно-низок“ (Urada za preprečevanje pranja denarja, 2015, ст. 5).

## УНАПРЕДУВАЊЕ НА РЕГИОНАЛНАТА СОРАБОТКА

Како дел од регионалната иницијатива за унапредување на регионалната соработка, во изминатите години биле организирани регионални конференции во Словенија, Хрватска, Босна, Србија и Албанија. Во 2012 година Република Македонија била организатор на Шестата регионална конференција. Единицата за финансиско разузнавање на Црна Гора во периодот од 20-21.10.2014 година била организирана 8та регионална конференција и домаќин на највисоките претставници на единиците за финансиско разузнавање од Словенија, Босна, Хрватска, Србија, Албанија и Македонија (Управа за спречување прања новца и финансирања тероризма Црне Горе, <http://www.aspn.gov.me/press-centar/najave/142678/NAJAVA-Osma-Regionalna-konferencija-finansijsko-obavjestajnih-sluzbi.html>).

На 8-та Регионална конференција се дискутирало на теми како: унапредување на соработката во спречувањето на перење пари и финансирање на тероризам во Југоисточна Европа, размена на податоци на регионално ниво, нови облици на перење пари, ризици од перење пари при работа со електронски пари, компјутерски измами како предикативно кривично дело, имплементација на новите препораки на ФАТФ и др.

## ЗАКЛУЧОК

Заедничко за сите три јурисдикции е дека законодавната и институционална рамка за спречување на перење пари и финансирање на тероризам е заокружена. Но, и покрај тоа слична констатација во документите на трите јурисдикции е дека е потребно подигање на ефикасноста на надлежните институции, преку едукација на службените и овластени лица во органите на прогон (МВР, Финансиска полиција и Царинска управа), како лица кои директно работат на истражување на предикативните дела со кои сторителите се стекнуваат со приноси кои понатаму потенцијално би биле предмет на перење пари. Ова треба да доведе до зголемување на бројот на постапки со кои се иницира финансиска истрага, во соработка и координација со единиците за финансиско разузнавање, со цел идентификување и истрага на финансиските трансакции на осомничените. Со тоа

подобро би се следел текот на парите, и би се овозможило поефикасно замрзнување и конфискација на криминалните приноси.

Во однос на групите на ризици во кои се подредуваат предикативните кривични дела, се забележува дека Република Македонија и Република Србија се определиле за три-степенa класификација и тоа висок ризик, среден ризик и низок ризик, додека Република Словенија се определила за подетална класификација и тоа висок ризик, средно-висок ризик, среден ризик, средно-низок ризик и низок ризик. Исти предикативни кривични дела во трите држави се оценети некаде со иста, некаде со различна ризичност. На пример, кривичните дела злоупотреба на службена положба, неовластена трговија со дрога и даночно затајување се оценети со висок ризик во Република Македонија и Република Србија, додека во Република Словенија се оценети со средно висок ризик. Интересно е да се истакне дека единствено во Република Македонија се појавуваат кривичните дела измама во јавни постапки (тендери) и злоупотреба на средства за финансирање на изборна кампања и се оценети како дека со низок ризик.

Треба да се напомене дека покрај постоење на национални проценки на ризици кои се дискутираа во овој труд и други механизми за спречување перење пари и финансирање на тероризам, успешно справување со перењето пари и финансирањето на тероризмот е невозможно без постоење на јасна политичка волја.

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## POZICIONIRANJE SRBIJE I NJENIH SUSEDA U NANO-NAUCI<sup>486</sup>

### POSITIONING OF SERBIAN AND ITS NEIGHBOURS IN NANO-SCIENCE

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**Sadržaj:** *Cilj ovog rada je da pruži uvid u poziciju Srbije i njenih suseda – Slovenije, Hrvatske i Bosne u nano-nauci u periodu od 2010. do 2015. godine. Koristili smo podatke StatNano (izvor - WoS baza podataka). Analizirali smo broj nano-tehnoloških publikacija – ukupan, na milijardu dolara BDP, i na milion stanovnika, broj nano-citata – ukupan i prosečan, Hiršov indeks, kao i ulogu saradnje u nano-nauci i učešće nano-tehnoloških publikacija u ukupnim publikacijama zemlje. Utvrdili smo da su Slovenija i Srbija uglavnom bolje pozicionirane od Hrvatske i Bosne.*

**Ključne reči:** *pozicioniranje, Srbija, Slovenija, Hrvatska, Bosna, nano-nauka*

**Abstract:** *The aim of this paper is to provide an insight into the position of Serbia and its neighbors - Slovenian, Croatian and Bosnia in the nano-science in the period 2010-2015. We used data by StatNano (source - WoS database). We analysed the total number of nanotechnology publications, the number of nanotechnology publications per billion \$ GDP, the number of nanotechnology publications per million people, the total number of nanotechnology citations and its average number, Hirsh-ov index, as well as the role of cooperation in nano-science and share of the total number of nanotechnology publications of total publications of a country. We have found that Slovenia and Serbia have mostly better position than Croatia and Bosnia.*

**Key words:** *positioning, Serbia, Slovenia, Croatia, Bosnia, nano-science*

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## 1. UVOD

Postoji veliki broj definicija nano-nauke i nano-tehnologije kao što su definicije Nacionalne nano-tehnološke inicijative SAD, Zavoda za patente i zaštitni znak SAD, Evropske komisije, Evropskog zavoda za patente, Međunarodne organizacije za standardizaciju. Detaljnija analiza ovih definicija ukazuje „da je svima zajedničko sledeće: nano-tehnologija podrazumeva kontrolu, manipulaciju ili rukovanje materijom veoma male veličine – materijom na nano-skali; nano-tehnologija omogućava nove industrijske primene ili tehnološke inovacije.“ [1: 122] Poslednjih godina se sve više istražuju efekti nano-nauke i nano-tehnologije na ekonomski i društveni razvoj, kao i međunarodna pozicija zemalja u nano-nauci i nano-tehnologiji [2]-[8].

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<sup>486</sup> Ovaj rad je podržan od strane Ministarstva prosvete, nauke i tehnološkog razvoja Republike Srbije (projekat III 45003 i projekat III 44006).

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Publikacije predstavljaju tradicionalni indikator produktivnosti nauke. Prema [9]-[12] nano-tehnologija je interdisciplinarna i multidisciplinarna oblast, pa se pod nano-tehnološkim publikacijama smatraju sve publikacije objavljene u oblasti nano-tehnologije, bio-tehnologije, ali i informacionih tehnologija i kognitivnih nauka koje se zasnivaju na istraživanjima na nano-skali. Nano-tehnološki citati pokazuju koliki je uticaj postojećih istraživanja na istraživanja u budućnosti. Prosečan broj ovih citata i Hiršov indeks se smatraju pouzdanijim pokazateljem kvaliteta naučnog istraživanja od ukupnog broja. U literaturi se naglašava da saradnja autora iz različitih zemalja u nano-nauci doprinosi bržem povoljnom repozicioniranju zemlje na globalnom nivou, što je prema [13] jedna od karakteristika kineskih autora. Takođe, visoko učešće nano-tehnoloških publikacija u ukupnim publikacijama zemlje ide u prilog činjenici da je zemlja opredeljena ka razvoju nano-tehnologije.

U dosadašnjim istraživanjima, zasnovanim na globalnom nivou, uglavnom su analizirane nano-tehnološke publikacije i citati u zemljama koje su najaktivnije u nano-tehnologiji [7]; [13]-[16]. Srbija i njeni susedi su slabo zastupljeni. Izuzetak je studija Tomson Rojtersa [17]. Iz ovog razloga, analiza pozicije Srbije među njenim susedima biva atraktivna tema imajući u vidu da su nano-nauka i nano-tehnologija brzo rastuće polje istraživanja.

## 2. METODOLOGIJA

Najčešće korišćena metoda za pretraživanje publikacija i citata je bibliometrijska. Za pretragu nano-tehnoloških publikacija i citata, koriste se različiti pristupi [16], [18], i različite baze podataka od kojih su najčešće Vos (WoS) i Skopus (*Scopus*). U ovom radu su korišćeni podaci StatNano, koja prati stanje i razvoj nano-nauke i nano-tehnologije u 106 zemalja [19]. Izvor podataka o nano-tehnološkim publikacijama i citatima koje koristi ova organizacija je VoS baza podataka, a izvor podataka o visini bruto domaćeg proizvoda (BDP) i broju stanovnika je baza podataka Svetske banke.

*Vesna M. Milanović je rođena 1965. godine. Diplomirala je (1989), magistrirala (1994) i doktorirala (2003) na Ekonomskom fakultetu Univerziteta u Beogradu. Na Univerzitetu „Džon Nezbit“ radi od 1999. godine, gde je stekla sva nastavna zvanja – profesor više škole (2000), docent (2003), vanredni profesor (2008) i redovni profesor (2013) u užoj naučnoj oblasti Marketing. Izvodi nastavu na predmetima u užoj naučnoj oblasti Marketing na Fakultetu za međunarodnu ekonomiju i Istraživač je na dva projekta, koji su finansirani od strane Ministarstva za nauku i tehnološki razvoj RS (projekat III 45003 i projekat III 44006). Učesnik je više konferencija međunarodnog i nacionalnog značaja i autor/koautor više desetina članaka objavljenih u naučnim časopisima referisanim od strane nadležnog ministarstva. Polje istraživanja: marketing, međunarodni marketing, Međunarodno poslovanje, logistika, poslovna ekonomija. Vanredni je član Naučnog društva ekonomista Srbije. U periodu 2000-2010 bila je direktor Visoke poslovne škole „Megatrend“ – strukovne studije. U periodu 2011-2012 bila je prorektor za nastavu i unutrašnju organizaciju Univerziteta „Dzon Nezbit“. Tokom 2016. godine bila je dekan Fakulteta za Međunarodnu ekonomiju. Ima ćerku Jelenu.*

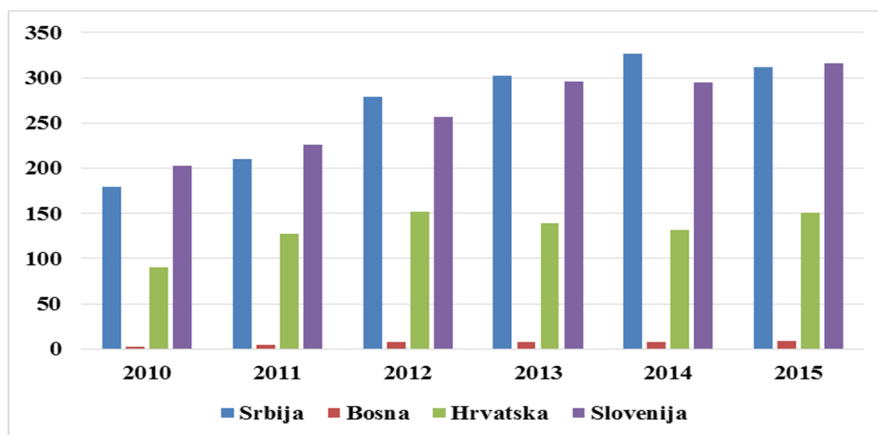


Od svih zemalja bivše Jugoslavije, StatNano prati stanje i razvoj nano-nauke i nano-tehnologije u Srbiji, Sloveniji, Hrvatskoj i Bosni<sup>490</sup>. Imajući u vidu navedeno, u ovom radu su analizirana tri područja pozicioniranja Srbije i njenih suseda u period 2010-2015. godina: (1) pozicioniranje u ukupnom broju nano-tehnoloških publikacija, njihovom broju na milijardu dolara BDP (korigovanog paritetom kupovne moći) i na milion stanovnika; (2) pozicioniranje prema ukupnom i prosečnom broju nano-citata, te prema Hiršovom indeksu (3) pozicioniranje prema ulozi saradnje u nano-nauci i učešću broja nano-tehnoloških publikacija u ukupnim publikacijama zemlje. Prema navedenom je postavljena i struktura rada.

### 3. REZULTATI

#### 3.1. POZICIONIRANJE PREMA NANO-TEHNOLOŠKIM PUBLIKACIJAMA

Prema [20], u periodu 2010-2015. godina, broj nano-tehnoloških publikacija u svetu je bio 668.966. Učešće Srbije i Slovenije je 0,240%, odnosno 0,238%, respektivno. Učešće Hrvatske i Bosne je još manje. Srbija je zauzela 43., Slovenija 44., Hrvatska 55. a Bosna 74. mesto. Poređenja radi, učešće Kine i SAD je 47,96% u ovom periodu. Slično Srbiji i Sloveniji, u rasponu od 1.000 do 2.000 nano-tehnoloških publikacija su imale još i Norveška, Bugarska, Slovačka, Tunis, Alžir, Novi Zeland, Čile i Vijetnam. Ispred Hrvatske su se našle i Kolumbija i Litvanija. Iako imaju skromno učešće na globalnom nivou, Srbija, Slovenija, Hrvatska i Bosna ispoljavaju diferentnost broja nano-tehnoloških publikacija u posmatranim godinama na što ukazuje Slika 1[20].



Slika 1: Ukupan broj nano-tehnoloških publikacija posmatranih zemalja

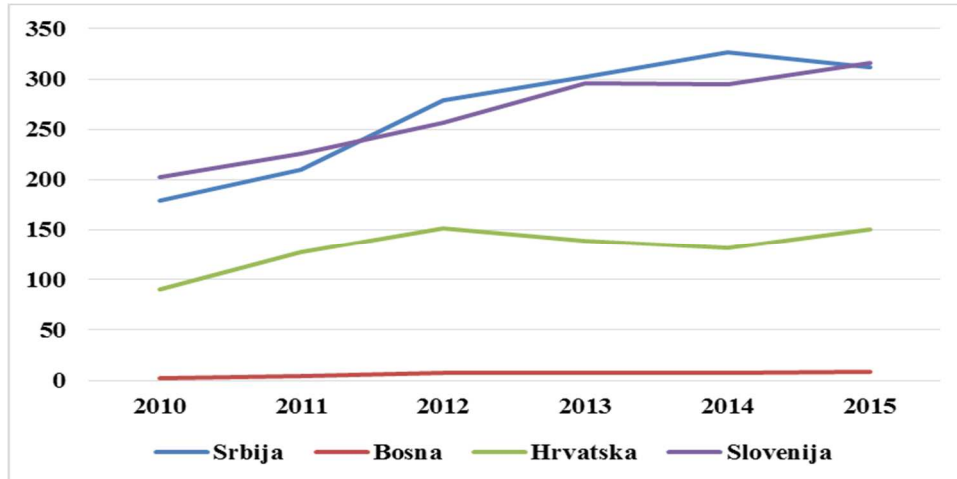
**Andrea D. Bučalina Matić** je rođena 1984. godine u Beogradu. Na Univerzitetu „Džon Nezbit“, gde radi od 2008. godine, završila je osnovne akademske studije poslovne ekonomije (2008), diplomske akademske poslovne studije (2009) i doktorske studije (2013). Izabrana je u zvanje docenta u užoj naučnoj oblasti Menadžment na Fakultetu za poslovne studije Univerziteta „Džon Nezbit“, 2014. godine. Izvodi nastavu na predmetima u užoj oblasti. Istraživač je na dva projekta, koji su finansirani od strane Ministarstva za nauku i tehnološki razvoj RS (projekat III 45003 i projekat III 44006). Učesnik je više konferencija međunarodnog i nacionalnog značaja i autor/koautor više članaka objavljenih u naučnim časopisima referisanim od strane nadležnog ministarstva. Polje istraživanja: menadžment, strategijski menadžment, upravljanje ljudskim resursima, preduzetništvo, međunarodni biznis. Ima ćerku Nikolinu.



<sup>490</sup> U bazi podataka StatNano se navodi za ovu zemlju „Bosna“, te je ovaj termin korišćen i u ovom radu.



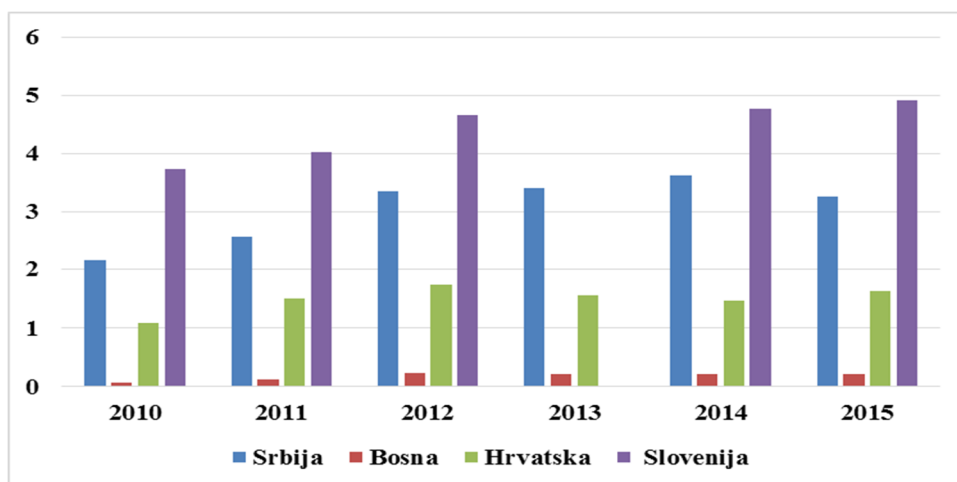
Uočava se prednost Srbije i Slovenije u broju nano-tehnoloških publikacija, a naročito u odnosu na Bosnu. Ukoliko se posmatra trend broja nano-tehnoloških publikacija (Slika 2), primećuje se da Bosna pokazuje stabilnost od 2012. godine u kojoj je u odnosu na 2011. godinu duplo povećala apsolutan broj ovih publikacija. Hrvatska pokazuje pad između 2012. i 2014. a Srbija u 2015. u odnosu na 2014. godinu. Slovenija ima najstabilniji rast [20].



Slika 2: Trend rasta broja nano-tehnoloških publikacija posmatranih zemalja

U 2011. godini Srbija preuzima leadersku poziciju, koja je u 2015. godini u blagom padu. Ukoliko se ostvari uvid u podatke iz 2016. godine, Srbija ponovo ima leadersku poziciju [20].

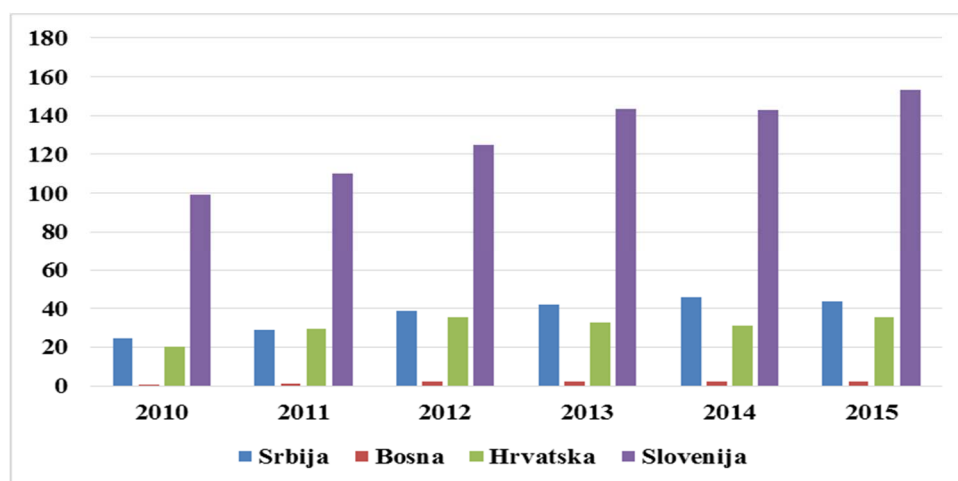
Odnos broja nano-tehnoloških publikacija i visine BDP ukazuje na činjenicu kakvo mesto zauzima naučni autput u ekonomiji jedne zemlje. Prema [21], Singapur je zemlja sa najboljim odnosom broja nano-tehnoloških publikacija i visine BDP. Njegov prosek za šest godina ovog perioda iznosi 5,41. Poređenja radi, ovaj prosek za SAD iznosi 1,27 a za Kinu 2,22. Svetski prosek je 1,17. Prosek za Sloveniju je 3,69; za Srbiju 3,06; za Hrvatsku 1,5; za Bosnu 0,18. U periodu 2010-2015. godina, prema ovom indikatoru, Slovenija zauzima 5., Srbija 8., Hrvatska 38. a Bosna 80. mesto. Navedeni podaci ukazuju da i prema ovom indikatoru postoji diferentnost pozicija posmatranih zemalja, što ilustruje Slika 3 [21].



Slika 3: Broj nano-tehnoloških publikacija posmatranih zemalja na milijardu \$ BDP (korigovan paritetom kupovne moći)

Slovenija ima lidersku poziciju prema odnosu broja nano-tehnoloških publikacija i visine BDP. Srbija ima značajnu diferentnost u odnosu na Hrvatsku. Bosna im nije konkurentna.

Broj publikacija na milion stanovnika je, takođe, jedan od indikatora naučnog učinka. Predviđa ga i Evropska komisija u formi parcijalnog pokazatelja kompozitnog indikatora inovativnosti [22: 7-8]. Prema [23], Singapur i Švajcarska su zemlje sa najboljim odnosom broja nano-tehnoloških publikacija i broja stanovnika (izraženog u milionima osoba). Prosek ovog pokazatelja za šest godina ovog perioda za Singapur iznosi 382, a za Švajcarsku 195. Ovaj prosek za SAD iznosi 65, a za Kinu 24. Svetski prosek je blizu 16. Prosek za Sloveniju je 129, za Srbiju 37, za Hrvatsku 31, a za Bosnu manje od 2. Prema ovom indikatoru diferentnost pozicija posmatranih zemalja u grupi ilustruje Slika 4 [23].



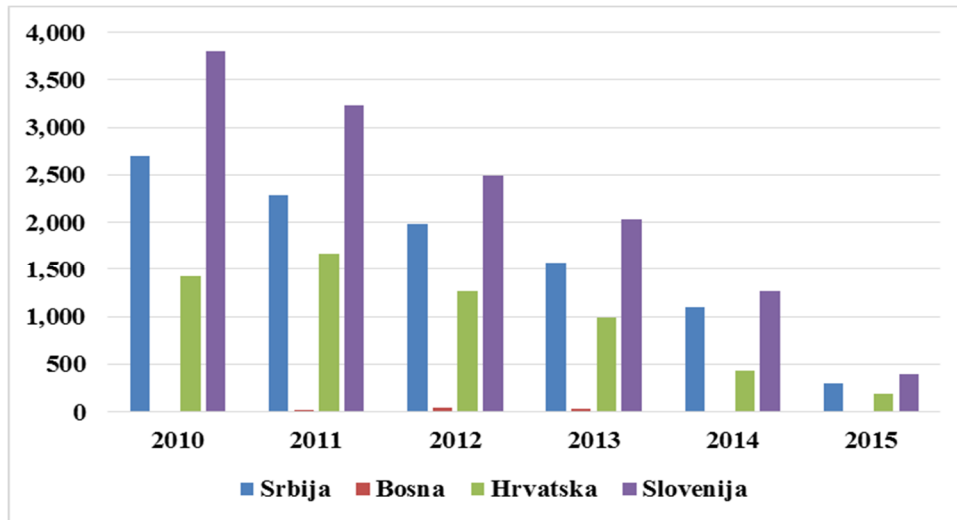
Slika 4: Broj nano-tehnoloških publikacija posmatranih zemalja na milion stanovnika

Slika 4 potvrđuje da Slovenija ima diferentno izraženu bolju poziciju od drugih zemalja. Srbija i Hrvatska su relativno slične. Bosna je i dalje na začelju grupe. U periodu 2010-2015. godina Slovenija je zauzela 8., Srbija 38., Hrvatska 43., Bosna 78. mesto [23]. Prema broju publikacija na milion stanovnika, u vrhu su uvek visokorazvijene zemlje sa malim brojem stanovnika [24], što se ovde kao tvrdnja odnosi na Sloveniju.

### 3.2. POZICIONIRANJE PREMA NANO-TEHNOLOŠKIM CITATIMA

Prema [25], u periodu 2010-2015. godina, prema ukupnom broju nano-tehnoloških citata, najbolje pozicionirana zemlja je Kina, slede je SAD. Slovenija je zauzela 44., Srbija 45., Hrvatska 50. a Bosna je na poslednjem mestu<sup>491</sup>. Sličan broj ukupnih citata su dostigle Slovenija i Novi Zeland, odnosno Srbija i Bugarska, Hrvatska i Tunis. Diferentnost broja nano-tehnoloških citata je izražena unutar grupe. Navedeno ilustruje Slika 5 [25].

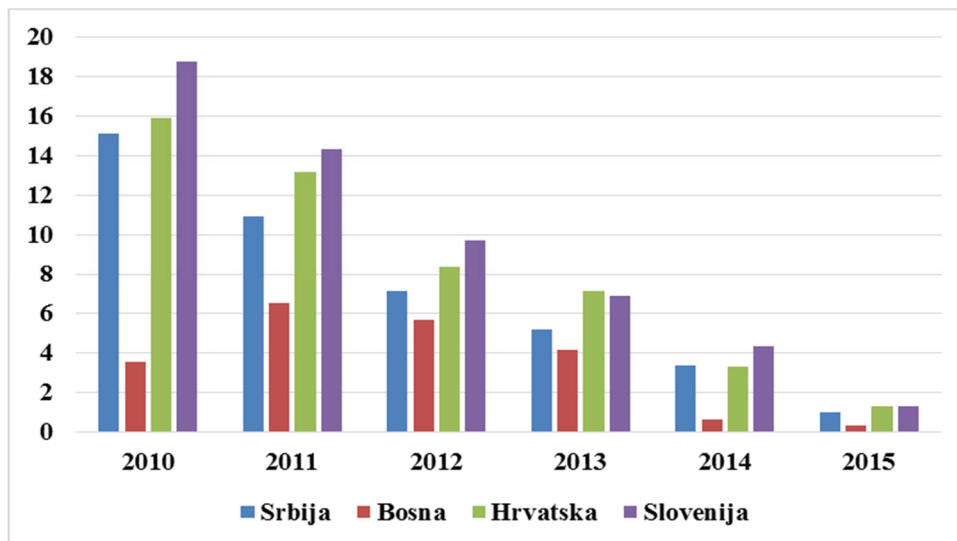
<sup>491</sup> Za 77 zemalja su prikazani citati.



Slika 5: Broj nano-tehnoloških citata posmatranih zemalja

Slika 5 pokazuje diferentnost Slovenije u odnosu na Srbiju, a Srbije u odnosu na Hrvatsku. Pozicija Bosne je veoma nepovoljna.

Kako je pouzdaniji pokazatelj kvaliteta istraživanja prosečan broj nano-tehnoloških citata, to Slika 6 [26] pokazuje da diferentnost Slovenije u grupi nije izražena kao prema ukupnom broju nano-tehnoloških citata.

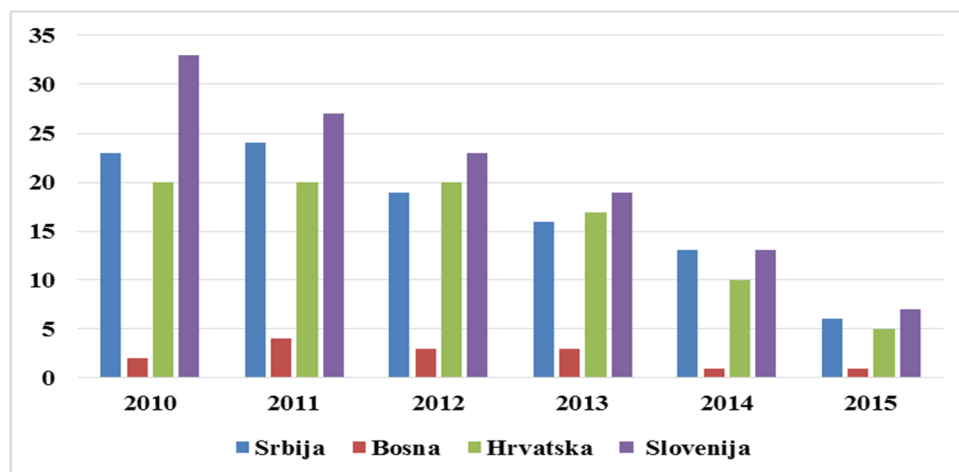


Slika 6: Prosečan broj nano-tehnoloških citata posmatranih zemalja

Zapaža se da Hrvatska ima veći kvalitet u nano-nauci u odnosu na Srbiju, a da pozicija Bosne po prvi put u ovoj analizi nije tako zanemarljiva. Da bi se stekao uvid u poziciju posmatranih zemalja u svetu, prema [26] najbolje pozicionirane zemlje su Singapur, Švajcarska i SAD. Slovenija je na 35., Hrvatska na 43., Srbija na 53., a Bosna je na pretposljednem mestu.

Hiršov indeks (h-index) služi vrednovanju naučnog učinka istraživača. Izražava broj koji označava h publikacija koje je posmatrani istraživač/naučnik objavio a koje su bile citirane najmanje h puta. Prema [27], po Hiršovom kriterijumu, u posmatranom period na prvom mestu se nalaze SAD, potom Kina. Slovenija je zauzela 48. mesto, Srbija 55., Hrvatska 58. a Bosna

je na posljednjem mestu (77.). Slika 7 [27] pokazuje međusoban odnos pozicije posmatranih zemalja u posmatranom periodu prema Hiršovom indeksu.

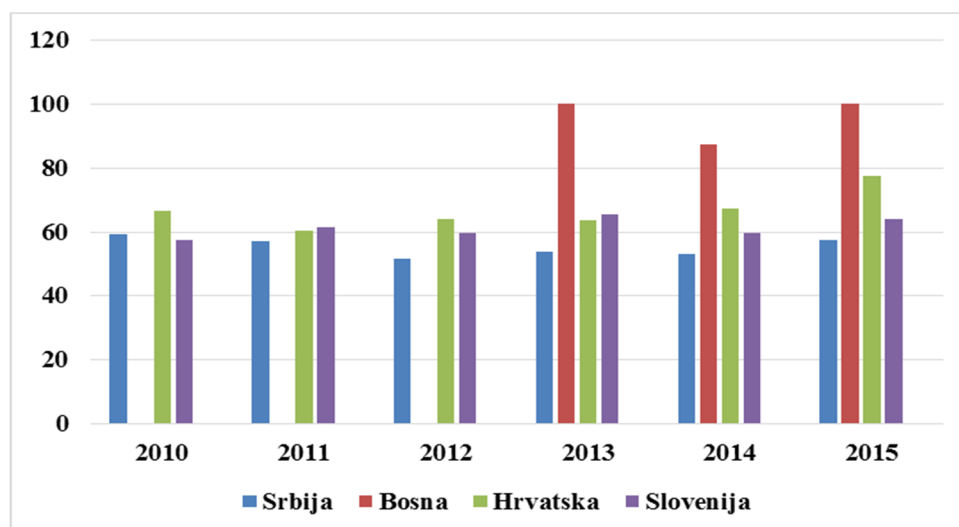


Slika 7: H indeks posmatranih zemalja

Diferentnost pozicije, prema Hiršovom indeksu, nije toliko izražena unutar grupe izuzev u odnosu na Bosnu. Prema [27], Hiršov indeks za Sloveniju u 2015. godini iznosi 7, za Srbiju 6, Hrvatsku 5, a za Bosnu 1. Indeks 7 imaju i Alžir, Argentina, Estonija, Novi Zeland, Tunis, Ukrajina. Indeks 6 imaju i Bugarska, Čile, Kolumbija, Litvanija, Slovačka. Indeks 5 imaju i Belorusija, Latvija, Moldavija i Venecuela. SAD imaju 42.

### 3.3. POZICIONIRANJE PREMA NIVOU SARADNJE I PRIORITETU NANO-NAUKE

Saradnja zemalja u nano-nauci podstiče rast naučnog outputa. Posledično zemlja treba da se povoljno repositionira u nano-nauci, mada, Kina ima duplo manji procenat učešća u saradnji sa stranim autorima u nano-istraživanjima u odnosu na SAD a obe čine lidere nano-nauke [28]. Slika 8 pokazuje poziciju posmatranih zemalja prema ovom indikatoru [28].



Slika 8: Saradnja autora iz posmatranih zemalja sa autorima iz drugih zemalja u nano-nauci<sup>492</sup>

<sup>492</sup> Za Bosnu nisu publikovani podaci do 2013. godine.

**Nikolina Vrcelj** usmerila je svoje naučno i stručno delovanje prema različitim oblastima menadžmenta, kao što je organizaciono ponašanje, poslovna komunikacija, poslovna etika, rukovođenje i liderstvo i strategijski menadžment.



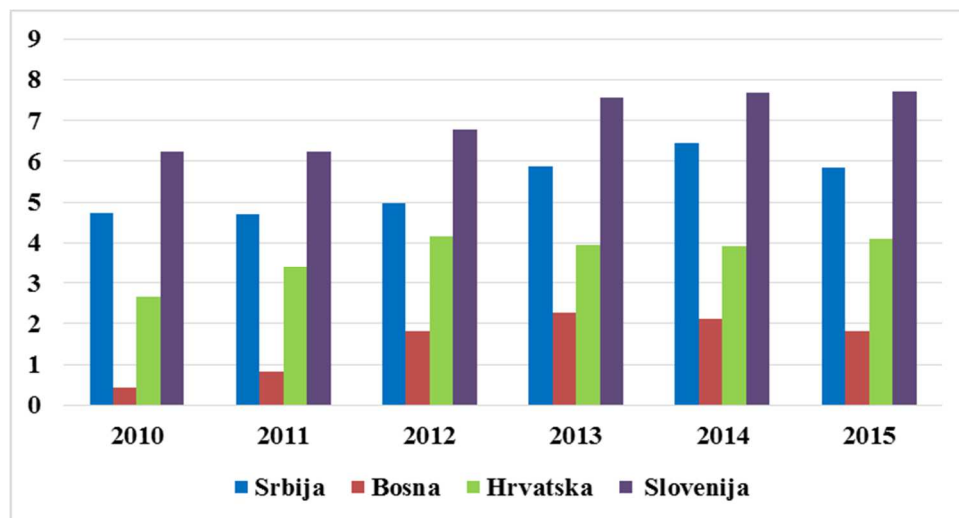
Naučni rezultati su verifikovani publikovanjem više od 40 naučnih i stručnih radova na konferencijama i simpozijumima, odnosno časopisima u zemlji i inostranstvu, kao i učešćem u četiri naučnoistraživačka projekta koje je finansiralo nadležno ministarstvo nauke Republike Srbije u dva projektna ciklusa. Rođena je 1984. godine, a diplomirala je na Fakultetu za poslovne studije u Beogradu, Megatrend univerziteta. Student je doktorskih studija na Fakultetu organizacionih nauka u Beogradu, smer menadžment. Položila je sve ispite predviđene nastavnim planom i programom sa prosečnom ocenom 10,00 i radi na izradi doktorske disertacije.

Tokom školske 2015/2016. godine kao stipendista Vlade Narodne Republike Kine bila je na studijskom usavršavanju na Beijing International Studies University. Izvršni je direktor i osnivač Udruženja ekonomista i menadžera Balkana.

Govori engleski, kineski i italijanski jezik.

Evidentno da nakon 2013. godine, sve što su objavili bosanski istraživači je objavljeno sa autorima iz drugih zemalja. Pozicije ostale tri zemlje su međusobno više slične sa prvenstvom koje je na strani Hrvatske. Sumarno, učešće zajedničkih nano-publikacija Srbije, Slovenije i Hrvatske sa drugim zemljama u njihovim ukupnim nano-tehnološkim publikacijama je ispod svetskog proseka.

Zemlje koje pokazuju viši procenat učešća nano-tehnoloških publikacija u ukupnim publikacijama imaju veće šanse da tehnološki napreduju. Prema [29], u periodu 2010-2015. godine Slovenija je zauzela 35., Srbija 60., Hrvatska 82., Bosna 95. mesto. Primera radi, u 2015. godini Iran je visoko pozicioniran prema ovom indikatoru (21,29%), slede Singapur (18,86%), Kina (16,71%), Južna Koreja (15,33%). SAD beleži rezultat od 6%. Svetski prosek je 9,02%. Slovenija beleži 7,7%, Srbija 5,86%, Hrvatska 4,09% a Bosna 1,8%. učešća nano-tehnoloških publikacija u ukupnim publikacijama. Slika 9 [29] pokazuje međusoban odnos pozicije posmatranih zemalja u posmatranom periodu prema ovom indikatoru.



Slika 9: Učešće nano-tehnoloških publikacija u ukupnim publikacijama posmatranih zemalja

Slovenija i Srbija su bolje pozicionirane u odnosu na Hrvatsku i Bosnu. Pošto ne pokazuju izrazit rast u ovom području, evidentno je nepovoljno stanje u nano-nauci u svim posmatranim zemljama.

## ZAKLJUČAK

Ulaganja u nano-nauku svake zemlje treba da prate ulaganja zemalja koje su slične po nivou razvoja i strateškim prioritetima. Međutim, iako sve veći broj zemalja stavlja nano-tehnologije kao prioritet u istraživanjima retke su zemlje kao što je Slovenija koja uspeva da izdvoji više od 1% BDP za istraživanje i razvoj [30].

Prema podacima StatNano, uloga Srbije, Slovenije, Hrvatske i Bosne u globalnoj nano-nauci je veoma skromna, a naročito Bosne što ilustruje Tabela 1.

Zemlja /indik.	Broj NTP <sup>493</sup>	NTP/mld \$ BDP	NTP/mil. stanovn.	Broj Untc <sup>494</sup>	Broj Pntc <sup>495</sup>	H ind. <sup>496</sup>	Sar sa ino.	NTP/UP <sup>497</sup>
Srbija	43.	8.	38.	45.	53.	55.	73.	60.
Slovenija	44.	5.	8.	44.	35.	48.	62.	35.
Hrvatska	55.	38.	43.	50.	43.	58.	47.	82.
Bosna	74.	80.	78.	77.	76.	77.	Np. <sup>498</sup>	95.

Tabela 1: Rang posmatranih zemalja po posmatranim indikatorima u periodu 2010-2015. godina (mesto koje zauzimaju na globalnom nivou)

Izuzetak su Srbija koja je povoljno pozicionirana prema odnosu nano-tehnoloških publikacija i BDP i Slovenija prema istom indikatoru i prema odnosu nano-tehnoloških publikacija i broja stanovnika.

U ovoj grupi zemalja, Srbija i Slovenija imaju leadersku poziciju u broju nano-tehnoloških publikacija. Prema odnosu broja nano-tehnoloških publikacija i visine BDP, kao i odnosu broja nano-tehnoloških publikacija i broja stanovnika Srbija, Slovenija i Hrvatska su iznad svetskog proseka. Diferentno bolji rezultat ima Slovenija u odnosu na ostale zemlje.

Prema ukupnom broju nano-tehnoloških citata i Hiršovom kriterijumu, najbolje pozicionirana je Slovenija. U odnosu na Hrvatsku to je Srbija. Prema prosečnom broju nano-tehnoloških citata, najbolje pozicionirana je Slovenija, potom Hrvatska, pa Srbija. Bosna je na poslednjem mestu.

Učešće zajedničkih nano-publikacija ovih zemalja sa drugim zemljama u njihovim ukupnim nano-tehnološkim publikacijama je ispod svetskog proseka. Nosioci istraživanja u Srbiji su više domaći autori a u Bosni domaći u saradnji sa stranim autorima. Veće šanse za tehnološkim napretkom (veće učešće nano-tehnoloških publikacija u ukupnim zemlje) ima Slovenija, pa Srbija, te Hrvatska i Bosna. Pošto ne pokazuju izrazit rast u ovom području, evidentno je

<sup>493</sup> NTP - nano-tehnološke publikacije, za 106 zemalja publikovani podaci

<sup>494</sup> Untc – ukupni nano-tehnološki citati, za 77 zemalja publikovan podatak

<sup>495</sup> Pntc – prosečni nano-tehnološki citati, za 77 zemalja publikovan podatak

<sup>496</sup> H ind. – Hiršov indeks, za 77 zemalja publikovan podatak

<sup>497</sup> NTP/P – odnos nano-tehnoloških publikacija i ukupnih publikacija zemlje

<sup>498</sup> Np - nema podatka za ceo period

nepovoljno stanje u nano-nauci u svim posmatranim zemljama. Ovo podrazumeva stimulisanje nano-naučnih istraživanja kako bi se odgovorilo na svetske izazove u nano-nauci.

Iako sve zemlje, izuzev Bosne, pokazuju da su opredeljene ka nano-nauci i nano-tehnologiji, ne pokazuju zadovoljavajuće rezultate ni u kvantitetu i ni u kvalitetu istraživanja.

Ono što nedostaje StatNano organizaciji jesu komparativni podaci o visini ulaganja u istraživanje i razvoj nano-tehnologija, visini ovih ulaganja prema BDP, broju istraživača u nano-nauci, broju istraživača prema broju stanovnika i slično kako bi se imao egzaktniji uvid u pozicije zemalja u nano-nauci.

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## AN EMPIRICAL STUDY OF THE TOURIST MARKET DEMAND AND ACADEMIC OFFER FOR HUMAN RESOURCES

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**Arben Rusta**<sup>500</sup>

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**Abstract:** *The concept of human resources management through collaboration with academic institutions has been somewhat unknown and undeveloped in tourism industry of our country. The concrete case treated in this study is related with tourist businesses that operate in Shkodra towards their needs for qualified specialists. The experience of neighboring countries has shown that the employment of staff in accordance with needs and in the right positions affects directly tourism development and is a positive premise towards sustainability of this industry. The main purpose of the research was presentation of actual situation of tourist businesses and evidencing the needs of tourism industry for qualified staff with academic background in tourism field. The methodology of this research is based on a sample of 37 tourist businesses. The questionnaire used was the instrument used and its results gave a clear view of goals and hypotheses of the research. So the relations between tourist businesses and academic institution that is University of Shkodra are not in the right level and this is a problem for both parties. A significant part of employees do not have the appropriate education background. Management, marketing, foreign languages and organizational skills are most sensitive points where tourist businesses in Shkodra need qualified staff. The study has valuable data which can be used by university in order to adjust curricula of studying programs and also the student quotas. Results of the study can serve as an example for countries that are in the same conditions of development as Albania is.*

**Key words:** *tourist market, demand, university offer, human resources, academic background.*

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### 1. INTRODUCTION

**T**ourism today, one of the most important economic activity in world, conceived direct services, products, employment and investment. The thrive of tourism industry, induced a major impact on economic social boost. The percentage of spread industry affects employment along with human resource development in terms of demand for professionals and specific skills, relating on education as well as training of human resources. Recently, tourist industry encounters major elaboration worldwide. Principal indicators in occurrence measure follows gross domestic product contribution (GDP) and employment. This effect along with vast geographical extension reflects likewise in Albania. Beyond increasing market demands, tourism today prevails substantial economic world activity as long as conceived direct services, products, employment and investment. In countries where tourism industry flourished, retains major impact on economic and social development. Beyond increasing demands on market, necessity for qualified human resources along with management challenges, remains the leading problem facing tourism industry. Working conditions, experience, salary, frequency of changing jobs, training employees remain some of human resources main issues in tourism businesses. The experience of differentiate countries with developed tourism like Montenegro, Greece, Italy, attended as paradigm on attaining our study about current situation, requirements

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and demands of tourism businesses for qualified staff in Shkodra, one of the major areas immensely potential on elaborating all tourism varieties. Providing tourism priority today is another thrust on complementing this study. Referring to these places, Montenegro attaches major importance on human resources in tourism domain [1]. From human resources management strategy, the primary target in relations among private and public sector, adequate placement specialists abides the essence. Whereas tourism sector portrayed from small and medium businesses [2], a tendency of placing workers of various structures on tourist market is perceived, not detected in Greece or Italy. About tourism businesses demands, flexibility relates to variety of expectations they own for employees. Over recent years, boosting requirements for employees displayed in tourism sector [3]. In hotels and restaurants, the demand for staff submits tourism businesses necessity short-term, preceding managerial skills of employees required long termly [2]. A further tableau presented Greece, where tourism sector is considered a substantial GDP section [4]. Low wages, working conditions and major levels of employees abdicate labor, lingered main concerns of tourism sector. During the last 3-4 years, economic crisis transcend directly on employees unit in tourism sector of the country [5]. It is worth mentioning that Greece, unlike the other two countries, installed corresponding institutions for education and training of human resources in tourism field repose on Ministry of Tourism, [6] imparting major inducement on human resources occurrence as one of the national strategy location in tourism industry. Italy, one of the countries with the largest number of tourism sector employment, confronts analogous issues in terms of human resources, cited upward. This evidence intensifies, stating the inverse relationship among demands of tourism businesses staff and education and training institutions bid [7]. Tourism sector in Italy, alike in Greece and Montenegro dominate small and medium-sized businesses, where problems in

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*She is currently Head of the Department of Tourism and Coordinator of Career Counseling Office at Economic Faculty Shkoder.*

*She has been part of the working group for preparation of the Strategy of Economic Development, the Municipality of Shkodra. She is engaged as local expert on various projects with organizations such as REC, FZM Shkoder, GTZ, etc. MADA. and experts in business management training.*

human resource management remarked [8]. In Italy, where lacks required level of professionalism and expertise in many family businesses this issue is emphasized [9]. Conducting the ultimate alterations, unto enlarged number of tourism businesses in Albania, our study based on assumptions, reports the proper academic background of employed staff by tourism businesses in Shkodra. Records of tourism economic and social benefits expose a consistency that preserves and minimizes negative impacts. This stability is pointless without the attendance of qualified human resources, in adequating progress.

**Arben Rusta, MPTK**

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*In the years 2011-2013 he pursued postgraduate studies in the field of cultural heritage and tourism management and received the title of Master Professional, Faculty of Economics at Shkodra University “Luigj Gurakuqi”. Currently he works as a manager at Hotel, Bar & Restaurant Vajushi, Shiroke, Shkoder.*



Therefore, in our study, expounds **the pursuit**

**query:** What is the current situation and demand of tourism industry in Shkodra for qualified staff?

Furthermore the main research **objectives** relates to:

- Displayed features of human resource structure employed in tourism businesses.
- Assessment of requirements and demands of tourism industry specialists in Shkodra.
- Forecast short-term and long-term needs of tourism businesses for qualified staff.

**Hypotheses based research are:**

H<sub>0</sub> Staff employed in tourism businesses in Shkodra is the appropriate level of academic training in the field of tourism.

H<sub>1</sub> Recruitment of qualified specialists in the tourism sector, a guarantee for the development of sustainable tourism.

**2. SITUATION OF TOURISM OFFER IN ALBANIA**

Over the past 20 years, tourism development didn't respond to expectations of potential use for the local economy in terms of development. Consequently, this sector remained economically precarious.

**2.1. Accommodation Sector**

According to collected statistics for 2012-2014 from Tourist Information Office, the accommodation capacity consisted of 27 716 beds in 670 total hotels. There are 17.000 tourist businesses in total. 80% of hotels are located in coastal areas and lake. Many accommodation facilities, especially in coastal areas, are managed as family businesses, where the rooms are offered to domestic tourist markets. The hotel capacity is dominated by small hotels. Over 80% of hotels registered less than 20 rooms and only 7% own more than 40 rooms. Only 30 hotels have been formally classified (classification of stars) out of which three are exclusively classified on five stars.

## 2.2. Travel organization sector

250 companies operate in organization travel sector in Albania, predominantly centered in Tirana (142 companies). Most of them act as travel agents, accompanied by few companies dealing with induce-exit activity and transport of tourists in the country [10].

Employment of Shkodra tourist business is noted at the following table.

No	Activity type	Number of subjects	Number of employees	Number of female employees
1	Hotel	375	628	114
2	Touristic Agency	19	29	8

*Tab.1 Employment of Shkodra tourist businesses  
(Source: National Employment Service, Regional Directorate of Employment, 2013)*

## 2.3. Human Resources in Shkodra Region

Shkodra district with a skilled labor, is characterized by a high level of education and adequate comprehension in foreign languages mainly Italian, English, German. Although technical and professional skills are decent, labor rate is low [12].

Aggregate labor: 22 535 people
Private sector: 10 573 people
State Sector: 11 662 people

## 3. METHODOLOGY

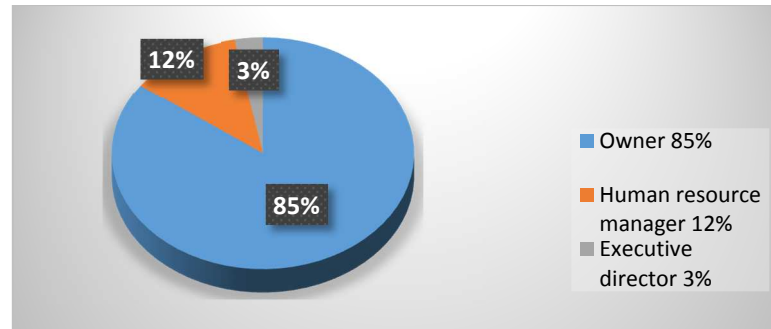
Since human resources are a crucial point in tourist industry activity, so long as contact directly with tourists, sounds indispensable undertaking this research in attaining compatibility relation among supply and demand. 37 tourist businesses in Shkodra were randomly selected, including 7 hotels, 10 restaurants, 20 touristic agencies. Their mutual intention is the contribution on tourism progress and qualified specialists demand on achieving the service standards and quality. A questionnaire is compiled with 16 closed questions, based on a USAID survey on tourism businesses in Armenia, organized in 37 tourist businesses, including hotels, restaurants, and tourist agencies. Demand for skilled staff in these businesses are oriented towards job positions.

Since selected tourism businesses represent different features, it served on dissectioning their specific needs and accomplish a lucid conclusion. While secondary research sources based on experiences and practices of countries such as Montenegro, Greece and Italy, the information is provided by studies and data publications on website institutions and organizations responsible.

### 3.1. Analyses of survey

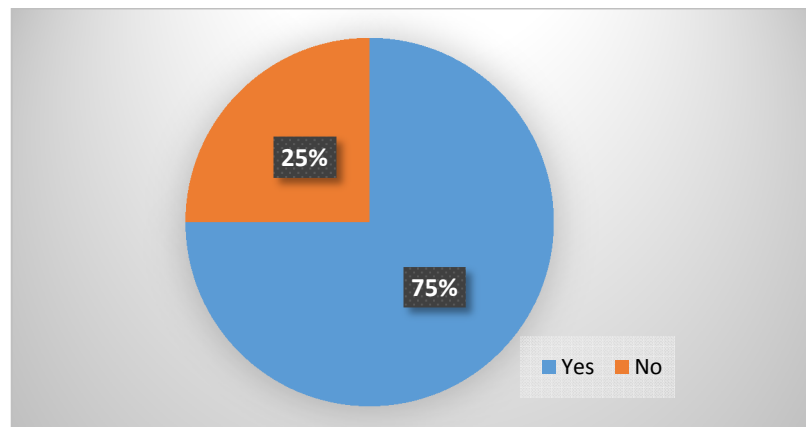
The research sample involved 37 refused answering questions of tourist businesses.

- From 303 employed in tourism businesses, men dominate with 188 employees (62%), followed by 115 women employees (38%).
- The function of human resource management: finished by the Owner (85%), Manager of Human Resources (12%), Executive Director (3%) in most businesses.



*Chart 1. The function of human resource management*

- For half of tourism businesses, job analysis comprised the clinched function performed by human resources department, where 35% occupied by recruitment and employees selection along with 15% of performance evaluation.
- 75% of tourism businesses respond that employers retain a description of their responsibilities.



*Chart 2. Job descriptions for employers*

- In 83% of cases, the owner decided new staff obtaining.

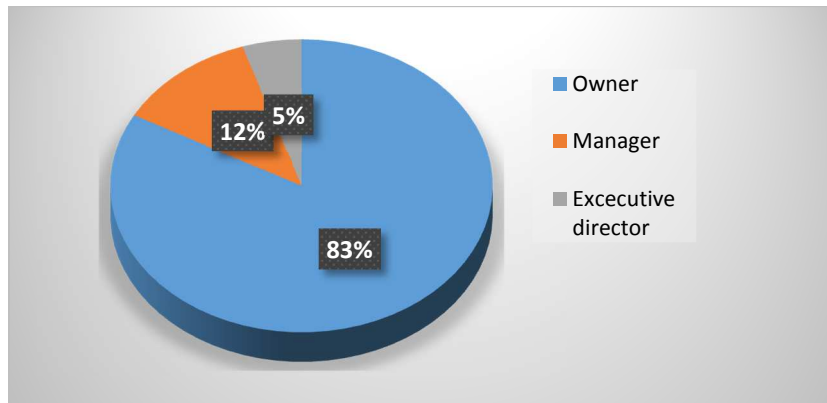


Chart 3 Who decides on new staff recruitment

- Form reviewing of tourism businesses in the last 2 years, 75 employees are removed from their workplace.
- 40% of tourism businesses select the staff through online reports, 45 % of personal acquaintances, 9% from employees or colleagues and 6% from the partnership with University of Shkodra.

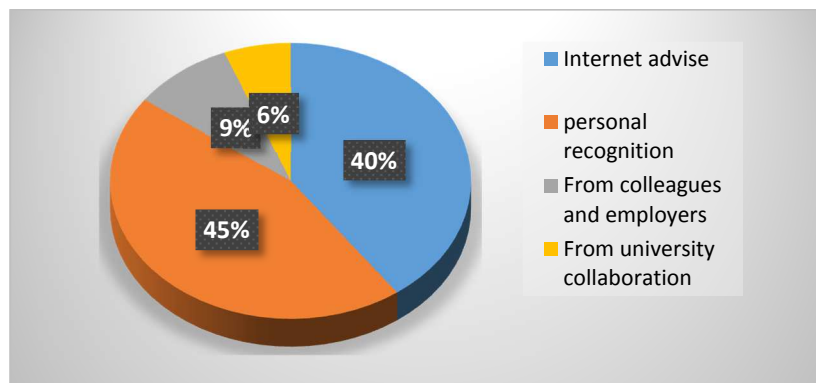


Chart 4 Forms of staff selection

- 55% of tourism businesses, phrase in non-collaborating with University of Shkodra "Luigj Gurakuqi".
- 63% of tourism businesses suppose that the number, capacity and access to institutions of higher education responds to their staff requisites.

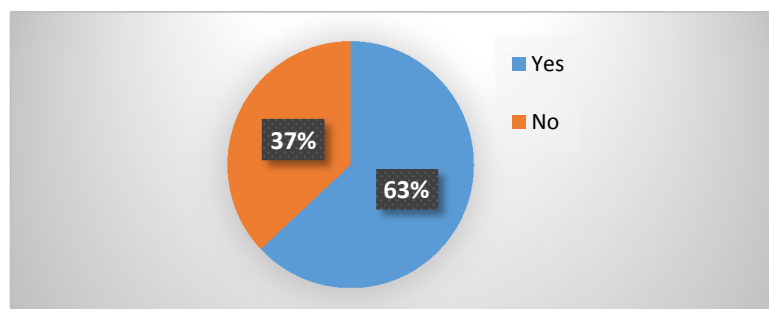


Chart 5 How much the university responds to staff necessity

- More than half of tourism businesses in Shkodra encounter in a subdued level of relations with the University.

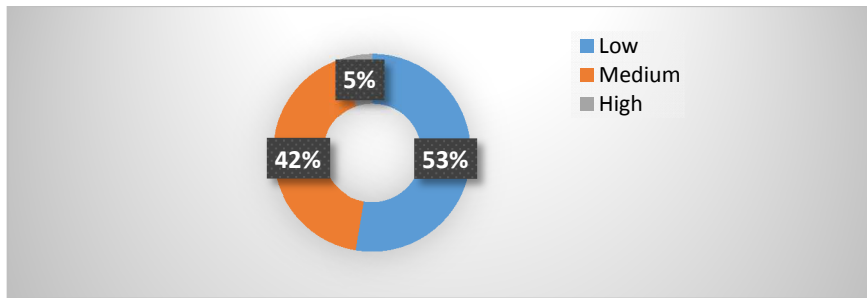


Chart 6 The level of relations with university

- Regarding recruitment, 45% of businesses state that insufficient experience abides the essential problem faced in new staff leasing. 25% qualification deficiency and 30% of competition occupy a considerable portion.
- Marketing domain and enterprises engage the vast requirements of tourism businesses for qualified staff, followed by foreign languages, organizational skills, management, patrimony and IT.

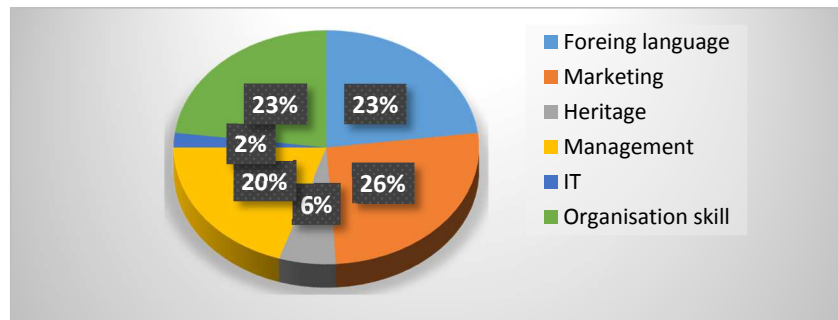


Chart 7 Demand for qualified staff

- Another issue rest the selection of full-time and part-time staff, resulting that 65% of tourism businesses differentiate in opting among part-time and full-time staff, attempting to ensure the sustainability of activity in terms of service delivery.

#### 4. CONCLUSIONS AND DISCUSSIONS

Based on conducted research and selected pattern, the tourist industry in the city of Shkodra dominated by small businesses, mutually connects with neighboring countries, according to data and studies. These businesses expands mainly in travel agencies category, while prominent business is represented by hotels and restaurants. Considering the employed staff, travel agencies abides within 2-3 employees, restaurants over 10 employees, concluding with hotels where the number exceeds 20. The specifics of employees in tourism businesses are diverse. Thereby, female workers dominate tourist agencies, whereas the opposite occurs in restaurants and hotels. The ancient tradition of owner's presence in all decision-making proceeds tightly as distinctive feature of the management structure of tourism businesses, notably when most are small businesses and the owner performs entirely assignments, including human resources management. Only few hotels and restaurants worth mention the existence and functioning of the human resources department and relevant managers, although not appearing in some occasions at the right level. Imposed by mere organizational structure, job analysis and recruitment are the main functions of tourism businesses, notably travel agencies having employees in terms of human resources. Initiating by the concept and the limitations in their possession, in terms of income, we can identify the non-existence training programs in order of

upgraded staff performance. Regardless of, most tourism businesses and their leaders attempt to clarify the duties and responsibilities of each employee. Contemplating one of the research objectives related to supply-demand report, in terms of qualified specialists, between tourism businesses and educational institutions (currently the University of Shkodra), is interesting that whereas businesses are satisfied with the current number of employees, the rate of their removal or the frequency of abandoning a particular job position of employees is in a considerable level. The most logical explanation is related to the inconsistent educational profile of employees and recognitions prevail in their employment, certifying  $H_0$ . Employers attempt prioritizing on the former experience of candidates, showing discontents in this clause. Regarding the scarce level of cooperative relations amidst tourism businesses and Shkodra University, I think the problem lies in the mutual parties approach, and ineffective applied methods. Worth mentioning specifically, job fairs thrived in form and content, but the results leave a bitter taste on many aspects. Non-fruitful coordination with the university, ensuing often problematic about their requirements. The employment of part-time staff based on various criteria and accomplishing only seasonal demands of tourism businesses, contradicts the principle of sustainability on tourism in terms of human resources, whereas tourism businesses in Shkodra do not orientate that occurrence. Online job applications, as a spread form by business, at a time when most students possess a high degree of access on technology, represent a positive step on creating new stage of relation between employers and employees. Tourism businesses in Shkodra are aware of their condition and plain requirements for qualified specialists. Therefore, we can say that  $H_1$  is confirmed. From search results, they focus the staffing requirements in four main points: management, organization, marketing and foreign languages. These reflects the basis for a qualitative and efficient organizational structure. Since the development of tourism businesses in Shkodra stands in most cases in the first steps, the preceding areas represent actual needs and short-term businesses for qualified staff. In the future, further progress on a broader scale, to technology implementation on providing services and tourist products, would create the necessity for employees with proficiency in utilizing technology. Based on tourism priority in Shkodra and major support provided recently, the demand for qualified human resources and quality have to be improved. As an immediate need, require consolidate relations among university and tourist businesses to establish the conditions for a fruitful climate long-term cooperation. A primary attention must be dedicated on training and professionalism. Furthermore, it is necessary improving the curriculum and quality of study programs jointly with their orientation towards applications, based on research detections.

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## GLOBALIZATION CHALLENGES IN SLOVENIAN TOURISM SECTOR: FROM DRIVE IN TO FLY IN DESTINATION

Andrej Raspor<sup>501</sup>  
Mia Miše<sup>502</sup>

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**Background:** World tourism industry is subject of big changes. The number of tourists traveling steadily grows, turnover and income are following this. The distances, that attract tourist are numerous, newcomers among destinations are here. Even some very distant places are nowadays on the bucket lists of travelers. As well statistics shows that the shorter stay becomes more common and this trend is valid as well for the world and for the Slovenia.

**Purpose:** To understand changes and structure of guests, traveling to Slovenia.

**Methods:** For this article desk analyze will be done. Data were gathered from world web, and NWTTO data, as well data gathered from Slovenian national statistical office. For the analyses the excel was used.

**Results:** The subject of this analyze is number of tourists arrivals, overnights and number of nights spent per tourist. Comparison was done for Slovenia, 3 different regions of Europe and per continents.

**Conclusions:** Slovenian tourism industry is developing as a part of modern touristic migration. All changes are seen as well here. There is more visitors coming overseas or coming from more remote places. They stay shorter, have different expectations as before. What about details and specifics? Gathered data should be good input for adopting the national policies. Rethinking about the strategy of promotion and changes in chosen markets are always difficult. How to balance it between closer and neighbor countries and overseas markets? Present document could be a source for a new view.

**Key words:** tourism, Slovenia, destination, drive in, fly in, Chinese tourists

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### 1. INTRODUCTION

Tourism, in the economic context of the 21st century, is an essential activity in the structure of the economic mechanism and has an active role in the development and modernization of the economy and society [1]. The tourism turns billions of dollars, and what is more important, it is generator of growth of different sector of every national economy. Revenues per se in tourism are not high, but tourism must be considered as a potential base for bigger GDP. Comparing the amounts and synergetic impact on the national economy tell us more about the potentials of the development force for every country (beside constructions and automobile industry).

Tourism can be divided as Business and Leisure [2], or as well as International and Domestic Tourism [3]. Further on there is the differentiation between travel and tourism [4].

The tourism sector and tourism research community focus mainly on international in - and outbound tourism volumes and expenditures. But international tourism is only one part of the

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whole picture. In some countries domestic tourism presents several times larger amount than international. We see the opposite in Slovenia, where international tourists are reaching the amount of 64 % of overnight stays.

How the future development of attractive destinations will be, greatly depends on the safety of the destination. For Slovenia this is a beneficial starting point, that challenges even more the question how to use the trends in the direction of national benefit [5]. Global trends are seen here and some aspects of Chinese outbound tourism are under consideration in this article, as this country is the biggest future player in traveling. Still many obstacles are on the route to welcoming this big group of future “money bringers” in Europe. But Serbia, as one of the destinations that wants to grow as well, decided to cancel the tourist visas for Chinese travelers.

Data from the World Web and NWTO were used, as well as data gathered from the Slovenian national statistical office to examine the following research questions,

**(1) Is Slovenia, as a safe and tourist-developed country, an attractive destination for overseas tourists?**

**(2) Is orientation in promotion toward neighbor countries favourable or it is recommended as well, to see the global trends and the whole world as a potential market and try to follow them?**

## 2. LITERATURE REVIEW

### Trends in World Tourism in numbers

In every region of the world, the Travel & Tourism industry directly contributes more to GDP than automotive manufacturing [6]. Tourism is an important driver of economic growth around the world<sup>503</sup>. The direct contribution of Travel & Tourism to GDP was USD 2,229.8bn (3.0% of total GDP) in 2015, and is forecast to rise by 3.3% in 2016, and

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*He is the owner of the company CEATM ltd. whose vision is to link the countries of the Western Balkans and China in tourism, investment and business consultancy.*

*He has lectured and consulted on the issues related to organisation and human resources, time and cost management, service quality and career paths.. His mission is to link and exchange good practices between the economic and the academic sphere. His key research interests include work relations and processes, with the emphasis on work process optimization, both from the point of view of costs and time organisation, as well as tourism, with the aim to link the countries of the Western Balkans and China.*

*He has attended numerous international conferences, and has published the outcomes of his research work in several scientific peer-reviewed publications.*

<sup>503</sup> The global and regional statistics cited in this paper are compiled by the World Travel & Tourism Council (WTTC) and the United Nations' World Tourism Organization (UNWTO).

to rise by 4.2% pa, from 2016-2026, to USD 3,469.1bn (3.4% of total GDP) in 2026. In the total contribution to GDP was USD 7,170.3bn (9.8% of GDP) in 2015, and is forecast to rise by 3.5% in 2016, and to rise by 4.0% pa to USD10,986.5bn (10.8% of GDP) in 2026.

In 2015 Travel & Tourism directly supported 107,833,000 jobs (3.6% of total employment). This is expected to rise by 1.9% in 2016 and rise by 2.1% pa to 135,884,000 jobs (4.0% of total employment) in 2026. In 2015, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry, was 9.5% of total employment (283,578,000 jobs). This is expected to rise by 2.2% in 2016 to 289,756,000 jobs and rise by 2.5% to 370,204,000 jobs in 2026 (11.0% of total) [7]. Moreover, the dynamism of the industry is not confined to only one region; while Europe remains the most visited continent in the world, accounting for 51 per cent of all international tourist arrivals in 2014, Asia Pacific and Africa had the highest growth rates in visitors over the decade spanning 2005–2016.

Tourism is an important driver of economic growth in Slovenia to [8]. In 2016, Slovenia recorded over 10,770,000 tourist overnight stays, 8% more (domestic 3% more, foreign 10% more) than in 2015 with 2,918,436 foreign tourist arrivals (exceeding the 2015 figure by 7.8%) and 7,023,480 overnight stays (6.1% up on 2015). There were 69.9% of foreign tourists.

According to Tourism Towards 2030, the number of international tourist arrivals worldwide is expected to increase by an average 3.3% a year over the period 2010 to 2030. Over time, the rate of growth will gradually slow down, from 3.8% in 2011 to 2.5% in 2030, but on top of growing base numbers. In absolute numbers, international tourist arrivals will increase by some 43 million a year, compared to an average increase of 28 million a year during the period 1995 to 2010. At the projected pace of growth, international tourist arrivals worldwide will exceed 1

### **Mag Mia Miše**

*Work as independent consultant in the fields of business, communications and in tourism. In 2014 started to work as a facilitator of organizational constellations, and since 2015 as a certificated Avatar Master - trainer.*



*Economic sciences are base for her work and part of the complex knowledge, which she wanted to obtain for contribution to the better world. Past experiences - management positions (Head of Marketing at two different banks in Slovenia), working at the Ministry of Economics (State Undersecretary position in 2003 – 2005 ) and work in the international environment (Account Manager in banking SW industry, marketing and promotion for the event European Capital Of Culture Maribor 2012 ([www.maribor2012.eu](http://www.maribor2012.eu)), other projects from the field of tourism, event management and others. ) contributed to her growth.*

*From March 2008 until May 2009 she was in China, attending Managers Exchange and Training Program of EU-China Government (worked as project manager for Slovenian Tourist Board and in the Chinese marketing consulting company J&D Global). Specialties: travelling, tourism, China outbound travelling, PR strategies and activities (internal and external PR), developing tools of internal communication, crisis communication, business development, systemic constellation approach to business solutions and project management, internal culture changes and HR activities support, education (Involved in the ERDF Funds Project in the field of Education, 2009 – 2015 part time teacher of banking at Vocational College of Transport) and marketing training and event management.*

billion in 2012 and reach 1.8 billion by the year 2030 [9]. In 2015 the number routes was 52,964 [10].

In terms of the Travel and Tourism Competitiveness Index, Slovenia ranked 39<sup>th</sup> out of 141 countries in 2015 [11].

A key element of a successful tourism industry is the ability to recognise and deal with change across a wide range of key factors and the way they interact. Key drivers of global change within the external environment can be classified as Economic, Political, Environmental, Technological, Demographic and Social. [12]

### **Choosing a traveling destination is a question of safety**

Safety and security issues have been treated as important condition of tourism [13]. Slovenia is in the group with Portugal, Italy, Cyprus, and Greece as the five least competitive economies [14]. Global peace index [15] is Slovenia on the 15 place of 162 World countries, and 11 place of 36 Europe countries. In the era of volatility, instability, political turmoil and extremism, tourism is faced with significant challenges [16]. Travel and tourism industry is highly vulnerable to terror attacks [17]. By Global Terrorism Index in 2015 Slovenija is ranked in top category »very high« with »zero impact of terrorism« [5]. Maybe it is not so obvious, but tourists before going to any new country, check for local warnings, not only about political climates, but also actual climates [18].

### **Technology makes world smaller for travellers**

World Travel & Tourism Council in 2015 prepared general overview of the technological developments that are challenging, changing, and disrupting the Travel & Tourism industry (The Smartphone; Biometrics; The sharing economy; Composite Materials; Customer Power; Wearables; The end of getting lost?) [19].

The technological evolution has primarily facilitated the access to numerous tourist destinations, the key point being the use of aircrafts to transport passengers to previously hard-to-reach or even unreachable regions [20].

The main transport modes we can rank as: [21] Car traveling is usually an independent mean of transport. Coach traveling uses the same road network as cars. Rail travel was the dominant form of mass public transport before the age of the automobile. Air transport is by far the most effective transport mode.

New routes, airports and air carriers, which have grown across Europe are a lifeline to these companies. The low cost airline phenomena has been one of the most discussed aspects of commercial air services for the past 10 to 15 years. In Europe the market share of low cost operators continues to creep up [9].

To make traveling abroad easier and to boost money spending most of the touristic developed countries are introducing on line payment systems from Asian countries, specially Chinese. The biggest one is Alipay. Other chinese wireless payment provides are WeChat Pay and Baidu Wallet. China's top wireless payment providers are tapping into the international market in the footsteps of globe-trotting and big-spending Chinese visitors. Alipay was introduced to 10 major overseas airports across Germany, Japan and New Zealand. Alipay is now accepted by

more than 100,000 merchants overseas, according to a report from Ant Financial, the division of Alibaba that owns Alipay. In Finland, Alipay is accepted by over 100 merchants, including hotels, shops and restaurants. In Germany, its partnership with payment processing service Concardis gives it access to more than 200,000 local merchants. What are the benefits that make this payment services so popular? Instead of cash tourists don't need to take a lot of paper money with. It is also easier to keep track of transactions with the app [22].

### **It used to be hotel and dinner, but present and future brings different tourists**

It used to be tourists ate dinner at the hotel (70's). Then the tourists started discovering local restaurants (80's). Later, the tourists ventured into the homes of locals (00's) and now, tourists want to go with their local host to the market to buy the ingredients to make dinner together (10's). In the future? Perhaps tourists will want to raise the vegetables and the animals themselves to sell to the market...[23]

Health tourism is not linked to season. This type of tourism as well bring with development of complement industries like pharmaceutical, health food, wellness services, nature products ect. Europe is the world leading tourist destination, but it is predicted to lose the prime position. Great Britain, Germany, France, Italy and Spain are leading European countries in Health Tourism. They attract guests, that are searching for medical and health services. There as well is the greatest number of special hospitals and top rank specialists are found. Medical services are on a high level. This type of offer is attracting a lot of Asian tourist recently. And Chinese outbound market is far the largest by the scale. Slovenia is more or less out of this trend, some tries can be found in Croatia (some private hospitals and destinations like Mali Lošinj are positioning themselves as a high class offers of Health Tourism) The number of Chinese tourists who made outbound medical trips through one of China's most popular travel agencies this year is up five times that of last year, Ctrip reports. A report by the travel app and website Ctrip.com said 500,000 outbound medical trips to be made by Chinese tourists by the end of 2016. Ctrip offers more than 300 medical tourism products in cooperation with 80 travel agencies. The structure of Chinese guests is giving the right picture about the growth of demand. In the first half of 2016 female was the main force in outbound tourism. They accounted for about 58%, up to 34.4 million. The other 42% are male, about 24.8 million. Among all tourists, 80's and 90's played an important role in outbound tourism. 24% of outbound tourists, 14.2 million, aged between 30 and 39 years old; and 20% of them, 11.8 million, aged between 20 and 29 years old. The average expenditure of outbound medical tourism per capita reached more than 50,000 yuan (7,200 USD) The high quality of medical services abroad is the main lure for Chinese tourists. The top ten destinations for medical care are Japan, South Korea, the US, Taiwan, Germany, Singapore, Malaysia, Switzerland, Thailand and India. Health checks, including early detection of cancers, accounts for half of all outbound medical trips, next to plastic surgery trips for female tourists [24]. We can see Croatian offer try to follow this trend [25].

### **Green tourism in Slovenia**

The Slovenian Tourist Board [26] is committed to make green and sustainable the watchwords that permeate its every activity. The main strategic focuses of green tourism include the active focus of tourism on the green economy, providing information and encouragement for the tourism industry to develop green business models, encouragement for destinations to set up sustainable development models and raising the awareness of tourist The Green Scheme of Slovenian Tourism Slovenia Green was developed. This can be seen as well a good platform

for the development of Health tourism. Development of Health Tourism means as well possible big booster for whole country, because it enables entering into the tourism industry the whole range of service providers, that till now had not identify themselves with this industry. New possibilities for growth are here, but for sure it will not grow without cooperation and support.

### **How to reach Slovenia via air**

The main Slovenian international airport is Jože Pučnik in Ljubljana with daily flights to many European cities. There are two low-cost flight providers flying from. They are EasyJet and Wizz Air, flying to London and Brussels. Adria Airways is the only Slovenian air carrier and it operates most of the flights to Ljubljana; however, you can also fly other air carriers, such as Turkish Airlines, AirSerbia, AirFrance, LOT, Finnair and Montenegro Airlines. You can also fly to one of the foreign airports in the near vicinity (Klagenfurt, Graz, Trieste, Venice, Triviso, Zagreb, Pula), and access Slovenia from there by bus, train, rental car, low-cost carriers [27]. Airport in Maribor was not a serious player till now. However, this year it was rented by Chinese company, which present the plans to open it for flies to 11 cities around the world, among them 4 Chinese [28].

### **How to attract arrivals of tourists from USA - Melania, Kopitar, Dragić**

Is it possible to link recognition of destination to individuals? Melania Trump, as present American First Lady and Kopitar and Dragić as top sportsman are among Slovenians, recognized among Americans. Is this a way to bring Slovenia on the map of desired destinations for USA tourists? It could be, but the event happened so recently, so no real data can be gathered about its influence. Individual plans and actions are seen till now, like promotional activities of skyer Tina Maze.

## **3. SURVEY What can number tell us?**

### **Survey instrument**

The data from Statistical Office of Slovenia are used in this survey (Statističnega urada Republike Slovenije [8]). The period form 2008 to 2016. The number of arrivals and overnight stays was broke down by the country of arrival.

### **Data collection**

All European countries were grouped into 3 groups.

First group: Austria, Bosnia and Herzegovina, Italy, Croatia, Hungary

Second group: Belgium, Bulgaria, Czech Republic, Montenegro, France, Luxemburg, Macedonia, Germany, Netherland, Poland, Romania, Slovakia, Serbia, Suisse.

Third group: Cyprus, Denmark, Estonia, Finland, Greece, Ireland, Island, Latvia, Lithuania, Malta, Norway, Portugal, Russian Federation, Spain, Sweden, Turkey, Ukraine, United Kingdom, other European countries.

Rest of the countries were ranked by continents: Africa, Asia, Australia, South and Northern America.

Up to this we have two major groups: Drive in (first and second group of EU countries) and Fly in countries (all other groups).

#### 4. RESULTS

##### Tourist arrivals

In 2016, Slovenia recorded over 10,770,000 tourist overnight stays, 8% more (domestic 3% more, foreign 10% more) than in 2015 with 2,918,436 foreign tourist arrivals (exceeding the 2015 figure by 7.8%) and 7,023,480 overnight stays (6.1% up on 2015). There were 69.9% of foreign tourists.

While the economic importance of tourism to Slovenia is a central characteristic, there is variance in its profile at both the regional and type of tourism levels. Each type of tourism and the region is targeted to other type of tourists. Day visitors are more often in museums and city center.

In the years 2008-2016 we can see the growth of arrivals for 960,745 or for 49% (Table 1). Absolutely the biggest growth of arrivals is on the Europe (EU 2nd group) (319,046), which is followed by Europe – EU 1<sup>st</sup> group (267,639) and Asia (229,689). Among them Koreans and Chinese are in the biggest number. The smallest is the growth of arrivals from Africa (3,748), then Australia (10,298). Relatively the biggest growth is from South America (3.55), followed by Asia (3.46). The smallest is growth from the EU 3<sup>rd</sup> group (1.26), followed by Europe first group (1.32).

	2008	2009	2010	2011	2012	2013	2014	2015	2016	Difference 2016-2008	Index 2016-2008
EU 1 <sup>st</sup> group	830,642	811,433	799,651	845,268	861,029	871,757	937,158	1,025,898	1,098,281	267,639	1.32
EU 2 <sup>nd</sup> group	645,036	588,945	620,587	693,139	737,115	771,716	802,854	894,417	964,082	319,046	1.49
EU 3 <sup>rd</sup> group	295,375	246,028	260,165	289,975	304,025	326,364	310,134	341,497	373,192	77,817	1.26
Africa	3,760	2,911	3,396	4,437	4,919	5,682	5,489	6,552	7,508	3,748	2.00
Australia	23,898	19,417	22,268	22,502	22,556	26,818	27,580	32,521	34,196	10,298	1.43
Asia	93,279	99,861	101,098	113,718	150,045	167,889	231,619	292,722	322,968	229,689	3.46
S. America	6,835	7,559	8,573	10,986	12,886	17,017	17,549	23,351	24,258	17,423	3.55
N. America	58,866	47,777	53,368	56,627	63,037	71,327	78,441	89,823	93,951	35,085	1.60
SUM	1,957,691	1,823,931	1,869,106	2,036,652	2,155,612	2,258,570	2,410,824	2,706,781	2,918,436	960,745	1.49

Table 1: Arrivals of tourists: Slovenia 2008-2016

We can observe the big change in the structure of arrivals (Table 2). We can still find European tourist with the biggest share in the whole number. Together they represent 83.45% of all arrivals. Growing is the share of countries that are more remote, and the dropping share of arrivals from the countries of second group. Very obvious as well is the growth or arrivals from Asia.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	Difference 2016-2008	Index 2016-2008
EU 1 <sup>st</sup> group	42.43%	44.49%	42.78%	41.50%	39.94%	38.60%	38.87%	37.90%	37.63%	-4.80%	0.89
EU 2 <sup>nd</sup> group	32.95%	32.29%	33.20%	34.03%	34.20%	34.17%	33.30%	33.04%	33.03%	0.09%	1.00
EU 3 <sup>rd</sup> group	15.09%	13.49%	13.92%	14.24%	14.10%	14.45%	12.86%	12.62%	12.79%	-2.30%	0.85
Africa	0.19%	0.16%	0.18%	0.22%	0.23%	0.25%	0.23%	0.24%	0.26%	0.07%	1.34
Australia	1.22%	1.06%	1.19%	1.10%	1.05%	1.19%	1.14%	1.20%	1.17%	-0.05%	0.96
Asia	4.76%	5.48%	5.41%	5.58%	6.96%	7.43%	9.61%	10.81%	11.07%	6.30%	2.32
S. America	0.35%	0.41%	0.46%	0.54%	0.60%	0.75%	0.73%	0.86%	0.83%	0.48%	2.38
N. America	3.01%	2.62%	2.86%	2.78%	2.92%	3.16%	3.25%	3.32%	3.22%	0.21%	1.07

Table 2: Arrivals in Slovenia, gathered by groups of countries: Slovenia 2008-2016



## Overnights in Slovenia

Steadily is growth in number of overnights in years 2008-2016 for 49% (Table 3). As per groups of countries, the biggest absolute growth we can see on the EU 2<sup>nd</sup> group (637.635), which is followed by Asia (413,089). The biggest growth in relative terms is on Asian countries (3.16), followed by South America (2.88). The smallest growth is seen on EU 3<sup>rd</sup> group of Europe (1.14), followed by EU 1<sup>st</sup> group (1.16).

	2008	2009	2010	2011	2012	2013	2014	2015	2016	Difference 2016-2008	Index 2016-2008
EU 1 <sup>st</sup> group	2,239,971	2,159,814	2,091,733	2,206,139	2,183,542	2,166,823	2,269,662	2,446,673	2,602,126	362,155	1.16
EU 2 <sup>nd</sup> group	1,774,825	1,615,274	1,677,549	1,876,797	2,026,361	2,094,181	2,104,924	2,294,792	2,412,460	637,635	1.36
EU 3 <sup>rd</sup> group	927,084	789,084	828,374	931,601	1,029,767	1,094,357	1,007,617	1,012,941	1,057,284	130,200	1.14
Africa	13,376	8,185	11,340	15,500	16,912	16,092	16,572	18,265	23,946	10,570	1.79
Australia	47,883	39,382	47,267	47,411	46,645	52,470	52,421	62,557	65,850	10,570	1.38
Asia	191,436	197,197	199,354	232,643	297,323	344,661	425,826	533,076	604,525	413,089	3.16
S. America	17,142	17,663	17,402	23,955	28,831	36,401	39,289	48,035	49,429	32,287	2.88
N. America	139,565	109,694	124,012	129,885	147,823	157,266	174,098	198,104	207,860	68,295	1.49
SUM	5,351,282	4,936,293	4,997,031	5,463,931	5,777,204	5,962,251	6,090,409	6,614,443	7,023,480	1,672,198	1.31

Table 3: Overnight stay Slovenia 2008-2016

As well we can see changes in the structure of overnights (Table 4). Still the biggest is the number of tourist from Europe - 86.45% overnights. Deeply researching we can see that EU 2<sup>nd</sup> group are dropping and the number from more remote countries are growing. And among them Asian tourist are on the lead.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	Difference 2016-2008	Index 2016-2008
EU 1 <sup>st</sup> group	41.86%	43.75%	41.86%	40.38%	37.80%	36.34%	37.27%	36.99%	37.05%	-4.81%	0.89
EU 2 <sup>nd</sup> group	33.17%	32.72%	33.57%	34.35%	35.08%	35.12%	34.56%	34.69%	34.35%	1.18%	1.04
EU 3 <sup>rd</sup> group	17.32%	15.99%	16.58%	17.05%	17.82%	18.35%	16.54%	15.31%	15.05%	-2.27%	0.87
Africa	0.25%	0.17%	0.23%	0.28%	0.29%	0.27%	0.27%	0.28%	0.34%	0.09%	1.36
Australia	0.89%	0.80%	0.95%	0.87%	0.81%	0.88%	0.86%	0.95%	0.94%	0.04%	1.05
Asia	3.58%	3.99%	3.99%	4.26%	5.15%	5.78%	6.99%	8.06%	8.61%	5.03%	2.41
S. America	0.32%	0.36%	0.35%	0.44%	0.50%	0.61%	0.65%	0.73%	0.70%	0.38%	2.20
N. America	2.61%	2.22%	2.48%	2.38%	2.56%	2.64%	2.86%	3.00%	2.96%	0.35%	1.13

Table 4: Overnights in Slovenia – per group countries: Slovenia 2008-2016

Average overnight stay in the period 2008-2016 had been dropped by 0.33 day or for 12% (Table 5). Detailed by countries, the biggest drop is on the South American tourists (0.49 day) and the smallest drop on the Australian (0.08 day), followed by North Americans (0.16 day). In absolute the biggest drop is on tourists from South America (19%) and the smallest on tourist from Australia (4%), followed by North America (7%).

	2008	2009	2010	2011	2012	2013	2014	2015	2016	Difference 2016-2008	Index 2016-2008
EU 1 <sup>st</sup> group	2.70	2.66	2.62	2.61	2.54	2.49	2.42	2.38	2.37	-0.33	0.88
EU 2 <sup>nd</sup> group	2.75	2.74	2.70	2.71	2.75	2.71	2.62	2.57	2.50	-0.25	0.91
EU 3 <sup>rd</sup> group	3.14	3.21	3.18	3.21	3.39	3.35	3.25	2.97	2.83	-0.31	0.90
Africa	3.56	2.81	3.34	3.49	3.44	2.83	3.02	2.79	3.19	-0.37	0.90
Australia	2.00	2.03	2.12	2.11	2.07	1.96	1.90	1.92	1.93	-0.08	0.96
Asia	2.05	1.97	1.97	2.05	1.98	2.05	1.84	1.82	1.87	-0.18	0.91
S. America	2.51	2.34	2.03	2.18	2.24	2.14	2.24	2.06	2.04	-0.47	0.81
N. America	2.37	2.30	2.32	2.29	2.35	2.20	2.22	2.21	2.21	-0.16	0.93
SUM	2.73	2.71	2.67	2.68	2.68	2.64	2.53	2.44	2.41	-0.33	0.88

Table 5: Average per night stay of tourist: Slovenia 2008-2016

	2008	2009	2010	2011	2012	2013	2014	2015	2016	Average overnight stay	Difference 2016-2008	Index 2016-2008
Austria	3.12	3.10	3.07	3.03	2.90	2.88	2.84	2.74	2.68	2.93	-0.44	0.86
Bosnia and Herzegovina	3.25	2.87	2.44	2.40	2.37	2.40	2.31	2.26	2.16	2.50	-1.09	0.66
Croatia	2.72	2.77	2.66	2.64	2.62	2.50	2.36	2.34	2.29	2.55	-0.43	0.84
Italy	2.43	2.41	2.40	2.39	2.31	2.24	2.17	2.18	2.18	2.30	-0.25	0.90
Hungary	2.69	2.66	2.61	2.62	2.57	2.57	2.57	2.53	2.59	2.60	-0.10	0.96

Belgium	3.22	3.28	3.35	3.37	3.45	3.41	3.31	3.05	2.95	3.27	-0.27	0.92
Bulgaria	1.88	1.73	1.72	1.67	1.60	1.58	1.50	1.51	1.51	1.63	-0.36	0.81
Czech Republic	2.33	2.37	2.39	2.41	2.49	2.54	2.48	2.50	2.49	2.45	0.16	1.07
Montenegro	2.77	2.49	2.44	2.42	2.46	2.35	2.17	2.20	2.28	2.40	-0.49	0.82
France	2.15	2.16	2.11	2.14	2.16	2.14	2.13	2.11	2.10	2.13	-0.05	0.98
Luxembourg	2.62	2.98	2.33	2.42	2.39	2.28	2.27	2.23	2.35	2.43	-0.27	0.90
Macedonia	2.37	2.30	2.08	2.14	2.16	2.17	2.10	2.09	2.05	2.16	-0.32	0.87
Germany	2.96	2.96	2.97	2.95	2.91	2.84	2.78	2.70	2.63	2.86	-0.33	0.89
Netherlands	3.68	3.66	3.54	3.58	3.79	3.81	3.72	3.57	3.36	3.63	-0.32	0.91
Poland	2.49	2.47	2.48	2.35	2.49	2.28	2.21	2.22	2.18	2.35	-0.32	0.87
Romania	2.29	2.39	2.10	2.21	2.19	2.06	2.01	2.03	2.02	2.14	-0.26	0.89
Slovakia	2.55	2.45	2.49	2.56	2.34	2.51	2.45	2.43	2.44	2.47	-0.10	0.96
Serbia	2.48	2.55	2.65	2.59	2.61	2.56	2.52	2.54	2.42	2.55	-0.06	0.98
Switzerland	2.51	2.42	2.20	2.22	2.20	2.24	2.15	2.11	2.16	2.24	-0.35	0.86
Cyprus	2.79	3.31	2.95	2.74	2.33	2.42	2.75	2.61	3.48	2.82	0.70	1.25
Denmark	3.12	3.12	2.63	2.87	2.89	3.00	3.01	3.04	3.18	2.98	0.05	1.02
Estonia	2.46	2.68	2.35	2.55	2.49	2.51	2.47	2.92	2.40	2.54	-0.07	0.97
Finland	2.84	2.71	2.65	2.62	2.61	2.73	2.63	2.63	2.63	2.67	-0.21	0.93
Greece	2.24	2.27	2.12	2.22	1.94	2.06	1.84	1.98	2.03	2.08	-0.21	0.91
Ireland	3.16	3.10	2.86	2.92	2.81	2.56	2.69	2.72	2.53	2.81	-0.63	0.80
Iceland	2.65	2.19	2.87	2.69	2.92	3.11	3.01	3.20	3.22	2.87	0.57	1.22
Latvia	2.03	2.29	2.06	2.43	2.39	2.47	2.42	2.23	2.18	2.28	0.15	1.07
Lithuania	2.14	2.48	2.38	2.35	2.30	3.13	2.27	2.54	2.10	2.41	-0.04	0.98
Malta	3.34	4.87	4.97	4.97	4.76	4.63	4.34	4.57	4.48	4.55	1.14	1.34
Norway	2.57	2.59	2.53	2.41	2.42	2.55	2.44	2.53	2.65	2.52	0.09	1.03
Portugal	2.10	2.05	2.03	1.85	2.17	2.23	2.35	1.96	2.19	2.10	0.09	1.04
Russian Federation	5.43	6.11	6.37	6.22	6.68	6.05	5.67	5.06	4.91	5.83	-0.53	0.90
Spain	2.10	1.99	2.00	2.01	2.13	2.20	2.11	2.09	2.13	2.08	0.03	1.02
Sweden	2.56	2.61	2.47	2.39	2.53	2.54	2.42	2.31	2.25	2.45	-0.31	0.88
Turkey	1.75	2.31	1.82	1.97	2.00	2.11	2.03	1.98	1.79	1.97	0.04	1.02
Ukraine	3.94	3.61	2.63	2.43	2.38	2.69	3.11	2.91	2.76	2.94	-1.18	0.70
United Kingdom	3.45	3.34	3.48	3.41	3.27	3.28	3.12	2.98	2.89	3.25	-0.56	0.84
Other European countries	2.83	2.97	2.63	2.95	3.20	2.77	2.73	2.61	2.47	2.80	-0.35	0.87
South Africa	2.70	2.73	2.79	2.69	2.95	2.30	2.03	1.97	2.35	2.50	-0.36	0.87
Other African countries	3.83	2.85	3.61	4.03	3.85	3.19	3.50	3.23	3.52	3.51	-0.30	0.92
Australia	1.99	2.01	2.06	2.06	2.07	1.96	1.87	1.89	1.90	1.98	-0.09	0.95
New Zealand	1.94	2.00	2.12	2.35	1.97	1.92	2.03	2.10	2.07	2.06	0.13	1.07
Other countries of Oceania	2.49	2.38	3.34	2.19	2.22	2.03	2.60	1.82	1.75	2.31	-0.74	0.70
Israel	2.80	2.83	2.95	3.11	3.09	3.32	3.38	3.37	3.57	3.16	0.77	1.28
Japan	1.44	1.34	1.33	1.44	1.46	1.46	1.48	1.50	1.57	1.45	0.13	1.09
China	2.07	2.00	1.88	1.97	1.54	1.48	1.51	1.45	1.43	1.70	-0.64	0.69
Korea (Republic of)	1.31	1.45	1.32	1.29	1.27	1.18	1.10	1.08	1.10	1.23	-0.21	0.84
Other Asian countries	2.57	2.67	2.15	1.99	1.89	1.90	1.92	1.96	2.02	2.12	-0.55	0.79
Brazil	2.48	2.19	1.94	2.00	2.10	1.99	2.03	1.95	2.00	2.08	-0.47	0.81
Other countries of South and Middle America	2.53	2.43	2.09	2.30	2.36	2.33	2.48	2.14	2.06	2.30	-0.47	0.81
Canada	2.36	2.39	2.37	2.35	2.24	2.18	2.14	2.13	2.11	2.25	-0.26	0.89
United States	2.39	2.27	2.33	2.28	2.37	2.21	2.23	2.22	2.23	2.28	-0.15	0.94
Other countries of North America	2.10	2.38	2.08	1.97	2.13	1.80	1.78	1.56	2.43	2.02	0.33	1.16
Average	2.62	2.65	2.57	2.57	2.56	2.52	2.48	2.43	2.44	2.54	-0.18	0.93

Table 6: Average overnight stay of tourist: Slovenia 2008-2016

## 5. DISCUSSION AND CONCLUSION

The research limitations are there. as the base for work were statistic data available on SURS and form other public sources and use what was available. We trust them, as we get them.

As per introduced open research questions we can submit following:

**(1) Is Slovenia, as a safe and tourist-developed country, an attractive destination for overseas tourists?**

Slovenia indeed is a safe country. By global peace index [15] is Slovenia on the 15 place of 162 World countries, and 11 place of 36 Europe countries. Green Scheme of Slovenian Tourism Slovenia Green is a good platform for the development. This makes Slovenia an attractive destination for overseas tourists, among them Asian (Japanese. Corean and Chinese and recently Indian). They visit Slovenia as a part of European tour and don't stay longer than a day or two.

**(2) Is orientation toward neighbor countries favourable or it is recommended as well. to see the global trends and the whole world as a potential market and try to follow them?**

Global trends are here and it is vital for Slovenia to adopt. While welcoming domestic guests and market from EU 1<sup>st</sup> group (guests coming for wellness, gastronomy and skiing), overseas guests don't find so well developed offers. As well it is not seen that Slovenia is differentiating offer among Leisure and Business guests.

A key element of a successful tourism industry is the ability to recognise and deal with change across a wide range of factors and the way they interact. Not only in promotion but as well in introducing infrastructure and modern technology that will enable foreigners to use it as at home. And it is recommended to level promotion to the overseas guests and to closer countries. And of course more actively use the modern technology in promotion.

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# ANALYSIS OF THE NUMBER OF OVERNIGHT STAYS OF FOREIGN TOURISTS IN THE REPUBLIC OF CROATIA

## ANALIZA BROJA NOĆENJA STRANIH TURISTA U REPUBLICI HRVATSKOJ

Kristina Devčić<sup>504</sup>  
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**Abstract:** *International tourism has grown rapidly since the end of the Second World War, turning into an industry with the highest potential for assuring economic growth and development, especially for small countries. Although tourism and touristic activities in Republic of Croatia can be traced in 1850s, modern international touristic development has begun a hundred years later, while mass tourism became present in 1970s. Tourism today has also proven to be one of industries of great importance for the Republic of Croatia, which has greatly affected the economic growth and social development of this country. The importance of tourism industry for Croatian economy can best be explained by these statistical facts: the tourism sector participates with approximately 3% in the structure of the GDP, with revenues of about 18% in GDP. Croatia has also proven to be a very attractive tourist destination, being 8<sup>th</sup> most popular European destination, but it is also characterized by higher growth of the international tourist activity than of the growth of its tourism production. Since the economic development of the country depends heavily on revenues from tourism, there is a need for identifying long-term trends in foreign tourism demand and the relevant factors that affect it. Understanding those variables would allow making predictions about future trends of foreign tourism demand changes, which would provide adequate information for tourist policies and strategies of the Republic of Croatia to be based on. The aim of this paper is to analyze the changes in the number of overnight stays of the foreign tourists in Croatia, which is used as a measure of foreign tourism demand. The influence of the revenues of the tourists, prices in the destination and the accommodation capacity before and after the war in 1991 on tourism demand in Croatia was analyzed. The analysis was conducted for the period from 1971 to 2014. The results show that the significant determinants of foreign tourism demand in Croatia are revenues of tourists, prices in Croatia and accommodation facilities in Croatia. The above is in line with expectations and economic theory.*

**Keywords:** *linear regression model, OLS method, foreign tourism demand, development of tourism in Republic of Croatia.*

**Sadržaj:** *Međunarodni turizam je naglo porastao od kraja Drugog svjetskog rata te je postao industrija s najvećim potencijalom osiguranja gospodarskog rasta i razvoja, osobito malih zemalja. Iako se turizam i turističke djelatnosti u Republici Hrvatskoj pojavljuje 1850.-ih, moderan međunarodni turistički razvoj je počeo stotinu godina kasnije, dok je masovni turizam prisutan od 1970.-ih. Danas je turizam jedna od industrija od velike važnosti za Republiku Hrvatsku budući da je uvelike utjecao na gospodarski rast i društveni razvoj zemlje. Važnost*

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*turizma za hrvatsko gospodarstvo najbolje se može objasniti ovim statističkim činjenicama: turistički sektor sudjeluje s približno 3% u strukturi BDP-a, a s prihodima od oko 18% BDP-a. Hrvatska se pokazala kao vrlo atraktivna turistička destinacija, osma je najpopularnija europska destinacija te se odlikuje višim rastom međunarodne turističke aktivnosti od rasta turističke proizvodnje. Budući da ekonomski razvoj zemlje uvelike ovisi o prihodima od turizma, postoji potreba za prepoznavanjem dugoročnih trendova inozemne turističke potražnje i relevantnih faktora koji na nju utječu. Poznavanje tih faktora će omogućiti predviđanje budućih trendova promjena inozemne turističke potražnje, koji će osigurati odgovarajuće informacije na kojima će se bazirati turističke politike i strategije Republike Hrvatske. Cilj ovog rada je analizirati promjene u broju noćenja inozemnih turista u Hrvatskoj, koji se koristi kao mjera inozemne turističke potražnje. Analiziran je utjecaj prihoda turista, cijena u destinaciji i smještajnih kapaciteta prije i nakon rata 1991. godine na turističku potražnju u Hrvatskoj. Analiza je provedena za razdoblje od 1971. do 2014. godine. Rezultati su pokazali da su značajne odrednice inozemne turističke potražnje u Hrvatskoj prihodi turista, cijene u Hrvatskoj i smještajni kapaciteti u Hrvatskoj. Navedeno je u skladu s očekivanjima i ekonomskom teorijom.*

**Ključne riječi:** *linearni regresijski model, OLS metoda, inozmena turistička potražnja, razvoj turizma u Republici Hrvatskoj.*

## 1. INTRODUCTION

**T**ourism involves a series of economic and social activities and is directly related to economic development of every modern society. Foreign tourism demand has a significant impact on changes in the social and economic structure of a destination and therefore represents one of important factors that should be studied in the context of the development of tourism in a country. Since the number of arrivals of foreign tourists is an important factor of the productivity of the economy, there is a need for establishing long-term trends in foreign tourism demand and the relevant factors that affect it. This enables modeling the impact of various factors that determine the tourists' demand and forecasting future trends that, in fact, are two major focuses of research in tourism demand [7].

## 2. TOURISM IN THE REPUBLIC OF CROATIA

Organized tourism has been present in Croatia for 150 years, and its development can be divided into several stages. The first stage comprises a period of occurrence of tourism (the second half of 19<sup>th</sup> century) which is characterized by tourists' visits to Zadar as a station on pilgrimages to the Holy Land and founding of the first sanatoriums. The second phase (second half of 19<sup>th</sup> century to World War I) was characterized with construction of roads and railways, and the introduction of the steamer lines. During this period first hotels were opened in Opatija, Zagreb, Zadar, Dubrovnik etc. First travel guides were written, coastal towns became centers of health tourism, and first tourist offices were opened. In the period between the two world wars tourism had experienced a strong momentum with an average of a million tourists a year, mostly domestic, but also from Czechoslovakia, Austria and Germany.

After World War II a renewal of tourism infrastructure that was destroyed in the war took place. In the same period international tourism exhibited accelerating growth rates, and this is considered to be the beginning of its modern development [10]. During the economic expansion

of the 1960s, many tourist facilities were built, such as hotels, marinas, camps, both in maritime and continental Croatia. During the Homeland War, tourism had almost faded away, and tourist

facilities have been used to accommodate the many refugees. New momentum to tourism came after 1995, and especially after 2000, when a number of Croatian tourist resorts recorded a strong increase in the number of foreign tourists, and Croatia is presently considered to be a destination with increasing foreign tourist demand.

Several authors sought to identify factors that determined substantial increase in foreign tourism demand. In [4] it is found that high income elasticity of tourism demand and high price elasticity of tourism demand are the main factors of the increase in international tourism. However, in [1] and [6] it is found that this trend is a result of a number of factors: urbanization, population growth, development of education, different understanding of leisure time, income growth and decrease of costs associated with traveling abroad. [3] according to [10] classified these factors into categories that include:

- socioeconomic factors: income, relative prices, demographic factors, urbanization and duration of holidays;
- technical factors: communication and transport infrastructure;
- psychological and cultural factors: preferences, lifestyles;
- unexpected events: war, political instability, weather conditions, diseases, etc.

[2] claim that the number of foreign visitors is used as a measure of foreign tourism demand in approximately 70% of research. However, many authors use the number of overnight stays of foreign tourists as a measure of foreign tourist demand [11] so it will also be used in this study.

### 3. DATA

Foreign tourist demand in Republic of Croatia is approximated by the number of overnight stays of foreign tourists. As a measure of the accommodation facilities the number of beds available for rent is used. Data about overnight stays and number of beds are expressed in thousands, and are taken from the Central Bureau of Statistics of Republic of Croatia ([8] and [9]). Income of foreign tourists is approximated with GDP of the European Union, and is expressed in US dollars and taken from the World Bank [5]. Prices in the Republic of Croatia

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are approximated with the inflation rate and taken from the Central Bureau of Statistics of Republic of Croatia. The analysis was performed for the period from 1971 to 2014 on the basis of annual data. Figure 1 shows the number of overnight stays of foreign tourists, figure 2 GDP of European Union, figure 3 inflation rate in the Republic of Croatia and figure 4 the number of beds available for rent.

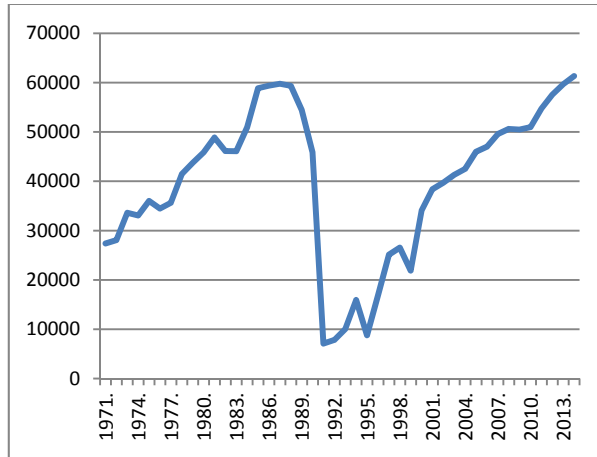


Figure 1: The number of overnight stays of foreign tourists.

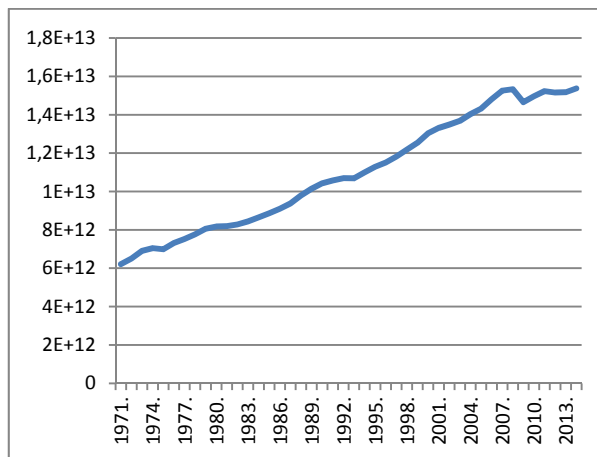


Figure 2: GDP of European Union.

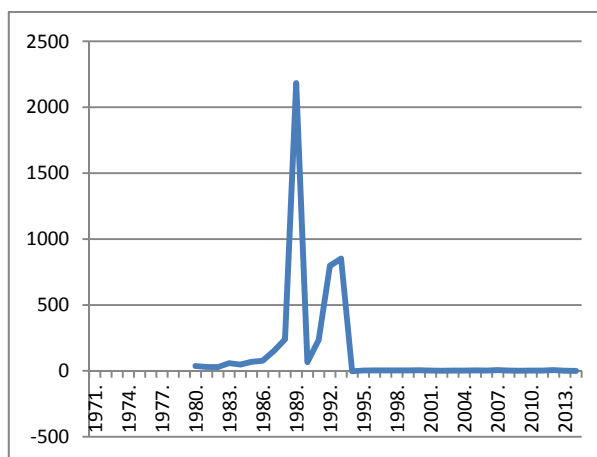


Figure 3: Inflation rate in Republic of Croatia.



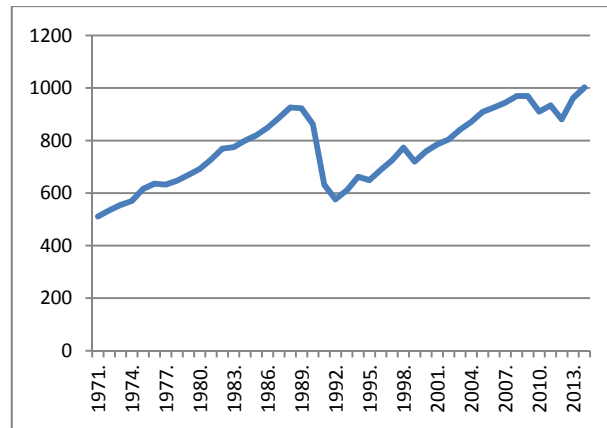
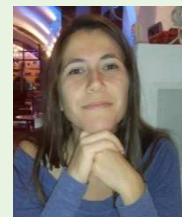


Figure 4: The number of beds available for rent.

Before conducting statistical analysis, all values of variables included in the model are logarithmized to stabilize the variance. Binary variable  $W$  that takes value 0 for the period from 1971 to 1990 and value 1 for the period from 1991 to 2014, which covers the difference before and after the war in Croatia is defined. Additionally, binary variables  $D1995$  and  $D1999$  which include a decline in tourism demand in 1995 as a result of military operation „Oluja“ and take the value 1 for the year 1995 and the value 0 in all other years and decrease in 1999 as a result of NATO intervention in Serbia and Montenegro, and takes the value 1 for 1999 and the value 0 in all other years.

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## **4. EMPIRICAL RESULTS**

Multiple linear regression model using the ordinary least squares method is estimated. Estimation was conducted using statistical software Stata v.12 and the results are shown in Table 1.

Variables	Inights
cons	-45.35008 [-2.01]**
lgdp <sub>t</sub>	1.595432 [1.74]*
lgdp*W	-0.0475222 [-3.70]***
lp <sub>t</sub>	-0.1075185 [-5.52]***
lbeds <sub>t</sub>	1.356819 [1.73]*
D1995	-0.7611263 [-4.16]***
R <sup>2</sup>	0.9396
Adj. R <sup>2</sup>	0.9284
F (5, 27)(p-value)	84.03 (0.0000)***
D-alt.(p-value)	1.866(0.1719)
Breusch-Godfrey(p-value)	2.221(0.1371)
ADF residual test (p-value)	-4.319(0.0004)***
Breusch-Pagan test (p-value)	0.080(0.7740)

Table 1: Multiple linear regression model of foreign tourism demand for Republic of Croatia.  
Note: *t*-values in brackets; *p*-values in parentheses; \*, \*\*, \*\*\* significance at the 10, 5 and 1%.  
Source: Authors' calculations.

In this model 92.84% of the variance of the dependent variable is explained. *F*-test for significance of regressors in the model is conducted and it gave the value of 84.03 which proved that the model is correctly defined and that there is at least one significant regressor in the model. Durbin's alternative test for the first order autocorrelation of residuals gave the value  $\chi^2=1.866$  ( $p=0.1719$ ) so the hypothesis of the existence of the first order autocorrelation of residuals was rejected. Also, Breusch-Godfrey's test for higher order autocorrelation of residuals gave the value  $\chi^2=2.221$  ( $p=0.1371$ ) and the hypothesis of the existence of higher order autocorrelation of residuals is rejected. ADF test for stationarity of residuals gave result -4.319 ( $p=0.0004$ ), so the hypothesis of no unit root i.e. stationarity of residuals was not rejected. This conclusion was confirmed by Phillips-Perron test ( $t=-4.222$ ,  $p=0.0006$ ). Residual homoscedasticity was tested using Breusch-Pagan/Cook-Weisberg's test and the resulting test statistic is  $\chi^2=0.080$  ( $p=0.7740$ ). The null hypothesis of Breusch-Pagan/Cook-Weisberg's test is the equality of variances errors i.e. homoskedasticity

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*Possesses a desire for learning, improvement and advancement.*



of residuals, and the alternative hypothesis is the heteroskedasticity of residuals. The results of the tests are shown in Table 1.

The results showed that the major determinants of foreign tourism demand in the Republic of Croatia are tourists' income, prices in the Republic of Croatia and accommodation facilities in the Republic of Croatia. Binary variable *W* that includes the effects of war who caused a drastic drop in tourism demand in 1991 is included in the model. Binary variable *DI995* proved to be statistically significant as well.

## 5. CONCLUSION

At the significance level of 10% there is statistically significant and positive impact of tourists' income on tourist demand (coefficient of elasticity is 1.595) which means that the increase in EU GDP of 1% average will increase the number of overnight stays of foreign tourists for 1.595%. This estimate relates to the period before 1991. The impact of tourists' income on the number of overnight stays after 1991 is also statistically significant and positive, but with lower intensity compared to the period before 1991. Specifically, as popularity of tourists' trips and free time that individuals are willing to spend in travel was growing, so did tourism and foreign tourist demand. It has been shown that the travel services and tourism products are luxury good (Škuflić and Štoković, 2011) so individuals when generate higher levels of income are ready to spend it on tourism products. On the other hand, if their income reduced, tourism products are a luxury good that consumers are willing to give up. The impact of prices in the Republic of Croatia on the number of overnight stays of foreign tourists is statistically significant and negative (coefficient of elasticity is -0.108). The difference in the impact of prices on tourism demand before and after 1991 has not shown statistically significant, and this variable is removed from the model. The results showed that increasing the prices of tourism products will lead to less overnight stays of foreign tourists in Croatia. It can therefore be concluded that foreign tourists who come to the Republic of Croatia are not members of the wealthy classes and therefore their purchasing decisions are made on the basis of prices in the destination. The impact of the number of beds as a measure of accommodation proved to be statistically significant at the 10% and positive (coefficient of elasticity is 1.357) which means that the increase in accommodation facilities for 1% will increase tourism demand for 1.357% at the average level. The observed period covers the period of growth and development of tourism in which the increase in demand was followed by increase in supply. Increasing capacity and increasing foreign tourism demand which occurs in the observed period leads to an increase of occupancy of available capacity. The impact of the military operation "Oluja" in 1995 on the number of overnight stays proved to be statistically significant with the coefficient -0.761.

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# THE IMPACT OF HOTEL CHAINS ON THE CUSTOMER SATISFACTION AND LOYALTY

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**Abstract:** *Starting from around year 1800 with the use of the term “tavern keeping”, tourism and hospitality today stand for the fastest growing industry and an important supporting factor of the economy as a whole. This growing trend led to the formation of hotel chains, the evolution of brand management and numerous successful strategies. For, being present on the global market and gaining customer loyalty is today’s must for the hotel chains. This paper focuses on the impact of hotel chains on customer satisfaction and loyalty. Research shows that there is a strong connection between brand positioning on the market and the customer perspective, which furthermore leads to an opportunity of gaining customer satisfaction and loyalty, as a prove for positively correlated relationship.*

**Key words:** *hotel chains, customer satisfaction, brand loyalty, hospitality industry, hospitality trends*

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## 1. INTRODUCTION

Beginning its existence since year of 1800, tourism and hospitality is one of the most popular and fastest growing industries offering new opportunities each and every day. For the past six decades, the industry is in a period of continued expansion and diversification with yearly average increase in international tourist arrivals of around 4%, starting with 25 million globally in 1950 to an 1186 million in 2015. [1] Its growth is also noted in tourism receipts, from US\$ 2 billion in 1950 to US\$ 1260 billion to 2015, international trade, jobs creation, infrastructure development, enterprises formation, and exports. As the industry grows and strengthens, so does the number of hotels and their continuous competition. Looking back to 1920s when the most of the hotel chains were formed, with the help of globalization, their names like *Hilton, Marriot International, Sheraton Hotels, InterContinental, Holiday Inn,*

*Wyndham, Accor, etc.*, are shaping the hotel industry today. Their continuous presence on the market results from more marketing and management activities undertaken during their operations among which are the branding strategies used to differentiate products and/or services, create value, and enhance financial performance. Consequently, customers view strong brands as a signal for quality, reduced risks, and simplified evaluation of service. [2] Differently from when they started their journey in the industry and they were the one or few hotels offering accommodation and food to tourists, over time, the need for existence and growth has put the customer in their organizational center. Customers are the one that drive hotel operations and change their offer since customer satisfaction is the business philosophy that creates value for customers, meets and exceeds expectations, and satisfies needs. [3] Furthermore, customer satisfaction is the perception of the value received and the key factor for the next product and/or service selection.

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## 2. HOTEL CHAINS

The beginning of hotel chains goes back to 1919 when Conrad Hilton established the first *Hilton Hotel* in Cisco, Texas [4]; J. Willard Marriot opened the nine-stool root beer stand in 1927 which grew first into restaurant chain and evolved in today's *Marriott International* hotel company [5]; the first *InterContinental Hotel* was opened in Belem, Brazil [6]; Jay Pritzker purchased the *Hyatt Motel* in Los Angeles in 1957 [7]; Paul Dubrule and Gerard Pelisson opened Novotel in 1967 and established the today known *AcorHotels Group* [8]. The growth of hotel chains continues and in 1991 Starwood Capital Partners is formed in Chicago, today recognized as *Starwood Hotels & Resorts Worldwide, Inc* [9]. Another well respected leader in hotel industry is *Wyndham Worldwide* which started its journey in 2006 [10].

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Today hotel chains dominate the hotel market when compared to independent hotels, and the credit for that goes not only to the opportunities offered with globalization but to the strategies that companies use and brand they build. According to the data from the hotel chains, almost all of the above mentioned chains own no more than 3% of their properties, and the remaining are under franchise and management contracts. With the use of franchise and management contracts as expansion strategies they are present in more than 100 countries around the world with an occupancy rate of around 70% during 2016. Both strategies, franchise and management contract, involve doing business under well established brand name, common layout, and design, sharing know how and ongoing technical and commercial support. Moreover, these strategies offer a tried and tested business model for some kind of financial compensation. [11] The importance of the brand, especially in hospitality industry, asks for continuous investment in their strength. Corporate responsibility and loyalty programs are additional strategies that strengthen the brand image in customer's perception and build brand loyalty. Hotel chains build their membership loyalty programs so that they can offer the customers belonging to hotel brands but still keeping their personal uniqueness. The goal of those loyalty programs is to offer customers a long term relationship with relevant and personal benefits, which will be profitable both for the customer and the brand itself. The benefits customers can get vary from lower rates, late check outs, quick reservations and check ins based on room preferences, to free stays, guaranteed room types, arrival gifts, 48h room guarantee.

## 3. CUSTOMER SATISFACTION AND LOYALTY

Companies exist because they have a customer to serve, [12] and customers today are the center of business operations. Any company that desires to keep customers and make them loyal, must satisfy their need and wants. Customer satisfaction plays an important role in today's hospitality industry and hotel management strives to achieve it with the products and/or service offer mainly because it is seen as an indicator of future income and profit. Additionally, customer

satisfaction is seen as determinant and predictable aspect of success which helps the company to assess its weaknesses and flaws, and without satisfying customers, competition especially in hotel industry isn't even possible. [13]

In order to satisfy customers it is important to understand what really customer satisfaction is and when does it happen. As it is defined in literature, customer satisfaction is seen as a customer's perspective in which his/her wants, needs and expectations are met or exceeded. In addition, it is a business belief that leads towards value creation for customers, ability and responsibility to satisfy their needs, and anticipation and management of their expectations. [14] Given that, customers satisfaction will happen when their needs and expectations are met or exceeded.

The customer satisfaction leads to customer loyalty given the long-term relationship, and the loyalty further improves the corporate image. When compared the tactics for new customer attractions and retaining the existing ones, it is stated that the cost for new customers is higher. For, managers keep their focus on the existing customers, trying to retain them with policies and procedures that manage customers' satisfaction and loyalty.

#### **4. CUSTOMER SATISFACTION, BRAND IDENTIFICATION AND HOTELS PROFITABILITY**

Looking in the correlation of customer satisfaction and company's profitability, there are researches that show mixed results. From certain economists' perspective customers satisfaction comes from the company's investments in their offer of products and/or services lowering their profitability. [15] [16] However, the significant relationship between customer satisfaction and future financial performance of the company has been proved by more researchers with actual research results that show the positive relationship in all profitability measures including net revenues and earnings. [17] [18] Customer satisfaction has been seen as a non-financial measure that affects and improve the entire corporate performance, and for that it is in the focus of top management activities.

Millennials, defined as born between 1980 and 2000, are seen as the fastest growing segment of hotel consumers with an increase of 20% in 2010 and expected increase of 50% by 2020. Differently from other customer segments in hotel industry, they prefer luxury, in means of experience, socialization over privacy, and uniqueness. [19] Their influence in hospitality industry has been identified by major players who follow the trends of millennial travelers and work hard to satisfy their needs. Some of the latest introduction to hotels' operations are the use of smart technology, among other, for booking hotel service, texting a string of emoji with a name and room number when ordering food or drink; owning a studio to create short films, shows, webisodes for brand promotion; music related loyalty program events; contributors who recommend everything like where to eat, go or what to see. They go even further and place beacons in hotel properties in order to recognize reward club members with the use of their smart phone application, and send personalized notification and offer to the customer. [20]

Customer's identification of a certain brand leads to a favorable outcomes including stronger perception of quality. Furthermore, the level of satisfaction with certain hotel offer is key for next selection. [20] According to the survey of Global Business Travel [21] travelers, mostly business travelers, see the hotel brand as most important factor for decision making given their consistency in any property around the world.

With the brand identified, customers' wants and needs satisfied, hotel chains create programs to retain customers and make them loyal. The relationship between customers satisfaction, customer loyalty and hotel profitability, has been noticed by the hotel chains and clearly stated in their annual reports. The Table 1 shows the number of members that joined hotel chains loyalty programs from 2014 to 2016.

Hotel chain	Year				
	2016	2015	2014	2016 occupancy rates	2015
<b>InterContinental</b>	106*	92	84		
<b>Marriott International</b>	85	54	49	56%	
<b>Hilton</b>	60	52	44	56% system- wide	
<b>Hyatt</b>	8**	20	18	32% system- wide	35%
<b>Wyndham</b>	45,9***	45	32,2		

Table 1: Members in hotel chains loyalty programs (in millions)

\* number of members stated as 16% increase of new member enrolment in IHG annual report

\*\*number of members that are active, total number of enrolled members not known

\*\*\*number of members stated as 0,2% increase in Wyndham's annual report for 2016

Looking at the statistics presented in hotels' annual reports from 2014 to 2016, it is clearly that the number of their program members is continuously increasing. Moreover, hotel chains look at the occupancy rates of their rooms by their program members since it speaks for the customer satisfaction and loyalty. According to Marriot International in 2016 around 56% of the room occupancy system-wide came from their members, and the same percentage is noted in Hilton Hotels too. Hyatt Hotels also point out the importance of their loyal customers and activities they undertake to retain them since the occupancy rate of their members for 2015 and 2016 is 35% and 32% respectively. Even though Wyndham Worldwide does not provide exact percentage of the occupancy rate by their members, they do state that members stay at their brands more frequently and drive incremental room nights higher ADR and a longer length of stay than nonmembers. Accor Hotels looks at loyalty as a growth driver and their loyalty program is substantially recast. This is due to their findings that members of Le Club Accor Hotel program are more active and generate more revenue for the group, more precisely from 2014 to 2016 the number of their cardholders has increased of 73%, making 30% contribution in total room sales. [22] - [34]

## 5. CONCLUSION

Tourism and hospitality is with no doubt the fastest growing industry in the world. Hotel chains have taken the advantage of globalization and extended on every possible market in the world mostly through franchise and managerial contracts. These expansion strategies offer not only presence for broader target market but also presence under a well known brand with consistency in products and services. Having their consistency, loyalty programs, and corporate responsibility put the customer in center, results with brand identification, customer satisfaction and loyalty, and higher profitability. Moreover, with Millennials Generation on the market as the most influential segment who further shapes the industry, identifying customer needs, wants



and expectations and exceeding them is the key for success among hotels. For that, hotel chains focus on the available resources like smart technology, and take good advantage of it by including them in booking, ordering, recommendation, and that does not go unnoticed.

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## CYBER TERORIZAM KAO PRETNJA RAZVOJU TURIZMA

### CYBER TERRORISM AS A THREAT TO TOURISM DEVELOPMENT

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**Apstrakt:** *U današnjem modernom društvu neke od najvećih pretnji razvoju turizma ne dolaze iz fizičkog sveta već od strane cyber prostora. Turizam kao i veliki broj drugih oblasti ljudskog života i rada je zavistan od upotrebe računara. Sistemi zasnovani na upotrebi računara automatizuju praktično sve procese od rezervacije smeštaja, preko organizacije letova i reda vožnje autobusa do usluga u hotelima i plaćanja karticama. Upotreba Interneta i web-a učinila je svima dostupnim organizaciju putovanja, bez obzira na njihovo mesto boravka ili trenutnu lokaciju. Upotrebom različitih online servisa turisti u svakom trenutku mogu dobiti informacije i potvrdu o velikom broju putovanja ili turističkih aranžmana. Bilo kako bilo ovakvi alati globalne povezanosti su takođe veoma ranjivi po pitanju zloupotreba, korupcije, finasijskih i prevara u vidu krađe ličnih podataka korisnika servisa. Terorizam u cyber prostoru prisutan je od nivoa lažnih rezervacija, prevara sa rezervacijama smeštaja i putovanja, preko krađe identiteta koristika sistema pa sve do ometanja rada elektronskih komunikacija u cilju nanošenja štete pojedincima ili turističkim kompanijama. U pojedinim slučajevima cyber terorizam uključuje elektronske iznude usmerene protiv konkretnih kompanija, sa ciljem uništenja celokupnog računarskog sistema kompanije. Mali procenat turističkih i ugostiteljskih kompanija ima razvijene mere zaštite od cyber napada, što predstavlja gorući problem. Rad daje pregled registrovanih cyber napada koji su imali za cilj narušavanje sigurnosti elektronskih servisa koji su u upotrebi u turizmu. Pored registrovanih cyber napada u svetu posebna pažnja usmerena je na cyber napade registrovane u Republici Srbiji i zemljama okruženja. Svi napadi analizirani su sa stanovišta sigurnosnih propusta i pravnih regulativa koje se primenjuju u konkretnim slučajevima. Kako bi se sprečio što veći broj cyber napada neprestano se mora raditi na povećanju nivoa zaštite elektronskih servisa. U isto vreme zakonske sankcije usmerene protiv počinitelja moraju biti strožije. Takođe je potrebno adekvatno edukovati korisnike elektronskih servisa bez obzira da li se radi o kompanijama ili pojedincima.*

**Ključne reči:** *Cyber kriminal, cyber terorizam, prevare sa rezervacijama, elektronski servisi u turizmu.*

**Abstract:** *In today's world many of the major threats to tourism come not from our physical world but from the cyberworld. Tourism as many others areas of human life and work is computer dependent. Computers control everything from booking accommodation, from flight patterns to bus schedule, from room service to credit card payments. The use of Internet and World Wide Web has made travel arrangements widely accessible to all, no matter where in the world people live. With the use of different online services tourists can obtain instant confirmations on a myriad of travel and travel related arrangements. However, this kind of tools for global connectivity are also highly vulnerable to disruption, corruption, financial and*

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*data theft. Terrorism in the cyberworld can range from faked bookings and scams to identity theft of customers to downright disruption of all electronic communications. In some cases, cyber-terrorism has involved electronic extortion practiced against specific companies, with the purpose to destroy a company's entire computer system. The real problem is that small percent of tourism and hospitality businesses companies have really taken steps to deal with cyber terrorism. This paper provides overview of registered cyber attacks aimed at disrupting the security of electronic tourism services. Beside registered attacks all over the world, particular attention is focused to the cyber attacks registered in the Republic of Serbia and neighboring countries. All attacks are analyzed from the point of security vulnerabilities and legal regulations that apply in such cases. In order to prevent as much as possible cyber attacks protection level need to be increased. In the same time legal sanctions against such perpetrators must be stricter, and it is also necessary to properly educate the users of these services, no matter if they are companies or individuals.*

**Key words:** *Cyber crime, cyber terrorism, booking scams, electronic tourism services*

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## 1. UVOD

Razvoj informaciono komunikacionih tehnologija tokom dvadesetog i dvadeset prvog veka postao je veoma važan element svakodnevnog života i rada ljudi. Upotreba alata baziranih na informaciono komunikacionim tehnologijama kako od strane personalnih korisnika tako i od strane kompanija i vladinih institucija učinila je mnoge aspekte ljudskog života bržim i lakšim. Danas gotovo da nema oblasti ljudskog života i rada kroz koju nije protkana primena ovih tehnologija. Pogodnosti primene informacionih tehnologija (ICT), posebno Interneta prepoznate su i u oblasti turizma. Danas je turizam u mnogome zavistan od računara. Računari kontrolišu gotovo sve, od online marketinga, preko rezervacija smeštaja, rezervacija letova, kreiranja reda vožnje drumskog saobraćaja, reda polatjenja aviona, pa sve do online plaćanja i plaćanja kreditnim karticama. Ovakva upotreba računara i Interneta donosi velike pogodnosti poboljšanju turističke ponude, dok se u isto vreme broj zadovoljnih korisnika povećava.

Sa druge strane masovna primena ovih tehnologija ostavila je velike mogućnosti za zloupotrebu od strane zlonamernih korisnika. U današnjem tehnološki zavisnom društvu glavna pretnja po turizam nije fizičke prirode već dolazi iz sajber sveta. Cyber kriminal i terorizam nalaze svoje žrtve i u domenu turizma [1]. Cyber napadi u domenu turizma kreću se u opsegu od lažnih online rezervacija, krađa klijentskih podataka, do napada na elektronske vidove komunikacija. U pojedinim slučajevima cyber terorizam uključuje elektronske iznude upućene protiv poslovanja određenih kompanija sa ciljem uništenja celokupnog sistema kompanije ili ostvarivanja ekonomske dobiti [2]. Prema različitim istraživanjima najveći problem napada na kompanije koje se bave turističkim

i ugostiteljskim poslovima, je taj što samo 4% kompanija preduzima mere predostrožnosti i mere zaštite pre nego što do napada dođe.

Cilj ovog rada je da ukaže na moguće cyber napade usmerene protiv razvoja turističkih destinacija. Rad daje pregled registrovanih napada kako iz domena direktnog napada na kompanije i turističke organizacije tako i iz domena napada na turiste. Drugi deo rada daje osnovne informacije o cyber kriminalu i cyber terorizmu, načinu rada i motivima cyber terorista. Treći deo rada daje pregled napada koji mogu ugroziti poslovanje kompanija i živote ljudi u okviru različitih domena turizma. Četvrti deo rada sumira glavne zaključke rada.

## 2. CYBER TERORIZAM I CYBER KRIMINAL

Internet i računarske mreže su moćan resurs, na koji se savremeno društvo umnogome oslanja. Terorističke grupe koriste sajber prostor da regrutuju, šire propagandu i organizuju svoje aktivnosti. Poznato je da je Osama bin Laden komunicirao s pripadnicima Al Kaide preko laptop računara i enkriptovanih poruka. S druge strane, takozvana Islamska država napravila je revoluciju u korišćenju društvenih mreža poput „Tvitera”, „Fejsbuka”, „Instagrama”, „Jutjuba”, ne bi li svoju propagandu plasirala što većem krugu ljudi. Iako su mediji više puta deklarirali cyber aktivnosti kao cyber terorizam, treba ipak razlikovati cyber terorizam kao nelegalni akt u cyber prostoru od proste aktivnosti koju teroristi koriste uz pomoć Interneta i računara [3]. Cyber prostor (cyber space) je termin koji se koristi za predstavljanje računarskog prostora. Cyber prostor ne predstavljaju samo računarske komponente i mreža. Ovaj prostor predstavlja mnogo širi pojam. Cyber prostor je celi prostor između računara u kome se dele informacije. Cyber prostor obuhvata sve veze, žičane, satelitske, uključujući prostor u kome se osećaju vibracije informacije. Američka agencija za odbranu informacionih sistema definiše sajber prostor kao agregaciju globalnih računarskih sistema i telekomunikacionih resursa [4].

Cyber terorizam se definiše kao upad (neovlašćen pristup) u cyber prostor od strane neke terorističke organizacije. Interesovanje javnosti za cyber-terorizam počelo je krajem 80-tih godina prošlog veka. Međutim posle 11. septembra 2001. godine, terorizam, a samim tim i njegov deo koji se odnosi na svet informacionih tehnologija dospelo je u žižu javnosti [5]. Cyber teroristi deluju isključivo unutar cyber prostora ne želeći da ga unište već da pristupe podacima. Iako cyber teroristi vrše aktivan upad u realan svet remeteći cyber prostor, njihov atak deluje u virtuelnom svetu cyber prostora utičući na njegove komponente. Motivi terorista za sprovođenje napada su uglavnom orijentisani ka slanju poruke većoj grupu ljudi. Kako bi širili propagandu i vršili regrutovanje novih članova oni koriste Internet kao globalni medij. Aktivnosti terorista u cyber prostoru usmerene ka narašavanju turističkog potencijala i razvoja nekog područja ili zemlje mogu biti postavljanje različitih video-snimaka, objavljivanje lažnih vesti, blokiranje rada internet sajtova, a sve sa ciljem izazivanja osećaja straha i panike, a mogu imati i političku i ideološku pozadinu. Od prvih primera cyber terorističkih napada do danas nije bilo cyber napada na turističke destinacije koji su imali za posledicu stradanje ljudi. Pored propagadnog karaktera ovakvi napadi se baziraju na krađi ličnih podataka i sticanju nelegalne ekonomske dobiti.

Kod cyber napada u opštem smislu računarske mreže od strane terorista mogu imati nekoliko osnovnih uloga. Ukoliko se računarske mreže koriste kao cilj napada, napadaju se servisi, funkcije i sadržaji koji se nalaze na mreži. U ovom domenu dolazi do krađe usluga, podataka ili identiteta korisnika i klijenata. Takođe dolazi do oštećenja ili uništavanja delova mreže ili

*Dr Žaklina Spalević rođena 12.07.1977. godine u Prištini. Srednju školu – Prva prištinska gimnazija, Prirodno matematički smer završila u Prištini 1996. godine. Iste godine upisala Opšti smer Pravnog fakulteta Univerziteta u Prištini. Pravni fakultet završila 2001. godine. Doktorske studije upisala 2008. godine na Pravnom fakultetu za privredu i pravosuđe, Univerziteta Privredna akademija u Novom Sadu, Krivično-pravni odsek. Publikovala veliki broj radova u eminentnim časopisima, na domaćim i međunarodnim konferencijama. Zaposlena na Univerzitetu Singidunum kao docent, gde predaje grupu predmeta iz oblasti Pravo u turizmu.*



cele mreže. Cilj počinioca dela je ubacivanje različitih vidova računarskih virusa i malvera pomoću kojih se otvara prostor za obavljanje kriminalnih radnji kojima se nanose velike štete

korisnicima mreže. Druga uloga računarskih mreža jeste da se one iskoriste kao alat. Korišćenje računarskih mreža kao alata od strane terorista posebno je popularno kod zloupotrebe intelektualne svojine, online prodaje ukradene robe ili online trgovine ukradenim ličnim podacima. Cyber kriminal se karakteriše kao svaki oblik ponašanja korisnika računarskih mreža koji je protivzakonit. Pored ovog termina često su u upotrebi i termini kao što su Internet kriminal, eKriminal, visokotehnološki kriminal, mrežni kriminal, itd.

### 3. CYBER NAPADI USMERENI PROTIV RAZVOJA TURIZMA

Najučestaliji cyber napadi na računarsku infrastrukturu u opštem domenu upotrebe pa tako i u domenu upotrebe od strane različitih organizacija, kompanija i pojedinaca kojima je delatnost rada turizam jesu takozvani Distributed Denial of Services (DDoS) napadi. Ovi napadi dovode do prestanka rada mrežne infrastrukture napadnutih kompanija što ima za cilj prekid komunikacije sa klijentima. Prekidi u komunikaciji ili nedostupnost web servisa pomoću kojih se turisti informišu o konkretnoj turističkoj destinaciji, lokalitetu ili smeštajnom kapacitetu mogu imati za posledicu velike ekonomske gubitke. Pored remećenja rada ovih servisa ovakvi napadi mogu kreirati otvoreni prostor za ubacivanje različitih vrsta malvera i računarskih virusa. Ukoliko je primera radi napadnut web servis čija funkcionalnost uključuje i online plaćanje različitih rezervacija računarski virusi mogu obezbediti napadaču mogućnost krađe ličnih podataka posetioca portala. Ovakva aktivnost napadača može ostati neprimećena kako tokom samog napada tako i nakon što kompanija koja je vlasnik portala uspostavi ponovnu kontrolu nad portalom. Tokom organizacije olimpijskih igara u Rio 2015 godine određeni broj web portala različitih organizacija koje su bile u direktnoj vezi sa organizovanjem samih igara i smeštaja gostiju napadnute su DDoS napadom. Ovaj napad je trajao nekoliko meseci, a jačina napada se povećavala kako su se igre približavale. Tokom vremena trajanja napad se kretao u opsegu od nekoliko 10Gbps do nekoliko 100Gbps. Najveća jačina napada iznosila je 540Gbps. Zahvaljujući merama za ublažavanje ovakvih napada predviđenim od strane Brazilskih profesionalaca za informatičku bezbednost koje su podrazumevale migraciju servisa Olimpijski komitet je uspeo da očuva svoje sisteme [6].

Tokom 2015. godine pomoću malvera izvršen je upad u sistem hotelske korporacije Hajat. Napadači su pristupili podacima o korišćenim platnim karicama u hotelima ove korporacije širom sveta. Korporacija je krajem decembra 2015. godine objavila da je u računarskim sistemima za obradu plaćanja u hotelima koji rade pod ovim imenom otkriven PoS (Point-of-Sale) malver [7]. Prema saopštenju menadžmenta hotelskog lanca, istraga je identifikovala znake neovlašćenog pristupa podacima platnih kartica, pre svega u restoranima, karticama

*Miloš Ilić rođen je 11.10.1989. godine u Prokuplju. Srednju školu – gimnazija Prokuplje, Prirodno matematički smer završio u Prokuplju. 2013. godine završio master studije na Elektronskom fakultetu u Nišu i stekao stručni naziv Master inženjer elektrotehnike i računarstva – smer Informacione tehnologije. Iste godine upisao doktorske studije na Fakultetu Tehničkih nauka u Kosovskoj Mitrovici. Do sada objavio 26 naučnih radova i položio programom predviđene ispite. Oblast interesovanja: Objektno orijentisano modelovanje i elektronska uprava. Zaposlen na Visokoj poljoprivredno prehrambenoj školi u Prokuplju kao asistent na predmetu Informatika*



korišćenim za plaćanje spa tretmana, za plaćanje parkinga i prilikom plaćanja na recepcijama, tokom tog perioda. Sistem u ukupno 250 hotela je bio pogođen ovim malverom. Malver je prikupljao podatke kao što su ime vlasnika, broj platne kartice, datum isteka i verifikacioni kod. Sa stanovišta internet plaćanja ovo su podaci neophodni za korišćenje bilo koje kartice.

Pretpostavlja se da su ovi podaci kasnije korišćeni za neovlašćeni pristup bankovnim računima pokradenih klijenata ili su prodati putem servisa dostupnih na dark webu. Pored Hajata, sličan problem imao je i sistem Mandarin Oriental hotelskog lanca u 2013. godini kada su podaci o platnim i kreditnim karticama oko hiljadu gostiju bili napadnuti [9]. Lanac hotela sad već izabranog predsednika Amerike Donalda Trampa (Donald Trump) napadnut je počevši od februara 2015. godine [8]. Napad je registrovan od strane banaka koje su uočile isti šablon pravara na računima klijenata kao kod prethodnih primera. Određeni broj samostalnih hotela napadnut je na isti način. Zajedničko za sve njih bilo je angažovanje iste kompanije za vođenje hotela pod nazivom White Lodging Services Corporation. Ispostavilo se da je sistem ove kompanije na računarima koji služe za prijavljivanje i odjavljivanje gostiju putem online servisa, kao i računarima u restoranima bio nedovoljno zaštićen što je dovelo do neautorizovanog preuzimanja podataka [9].

**Dr Željko Spalević** rođen je 17.07. 1969. u Vršcu, Srbija.

Osnovnu i srednje ekonomsku školu – prosvjetno – pedagoški smjer završio u Podgorici. Višu vojnu akademiju KoV VVSS – smjer inženjerija, Beograd, završio je 1990. Na Fakultetu za poslovni menadžment – smjer Civilna bezbjednost, u Baru, godine 2006. diplomirao na temi: “Izbor, obuka i trening pripadnika obezbjeđenja ličnosti”.



Magistarski rad na temu: “Pravni položaj policije u upravnom sistemu Crne Gore sa posebnim osvrtom na zaštitu ličnosti”, odbranio je jula 2010. na Fakultetu za državne i evropske studije u Podgorici. Februara 2013. na “Univerzitetu Singidunum”, Fakultet za pravno političke studije u Novom Sadu – Srbija, odbranio je doktorsku disertaciju pod nazivom: „Sistem zaštite državnih ličnosti i objekata od terorizma u Crnoj Gori” i stekao zvanje doktor političkih nauka. Od februara 2015. angažovan je kao predavač na Univerzitetu Donja Gorica u Podgorici, Humanističke studije – smjer Međunarodna i nacionalna bezbjednost.

Cyber napadi mogu biti usmereni i ka potpuno autonomnim sistemima koji za zadatak imaju kontrolu različitih procesa. Napadi na ovakve sisteme mogu prouzrokovati katastrofe velikih razmera u kojima mogu stradati mnogi životi. Ovakvi sistemi su zastupljeni u kontroli avio saobraćaja, rutiranju brodskih kontejnera, kao i u domenu skladištenja i obrade toksičnog otpada. Jedna od vodećih osiguravajućih kompanija Allianz identifikovala je i sastavila listu od šest najvećih trenutnih rizika po avio industriju. Svi identifikovani rizici dolaze od strane cyber terorizma i upotrebe dronova. Prema ovoj kompaniji postoje velike mogućnosti da teroristi iskoriste sisteme bazirane na računarima u avionu kako bi preuzeli kontrolu i usmerili avion na putanju koju oni odaberu. Šanse za ovakve napade su svakog dana sve veće s obzirom na činjenicu da je iz dana u dan kontrola aviona sve više bazirana na računarskim sistemima [10]. Cyber otmicom aviona na letovima ka popularnim destinacijama putnici u avionu bili bi prepušteni volji napadača. Razmere ovakvih napada mogu biti katastrofalne od klasične otmice aviona sa putnicima, do korišćenja aviona za obrušavanje na druge mete. Cyber napadi takođe mogu biti lansirani u simbiozi sa tradicionalnim napadima kako bi ovakvi napadi imali još veće posledice. Primera radi ometanje komunikacija u vanrednim situacijama ili napadima na hotelske komplekse mogu sprečiti adekvatno informisanje gostiju o ozbiljnosti situacije.

Zakasnelo alarmiranje može uzrokovati stradanjem ljudi. U cilju stvaranja panike upadom u sigurnosni sistem mogu se ostvariti uslovi za lažno aktiviranje različitih alarmnih sistema ili lažno informisanje gostiju o mogućem napadu.

Najviše krivičnih dela u oblasti visokotehnološkog kriminala u Srbiji se vrši kombinovanim napadima, upotrebom tehničkih metoda, malicioznih softvera i tehnika socijalnog inženjeringa. Radi se o kriminalu počinjenom na računaru i mreži, ali i u oblasti radiodifuzne, mobilne tehnologije, telekomunikacija. U odnosu na pre nekoliko godina, broj krivičnih dela sajber kriminala je u porastu, a prognoze su da će uvećanjem elektronskih sistema plaćanja rasti i dalje. U Srbiji se dešavaju različiti napadi, kako u domenu online plaćanja tako i u oblastima koje mogu svrstati u kategoriju kriminalnih prevara. Kriminalci rade tako što preuzmu rad nad serverom nekog sajta za plaćanje aranzmana putem interneta, koji korisnik često koristi. Kasnije se korisniku prikazuje sajt koji je identičan kao original i preko koga korisnik kreće u standardni postupak pretraživanja, rezervacija ili online plaćanja različitih aranžmana. Osobe ili organizacije koji stoje iza sajtova na taj način prikupljaju podatke i dalje ih koriste. Ovi podaci se najčešće koriste van teritorije zemlje iz koje je pokradeni korisnik. Najranjiviji faktor je čovek i bez njegove saradnje retko koja prevara može uspeti. Ljudi često veruju u spam mejlove o nagradnim putovanjima ili jako povoljnim ponudama u kojima se nudi atraktivan smeštaj ispod svake realne cene. Ne tako retko mogu se pronaći i sajtovi koji prikupljaju i objavljuju samo ovakve ponude, od kojih su većina lažne.

## ZAKLJUČAK

Cyber napadi koji se mogu okarakterisati kao cyber terorizam nastali su zloupotrebom informaciono komunikacionih tehnologija. Ciljevi ovih napada mogu biti višestruki. U najvećem broju slučajeva napadi se svedu na propagandu, krađu ličnih podataka i opstruiranje rada pojedinaca, kompanija i organizacija. Razvoj turizma nekog područja ili zemlje u mnogome zavisi od osećaja sigurnosti i pripadnosti koji turisti imaju prilikom organizovanja boravka, kao i prilikom realizacije istog. Rad i funkcionisanje turističkih resursa u mnogome su zavisni od upotrebe informaciono komunikacionih tehnologija. Oblasti upotrebe ovih tehnologija su različite počevši od marketinga pa sve do autonomnih sistema koje korisnici svakodnevno koriste. Cyber napadi na računarske resurse u turizmu nisu nimalo retka pojava. Sa povećanjem tehnološkog razvoja i upotrebe računarskih resursa povećavaju se i mogućnosti za cyber napadima jer je složenije sisteme teže pratiti i teže je uočiti nedostatke. Cyber napadi u oblasti turizma mogu imati velike posledice, kao što su ekonomski gubici naneti turistima, kompanijama, i organizacijama. Pored ovoga narušavanje renomea ili sigurnosti koju nudi turističko mesto ili čitava regija može uzrokovati manjom posećenošću što ozbiljno može ugroziti dalji razvoj. Protiv cyber napada organizovanih od strane terorista moraju se boriti zajedno kako ljudi iz oblasti informacionih tehnologija, korisnici servisa tako i organi državne uprave. Jedino zajedničkim naporima može se umanjiti neželjeni efekat koji nose ovakvi napadi.

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## ИНТЕРКУЛТУРНИ СПОСОБНОСТИ НА ТУРИСТИЧКИТЕ ВОДИЧИ АНГАЖИРАНИ ОД ТУРИСТИЧКИТЕ АГЕНЦИИ ВО ОХРИД

### INTERCULTURAL COMPETENCES OF THE TOURIST GUIDES HIRED BY TRAVEL AGENCIES IN OHRID

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Климент Наумов<sup>514</sup>

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**Апстракт:** Туризмот и интеркултурните контакти врзани за истиот развиваат меѓусебно разбирање и намалување на предрасуди.

Туристичките водичи се вбројуваат во најблиските и најнепосредни лица во контакт со туристите, претставуваат репрезенти број еден во туризмот и важат за амбасадори на земјата и со тоа заземаат различни улоги.

Интеркултурната компетенција која што се гради преку комбинација на социокултурни знаења, интеркултурна свест, социјални вештини и интеркултурни вештини е неопходен елемент за успешна комуникација, но туристичките водичи не ја стекнуваат во текот на нивната едукација.

За да се постигне квалитет на високо ниво, потребни се високообразовани туристички водичи во однос на информативни и стручни знаења и способности и во однос на интеркултурни способности кои што задолжително вклучуваат способности од странски јазици т.е. познавање на јазикот на туристите кои што ги водат.

**Клучни зборови:** туристички водичи, интеркултурни способности, компетенции, странски јазици

**Abstract:** Tourism and the intercultural contacts based on develop mutual understanding and reduce prejudices.

The tourist guides are among the closest and most direct persons who are in contact with tourists, actually are number one in tourism and they are ambassadors of the country, therefore occupy different roles.

Intercultural competence that is built through a combination of socio-cultural knowledge, intercultural awareness, social skills and intercultural skills is a necessary element for successful communication, but the tourist guides did not acquire during their education.

In order to achieve a high level of quality, required highly educated tourist guides regarding of information, professional knowledge and capabilities in relation to intercultural competences which must include skills in foreign languages ie the language of the tourists that they lead.

**Key words:** tourist guides, intercultural competences, skills, foreign languages

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## 1. ВОВЕД

**И**нтеркултурни способности претставуваат клучна компетенција на глобализираниот 21 век. Интеркултурната комуникација е важна во различни контексти и задачи во туристичките интеракции. Таа е услов за успешно кооперирање и за одржлив туризам, затоа што туризмот важи за интеркултурно поле на среќавање кое имплицира односи кон туѓото и судир на перцепцијата на туѓото и сопственото. [1] Интеркултурните средби можат да придонесат кон надминување на судир на предрасуди, етноцентрични и екзотизирани начини на размислување и да водат кон космополитски поглед на светот за што важна улога играат интеркултурните способности. [2]

Едукацијата на човечките ресурси кои се занимаваат со нудење на услуги на туристите е многу важна активност. Иако, обуката за нудењето на услуги треба да се однесува на вработените од сите полиња на туристичкото делување, и тоа од наједноставните па сè до оние кои имаат посоефицирани работни активности, сепак посебен акцент треба да се стави на туристичките водичи. [3]

Туристичките водичи се вбројуваат во најблиските и најнепосредни лица во контакт со туристите, претставуваат репрезенти број еден во туризмот и важат за амбасадори на земјата и со тоа заземаат различни улоги. Како важни репрезенти на земјата туристичките водичи пренесуваат културно наследство и треба да придонесат гостите да се чувствуваат пријатно, да сакаат повторно да дојдат и да пренесат позитивна слика за земјата, културата и услугите. Од една страна водичите го претставуваат љубезниот и учтив домаќин, а од друга страна се претставници на својата специфична култура во контакт со претставници од друга култура и придонесуваат кон развој на меѓусебно разбирање и интеркултурна свест.

За да се постигне квалитет на високо ниво потребни се високообразовани туристички водичи во однос на информативни и стручни знаења и способности и во однос на интеркултурни способности кои што задолжително вклучуваат способности од странски јазици т.е. познавање на јазикот на туристите кои што ги водат.

## 2. ПОТРЕБНИ КОМПЕТЕНЦИИ НА ТУРИСТИЧКИТЕ ВОДИЧИ

Според Хердин [4] туристичките водичи треба да исполнуваат три функции и тоа како медијатори, посредници и амбасадори. Како медијатори меѓу различни култури, изедначуваат разлики, зближуваат култури и развиваат меѓусебно разбирање. Како посредници делуваат на интерактивно-персонално ниво и пренесуваат информации и култура, а како амбасадори делуваат како претставници на сопствената земја и сопствената култура. Компетенциите кои што треба да ги поседуваат се однесуваат исто така на три димензии: познавања од странски јазици, интеркултурни способности и стручни интеркултурни квалификации т.е. стручни знаења и способности.

Потребните стручни интеркултурни квалификации на туристичките водичи вклучуваат:

- **теоретско знаење**, како историја на уметност, историја на светот и културата, основи на географија, работна етика, техники и вештини на раководење, правни аспекти, потоа знаења за сопствената земја како историја, политичка историја, социјална и економска историја, археологија, историја на уметност, архитектура,

природа и животна средина, култура, економија и развој на економија по сектори како на пример земјоделство, шумарство, лозарство, бизнис, индустрија, основи на општествениот систем како политика, образовен систем, социјала и здравство, наука, јадење и пиење и

- **компетенции ориентиран кон активност и спроведување**, како способност за анализирање, за проценување, за контролирање, за користење на знаење и информации, за организирање и планирање, за решавање проблеми, за справување со стрес и оптеретувања, за иницирање и спроведување на промени, за временски менаџмент, самодисциплина, реторика, свест за животна средина, за однесување со културно специфични желби и потреби на гости, флексибилност и сл.

- **Интеркултурната компетенција** на дејствување претпоставува интеракцијата на повеќе клучни квалификации и компетенции. „Интеркултурната компетенција не претставува посебна самостојна компетенција, туку во смисол на латинското ‘competere’ најдобро може да се сфати како способност за најдобро поврзување на индивидуални, социјални и стратешки компетенции во интеркултурни контексти на дејствување.“ [5] Интеркултурната компетенција содржи:

- **Социјални компетенции** во интеркултурен контекст како емпатија, способност за прилагодување, интерперсонални вештини, комуникациски вештини, способност за тимска работа и соработка, толеранција и вештини за решавање конфликти.

- **Индивидуални компетенции** во интеркултурен контекст како отвореност, спремност за учење, толеранција за несигурност и фрустрација, толеранција на двосмисленост, изглед, способност за само-рефлексија, вербална експресивност и целно ориентирано дејствување.

### **Kliment Naumov**

#### **EDUCATION**

**2016** *Doctoral studies in tourism - currently attending at the Faculty of Tourism and Hospitality-Ohrid University of St. Kliment Ohridski-Bitola*



#### **WORKING EXPERIENCE:**

**2015** – *to present day Administrative officer at Faculty of Tourism and Hospitality-Ohrid*

**2007-2015** *Young researcher and tutor at Faculty of Tourism and Hospitality-Ohrid*

**2005-to present day** *Freelance Tourist guide in English and Dutch*

**2005-2007** *Tour host of the Dutch tour operator Sunweb Vakanties-Destination Ohrid*

**2008-2009** *Tour host of the Dutch tour operator Q international-Destination Ohrid*

**2008 to present day** *Tour manager and exclusive guide for Albania Experience DMC*

**2011-2012** *Tour host of the Dutch tour operator Corendon-Destination Ohrid*

**2009-to present day** *Chairman of the Association of Tourist Guides and Tour Escorts-Ohrid*

**2009-to present day** *Member of the Board of the Rowing Federation of Macedonia*

**2010-to present day** *Rowing referee within the Rowing Federation of Macedonia*

#### **MEMBERSHIP OF PROFESSIONAL BODIES :**

- *Association of tourist guides of Macedonia- member;*
- *Association of tourist guides and tour escorts of Ohrid-member, chairman;*
- *E KUL TUR-Ohrid Association for Ecology, Culture and Tourism-member;*
- *Travel2macedonia – member with a tourist guide profile;*
- *Rowing federation of Macedonia-member of the managing board, referee;*
- *Rowing Club “JUG”-Ohrid-member of the managing board, former athlete;*
- *“Gerdan”- Cultural artistic Society for Macedonian folklore dances and songs-member, folk dancer;*
- *National Tourism board of Republic of Macedonia – secretary.*

- **Методолошка компетенција** во интеркултурен контекст која што вклучува способност за промена на културната перспектива, дистанцирање од улоги, способност за решавање проблеми и за донесување одлуки.
- **Професионална компетенција** во интеркултурен контекст вклучува културно знаење и јазични вештини.

Поседувањето на интеркултурна компетенција која што се гради преку комбинацијата на социокултурни знаења, интеркултурна свест, социјални вештини и интеркултурни вештини е неопходен елемент за успешна комуникација. При тоа е потребна свесност за регионалните и социјалните разлики и развивање на свесност за постоење на национални стереотипи, на пример во начинот како другите ја набљудуваат нашата култура. Треба да постои изградена свесност за постоење на стереотипи, и со тоа да се развие свест за сопствено изградени стереотипи и способност на препознавање на стереотипи кај соговорниците. [6] За соодветна интеркултурна комуникација потребно е знаење и свесност за сопствената култура и култура на туристот.

Една од основните клучни квалификации како дел и услов за добро развиена интеркултурна компетенција е познавањето на странски јазици. За туристичките водичи тоа подразбира познавање на мајчиниот јазик на туристите кои што ги водат, покрај познавањето на англискиот јазик кој што се користи како лингва франка. Јазикот и културата меѓусебно се условуваат, така што познавањето на јазикот на туристот е од суштинско значење за разбирање на „туѓата“ култура и за успешна комуникација. Познавањето на јазикот на туристот е важен фактор и за соодветно пренесување на информациите што е основната задача на водичите.

Користењето на англискиот јазик како лингва франка често не е добро прифатен од туристите и води кон одредени комуникациски бариери. Пречките во комуникацискиот процес резултираат со недоразбирања и заблуди. [7]

Поради специфичноста на улогите на туристичките водичи особено е важно уште во едукацијата на истите да се стекнуваат со интернационални стручни компетенции и со интеркултурни компетенции и интеркултурно знаење.

### **3. ЕДУКАЦИЈА НА ТУРИСТИЧКИТЕ ВОДИЧИ**

Едукацијата на човечките ресурси е неопходна во текот на целиот работен век и тоа за сите вработени, независно на која позиција се наоѓаат. [8] Имајќи го предвид фактот дека туристичките водичи се најдобрите репрезенти на народот и културата на една држава, тогаш нивната перманентна едукација добива уште поголемо значење.

Работата на туристичкиот водич е регулирана со закон, бидејќи тој треба да ги штити интересите на агенцијата од една страна и националните интереси на земјата од друга страна. Исто така, туристичкиот водич треба да поседува легитимација за вршење на својата активност.

Туристичките водичи до 2014 година имаат полагаано по програма која што која содржи само терорија т.е. нема предавања и само полагање на испити, а практичен дел нема. Програмата ги содржи следните предмети:

Ред. Бр.	<b>ПРОГРАМА ЗА ПОЛАГАЊЕ НА СТРУЧЕН ИСПИТ ЗА ТУРИСТИЧКИ ВОДИЧ ДО 2014</b>
1.	Општествено уредување на Република Македонија
2.	Историја на Македонскиот народ
3.	Основи на туризмот
4.	Туристичка географија
5.	Културно наследство на Р. Македонија
6.	Комуникативно-пропагандна дејност
7.	Психологија на туризмот

Со цел да се надминат недостатоците кои постојат во старата програма за стручниот испит за туристички водич, таа е ревидирана во февруари 2014 година и значително унапредена според европските теркови. Министерството за образование и наука заедно со двата државни факултети – Факултетот за туризам и угостителство во Охрид и Факултетот за туризам и бизнис логистика во Штип и Стопанската комора за туризам на Македонија, внесоа значителни измени усогласувајќи ја програмата со европската рамка за туристички водичи.

Со новата програма кандидатите ќе следат предавања и ќе имаат и практична настава, додека пак полагањето на испитот ќе биде во два дела и тоа теоретски и практичен.

Новата програмата за полагање испит за туристички водич ги опфаќа следните методи и техники:

1. Метод на предавање (излагање), вежби и домашна работа;
2. Комбиниран метод на предавање со разговор и дискусија;
3. Метод на илустрација и демонстрација;
4. Работа под контрола на инструктор;
5. Самостојна работа на кандидатот;
6. Симулација.

Програмата за обука и испитната програма за полагање на испитот за туристички водич опфаќа општ, посебен и практичен дел. Општиот дел од програмата за обука и испитната програма за полагање на стручниот испит ги опфаќа следните предмети:

Ред. Бр.	<b>ОПШТ ДЕЛ НА НОВАТА ПРОГРАМА ЗА ПОЛАГАЊЕ НА СТРУЧЕН ИСПИТ ЗА ТУРИСТИЧКИ ВОДИЧ</b>
1.	Основи на светската историја;
2.	Основи на историјата на уметност, архитектура и култура;
3.	Општествено-политички систем на ЕУ;
4.	Светски туристички региони;
5.	Деловна етика и комуникациски техники и вештини во туризмот;

6.	Менаџмент на групи;
7.	Деловно работење во туризмот

Посебниот дел на програмата за обука и испитната програма за полагање на стручниот испит ги опфаќа следните предмети:

Ред. Бр.	<b>ПОСЕБЕН ДЕЛ НА НОВАТА ПРОГРАМА ЗА ПОЛАГАЊЕ НА СТРУЧЕН ИСПИТ ЗА ТУРИСТИЧКИ ВОДИЧ</b>
1.	Историја на Македонија;
2.	Туристичка географија на Македонија;
3.	Културно наследство на Македонија;
4.	Туризам и економски развој на РМ;
5.	Општествено уредување и законската регулатива од областа на туризмот во РМ

Кандидатот прво посетува настава кај различни предметни наставници на факултетот каде се здобива со потребните знаења од општиот и посебниот дел на програмата.

Во рамките на посебниот дел на програмата се организираат:

1. Студиска тура која претставува организирана интерактивна екскурзија или патување каде квалификувани експерти од соодветната област или туристички водичи, практично ги подучуваат кандидатите на потребните вештини и знаење.
2. Демонстрациска тура која е организирана екскурзија, разглед или патување, спроведени од предметниот наставник или квалификуван туристички водич каде кандидатите набљудуваат со цел да се стекнат со потребните вештини и знаење кои се бараат во наставната програма.

**Теоретскиот дел** на испитот се состои од проверка на знаењето од предметите кои се составен дел од општиот и посебниот дел на програмата за обука и испитната програма за полагање на стручниот испит.

По положениот општ и посебен дел од обуката кандидатот се упатува на полагање на практичниот дел од стручниот испит.

**Практичниот дел** од испитот подразбира симулација на водење на група туристи, при што кандидатот практично го покажува целокупното знаење кое го стекнал од предвидената програма за обука на туристички водичи на јазикот/јазиците кој/кои претходно го/ги навел во пријавата.

Практичниот дел од испитот од програмата за обука на туристички водичи кандидатот го полага пред трочлена комисија составена од претставник од институцијата (факултетот) каде се спроведува програмата за обука, претставник од правното лице овластено од министерството за економија за издавање на легитимација за туристички водич и претставник од Министерството за економија - Сектор за туризам и угостителство. Во програмата не е наведено дека во комисијата треба да има стручно лице кое што го владее странскиот јазик на кој што полага кандидатот.

Откако кандидатот ќе ги положи теоретскиот и практичниот дел од испитната програма за обука на туристички водичи му се издава уверение за положен испит за туристички водич. А врз основа на уверението за положен испит за туристички водич правното лице овластено од Министерството за економија издава легитимација за туристички водич.

До ноември 2015 година, сите лица кои се стекнале со легитимации за туристички водич се едуцирале по старата програма.

#### 4. СПОСОБНОСТИ НА ТУРИСТИЧКИТЕ ВОДИЧИ НА ПАЗАРОТ

Во Република Македонија во ноември 2015 година официјално има 587 туристички водичи од кои 138 се регистрирани во Охрид. До 2004 година во Охрид имаат завршено курс за туристички водич 13 лица.

Од 2004 до 2014 година по старата програма завршиле 114 лица.

<b>Институции кои ги издавале уверенијата за туристички водичи помеѓу 2004 и 2014 година и вкупен број на водичи во истиот период</b>	
ФТУ-Охрид	112
ФТБЛ-Штип	2
<b>Вкупно</b>	<b>114</b>

Легитимацијата со која се стекнуваат туристичките водичи до 2014 година има неограничена важност. Лицата кои се стекнале со легитимација во овој период немаат обрвска за дополнителна доедукација.

Според содржините за едукацијата на туристичките водичи во Охрид кои што сите завршиле по старата програма може да се заклучи дека имаат стекнати стручни знаења само сопствената земја.

Туристичките водичи немаат стекнато интернационална квалификација затоа што во старата програма не се предвидени предмети кои покриваат интернационални општествено-економски, културни и историски содржини. Во обуката или испитот не се земени предвид ни потребните способности ориентирани кон активност и спроведување и се оставени на случај.

Интеркултурните способности и познавањето на странски јазици како еден од основните фактори за успешна комуникација и интеркултурна комуникација исто така не се дел од едукацијата и не се развиени или проверени преку истата. Единствено искуството, претходното образование и понатамошно самостојно образование можат да овозможат развој на неопходната интеркултурна компетенција со сите нејзини елементи.

Според податоците од Секторот за туризмот во Охрид, има податоци за тоа колку и кои јазици ги “владаат” туристичките водичи евидентирани во регистарот, според нивни лични изјаснувања. Поголем дел од туристичките водичи наведуваат дека владееат повеќе странски јазици, но реално, во пракса, неможат да се соочат со предизвикот.



Степенот на познавање на англискиот јазик кој што се користи како лингва франка како и на другите странски јазици кои што туристичките водичи навеле дека ги владеат не е евидентиран и поткрепен со сертификат.

## **5. АНГАЖИРАЊЕ НА ТУРИСТИЧКИТЕ ВОДИЧИ ОД ТУРИСТИЧКИТЕ АГЕНЦИИ ВО ОХРИД**

Кога станува збор за критериумите по кои се ангажираат туристичките водичи од страна на туристичките агенции може да се констатира фактот дека туристичките агенции ретко ги ангажираат слободните и фриленсер туристички водичи, поради тарифата за туристичко водење. Со цел да ги намалат трошоците, односно да го зголемат профитот тие ангажираат водичи кои се вработени во агенциите. Во последните години често пати се менуваше законот за туристичка дејност, но најчесто промените резултираа со голем број импровизации пред сè во поглед на квалитетот на работењето на туристичките агенции. Откако беше донесена одлуката туристичките агенции да имаат склучено договор со туристички водич и придружник за да можат непречено да делуваат на туристичкиот пазар, настапи тренд на присилување на агенциските канцелариски работници од работодавачите, тие да се стекнат со дипломи и легитимации за туристички водичи и придружници. Тоа доведе до таму што агенциите започнаа сè повеќе да ги ангажираат “своите” водичи независно од компетенциите за јазикот кој што го зборува групата на туристи.

Во Охрид во последните години најприсутни се туристите од Холандија и Белгија, Турција, Полска, соседните земји и земјите од поблиското окружување.

Во туристичките агенции кои работат со туристите од ова емитивно подрачје постои недостиг на соодветни кадри кои би можеле да дадат соодветно квалитетна услуга. Иако туристите кои доаѓаат од Холандија и Белгија се од специфично говорно подрачје каде се зборува холандскиот, фламанскиот и францускиот јазик, локалните агенции не ангажираат персонал кој ги говори овие јазици, сакајќи да заштедат на човечки ресурси. [9] Во Охрид постојат само тројца туристички водичи на холандски јазик кои се независни и работат како фриленсери и можат да одговорат на предизвиците, но не се ангажирани од страна на агенциите кои соработуваат со двата најголеми туроператори кои носат гости од Холандија и Белгија. Кога станува збор за туристите од Турција се соочуваме со проблем од кадровска природа. Постои само еден туристички водич на турски јазик во Охрид со солидна наобразба, кој може доследно да ги обавува водичките работи, додека пак остатокот од водичите се нови и неискусни.

Туристичките водичи имаат право да се приклучат кон едно од петте здруженија на туристички водичи кои постојат во Скопје, Битола и Охрид. Здружението на туристички водичи и придружници „Kej“ од Охрид (ЗТВП KEJ-Охрид) има 33 членови. Во здружението има поискусни членови кои владеат странски јазици, но се само повремено ангажирани преку туристичките агенции.

## **6. ЗАКЛУЧОК**

Генерално може да се заклучи дека во едукацијата не се обрнува доволно внимание на развој на компетенциите ориентирани кон активност и спроведување и тие играат периферна улога. На интернационалната квалификација и интеркултурната компетенција воопшто не им се посветува внимание, а познавањето на странски јазици се занемарува и истите не се доволно развиени кај туристичките водичи.

Туристичките водичи ангажирани од туристичките агенции не го владеат јазикот на туристите кои што ги водат и со тоа не можат во целост да ја исполнат својата улога на информатори, медијатори, посредници и амбасадори. Како резултат на тоа репрезентите број еден во туризмот влијаат врз намалување на квалитетот на туристичкиот производ на Охрид и врз рушење на имиџот на Охрид како туристичка дестинација. Како последица на тоа, во прашање се доведува и одржливоста на развојот на туризмот во Охрид.

Класичниот пат за развивање и поттикнување на интеркултурни компетенции кај туристичките водичи би било вметнување на истите во едукативните програми. Имплементацијата на интернационалната димензија треба да добие и поголема релевантност во испитот.

Познавањето странски јазици и тоа англиски и уште еден странски јазик со минимални познавања од Б2 треба да бидат услов за запишување на обуки за туристички водичи. Во едукацијата треба да има интегрирана настава и/или проекти на странски јазик врзани со другите теоретски содржини од едукацијата затоа што познавање на јазикот на туристот е суштински услов за разбирање на определената култура.

озитивен е фактот што програмата за едукација е променета во 2014 при што се полага практичен испит на странскиот јазик на кој што ќе води туристичкиот водич. На практичниот испит треба да се вреднуваат и други способности дел од интеркултурната компетенција.

За водичите кои што имаат веќе стекнати сертификати треба да се организира дополнителна обука за развој на интеркултурни способности. Потребно е да се изработи датотека достапна за секој заинтересиран за јазиците на кои што можат да водат определените туристички водичи и за нивото на познавање на јазикот.

Туризмот и интеркултурните контакти врзани за истиот развиваат меѓусебно разбирање и намалување на предрасуди. УНЕСКО тргнува од фактот дека туризмот поврзува во контакт поединци и човечки заедници и игра важна улога во промовирање и развивање на дијалогот меѓу културите. Како резултат на тоа жителите можат подобро да живеат заедно и туризмот придонесува за градење на мир, што стои и во Уставот на УНЕСКО [10] (UNESCO, 2006, стр.4)

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## ULOGA TURISTIČKE KULTURE U ODGOJU I OBRAZOVANJU MLADEŽI U SUVREMENOM DRUŠTVU

### THE ROLE OF TOURIST CULTURE IN YOUTH EDUCATION IN MODERN SOCIETY

Nikolina Radović<sup>515</sup>

Vesna Kalajžić<sup>516</sup>

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**Sažetak:** *U radu se analizira uloga i značaj turističke kulture u odgoju i obrazovanju mládeži s naglaskom na putovanjima, a posebno školskim ekskurzijama. Problematika provođenja slobodnog vremena predstavlja izazov i odgoju i obrazovanju, posebno kod mladih. Turizam je nedvojbeno pozitivno utjecao i na čovjeka i na društvo u cjelini; doprinio je gospodarstvu, razvoju turističkih mjesta, poznavanju domaće i inozemne kulture, valorizaciji kulturne i prirodne baštine i dr. Međutim, turizam je polučio i određene negativne karakteristike; površnost u kulturnom obogaćivanju, porast kriminaliteta, narušavanje spomeničkog blaga i dr. Razvoj informacijske i komunikacijske tehnologije utjecao je na intenzifikaciju putovanja, te proširenje mogućnosti provođenja slobodnog vremena, pa stoga i uloga turističke kulture poprima nove dimenzije. Razvojem i afirmacijom turističke kulture, posebno kod mláde populacije, može se doprinijeti razvoju svijesti o vrijednostima putovanja i pozitivnom utjecaju putovanja na čovjeka te na taj način doprinijeti i smanjenju negativnih pojava na putovanjima.*

**Ključne riječi:** *turistička kultura, mládež, školske ekskurzije, odgoj, obrazovanje*

**Summary:** *This paper analyses the role and significance of tourist culture in the education of youth with emphasis on travels, especially school excursions. The issue of how free time is spent is a challenge in education as well, especially of the youth. Tourism has undoubtedly had a positive impact on the individual and the society as a whole; it has contributed to the economy, development of tourist destinations, recognition of domestic and foreign cultures, valorisation of cultural and natural heritage etc. However, tourism has also brought some negative characteristics; superficiality in cultural enrichment, the rise in crime, violation of monumental treasures etc. The development of information and communication technologies has influenced the intensification of travel and expansion of the possibilities for spending free time, so the role of tourist culture has assumed new dimensions. The development and affirmation of tourist culture, particularly in the younger population, can contribute to the development of awareness of travel values and of the positive impacts of travel on an individual, and in that way contribute to the reduction of negative occurrences in travels.*

**Keywords:** *Tourist Culture, Youth, Travel, School Excursions, Education*

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## 1. UVOD

**T**urizam i slobodno vrijeme usko su povezani jer turizma u današnjim razmjerima ne bi ni bilo da nema slobodnog vremena. E. Fink jedan je od autora koji su pisali o slobodnom vremenu, u djelu „Osnovni fenomeni ljudskog postojanja“ ističe važnost kreativnosti u ispunjavanju slobodnog vremena.[1] Previšić stavlja naglasak na „ispunjenom“ slobodnom vremenu.[2] Francuski sociolog Dumazedier vidi slobodno vrijeme kao vrijeme odmora, razonode i razvoja osobnosti.[3]

Iako bi slobodno vrijeme trebalo obogatiti život osobe u suvremenom turizmu prisutne su različite aktivnosti koje negativno utječu na čovjeka kao pojedinca i kao društveno biće i stoga predstavljaju pravi sociološki izazov.[4] Velik broj ljudi danas na svijetu se ne znaju odmarati, a sloboda bez kontrole za vrijeme odmora i života u dokoličarskoj sredini mnogima služi kao izlika da se nekulturno ponašaju, da u odnosu na druge pokušavaju glumiti veću društvenu ulogu nego što im pripada, da troše više nego im dopuštaju ekonomske mogućnosti, da se sukobljavaju s domicilnim stanovništvom (...)[5]

Problemi koji se pojavljuju u slobodnom vremenu velik su izazov odgoju i obrazovanju. Komercijalni interesi koji prevladavaju u suvremenom, masovnom turizmu predstavljaju opasnost od prevladavanja pojava koje turizmu oduzimaju humanu funkciju i vrijednost.[6] Kao što je već naglašeno, mnogi ljudi danas ne znaju kvalitetno provesti slobodno vrijeme pa dolazi do brojnih socijalnih problema kao što su pretjerana konzumacija alkohola i droga, prostitucija, porast maloljetničke delinkvencije itd. Među patološkim pojavama u suvremenom turizmu po svojim vanjskim posljedicama posebno se ističu one koje zadiru u područje objektivne i subjektivne kulture, a to su: površnost u kulturnom obogaćivanju za vrijeme turističke dokolice, demonstrativna potrošnja, rasipništvo, snobizam, pretjerani erotizam, remećenje javnog reda i mira, agresivno ponašanje prema domicilnom stanovništvu i prema drugim turistima itd.[7] Nažalost, određene negativne pojave se događaju i na učeničkim ekskurzijama, na što su pojedine škole reagirale tako što su reducirale učenička putovanja.[8]

## 2. TURISTIČKA KULTURA I DRUŠTVENO-HUMANISTIČKI ASPEKT TURIZMA

Čovjek je oduvijek putovao. Potreba i želja za putovanjem datira od samih početaka ljudske civilizacije. Iako su se motivi putovanja do danas mijenjali, putovanja su ostala važan dio čovjekovog života. Dragutin Alfier ističe da kultura kao motiv putovanja se javlja još u dalekoj prošlosti. Kao primjer, između ostalog, navodi: „...avanturističko putovanje Anona iz Kartage oko Afrike u V. stoljeću pr.n.e. što ga je opisao u svom periplesu; putovanja povjesničara Herodota u malu Aziju, na egejske otoke, u Babiloniju, Palestinu i Egipat koja su opisana u njegovoj Historiji...“[9] Dvadeseto stoljeće donijelo je promjene, jer su se stvorili preduvjeti (višak slobodnog vremena i sredstava) za putovanje većeg broja ljudi, a ne samo povlaštene klase. Turizam s obilježjima današnjeg turizma, društvenog i ekonomskog fenomena, razvio se nakon Drugog svjetskog rata. [10]

Društveno-humanističkim pristupom turizmu bavilo se u domaćoj i stranoj literaturi dosta autora, međutim, ovdje ćemo istaknuti akademika Nikicu Kolumbića koji turističku kulturu definira kao: „...dio opće kulture, skup i stupanj navika, spoznaja i postupaka koji čovjeka osposobljavaju da vlada i da se snalazi u svim odnosima i pojavama koji nastaju i koje se nameću putovanjem, prihvaćanjem i boravkom u turističke svrhe.“[11] Značaj turističke kulture vidi i u tome da „turistička kultura pridonosi prevladavanju svih onih tendencija koje turizam

svode na vulgarnu komercijalizaciju, koje ga shvaćaju pretežno kao stvar profita, a manje kao pitanje duboko ljudske potrebe.“[12]

Iako su obrazovanje, kultura i turizam usko povezani, kod turista se primijećuje različit interes prema kulturnim elementima turističke ponude. Nikica Kolumbić u radu „Turistička kultura u teoriji i praksi“ analizirao upravo je četiri elementa, koje naziva stupnjevima to su: informiranost, upoznavanje, kontaktiranje i doživljavanje.[13] Prvi stupanj kulturnog interesa pri kojemu „turisti nemaju većih kulturnih zahtjeva, već se zadovoljavaju površnim informacijama“ jest stupanj informiranosti.[14] Drugi stupanj jest stupanj upoznavanja. Kolumbić ističe da je ovaj stupanj izraz viših kulturnih potreba. Treći stupanj je kontaktiranje, koji se javlja kod turista koji imaju profinjen ukus, žele se družiti s domaćinima i s ostalim članovima grupe, a također ih zanima jezik, običaji i kulturne vrijednosti nove sredine koju posjećuju. Najvišim stupnjem, ujedno i najsloženijim smatra doživljavanje kojim se: „...istinski ostvaruje humanistički zadatak turizma.“ [15].

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Brojne su humanističke funkcije turizma, a u ovom radu riječ je prvenstveno o odgojno-obrazovnoj funkciji. Cilj ovog rada je prikazati ulogu i značaj turističke kulture u putovanjima mladeži, a posebno školskih ekskurzija.<sup>517</sup> Školskom ekskurzijom se ovim radom smatra „...oblik izvanučioničke nastave koji obuhvaća višednevno putovanje radi posjeta prirodnim, kulturnim, povijesnim, sportskim i tehničkim središtima koje organizira škola u svrhu ispunjavanja određenih odgojno-obrazovnih ciljeva i zadaća.“[16]

Poticaj razvoju turističke kulture u Hrvatskoj dao je pilot-projekt „Turistička kultura“. Inicijator ovog projekta bili su Splitsko-dalmatinska županija i Odjel za obrazovanje, kulturu i sport ureda Državne uprave Splitsko-dalmatinske županije.[17] Projekt se od 2003. godine provodio u osnovnim školama Splitsko-dalmatinske županije, a nastojao je razmotriti mogućnost uključivanja znanja s područja kulture i turizma, unoseći i druge bliske sadržaje u odgojno-obrazovni proces u obliku nastavnog predmeta. [18]

S obzirom da se turistička kultura ne odnosi samo na turiste, već i na domicilno stanovništvo, vrlo je važno djeci od najmlađih školskih dana ukazivati na važnost učenja o vlastitoj kulturi, jer se tako pripremaju ne samo za ulogu turista već i za ulogu dobrog domaćina koji zna prepoznati vlastite kulturne vrijednosti i nastoji ih na što prikladniji način uklopiti u turističku ponudu.

### 3. EKSKURZIJE U ODGOJU I OBRAZOVANJU

Turizam kao društvena pojava nužno uključuje i određene odgojno-obrazovne sadržaje. Jedan od primjera izvaninstitucijskog obrazovnog procesa su svakako školske ekskurzije. U izvanučioničnu nastavu, osim ekskurzija, ubrajaju se: „...školski izleti, terenska nastava i škola u prirodi.“[19]

<sup>517</sup> Ovaj rad izrađen je temeljem Završnog rada Nikoline Radović pod naslovom „ Odgojno-obrazovne značajke turističke kulture“, koji je obranjen 28. rujna 2016. godine na Odjelu za turizam i komunikacijske znanosti Sveučilišta u Zadru pod mentorstvom doc.dr.sc. Vesne Kalajžić.

Sigurno je da učenje tijekom školskih ekskurzija ima određene posebnosti. Nada Kačavenda Radić [20] posebno ističe važnost iskustvenog, situacijskog i aktivnog učenja. Ekskurzija je tipičan primjer za primjenu i ispreplitanje ovakvih vrsta učenja. Nekada su slobodno vrijeme i turizam bili usmjereni isključivo na odmor i rekreaciju, no danas oni dobivaju još jednu važnu funkciju koja se odnosi na razvoj osobnosti. [21] Empirijska

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istraživanja potvrđuju da ljudi najduže pamte kasnije u životu, znanja i vještine dobivene kroz aktivnosti na ekskurzijama koje podrazumijevaju aktivno sudjelovanje, jer samo osobno sudjelovanje omogućuje djelotvorno učenje.[22] Moderni svjetski muzeji, zoološki i botanički vrtovi i druge institucije i lokaliteti koji se posjećuju na ekskurzijama, organizirani su na način da nude interaktivnost, odnosno aktivno sudjelovanje, a ne samo pasivno promatranje. Takve aktivnosti rezultiraju razvojem kritičkog razmišljanja, kreativnosti, slobodnog reagiranja i eksperimentiranja u rješavanju problema uz ispreplitanje ranijeg i novodobivenog iskustva.[23]

Primjerice, učenje u muzejima odvija se u neformalnom okružju, za razliku od zatvorenih učionica. U radu pod naslovom „Učenje u muzeju“ ističu se, osim temeljnih zadataka muzeja, kao što su prikupljanje, čuvanje i bilježenje prošlosti, i to da su muzeji: „...također životni i edukacijski prostori namijenjeni korisnicima različite dobi. Muzej kao dio socijalne sredine može biti značajan čimbenik razvoja i zanimljiv prostor odgoja i obrazovanja. Muzejski prostori mogu djelovati kao mjesta za učenje, a njihova je osobita prednost zornost, kao jedan od temeljnih didaktičkih principa.“[24] Kod učenja u muzejima prvi korak jest dakle percepcija predmeta te upotreba što više mogućih osjetila u svrhu prikupljanja što većeg broja informacija o predmetu koji se analizira. Milutinović navodi da se ti „podaci potom interpretiraju, povezuju s prethodnim znanjima i iskustvima, da bi se postupno došlo do stvaranja novih značenja i zaključaka.“[25] Osim iskustvenog učenja kao što je primjerice učenje u muzejima, putovanja imaju i brojne druge pozitivne funkcije. Jedna od njih odnosi se na poboljšavanje komunikacijskih vještina koje mogu u budućnosti pomoći u privatnom i profesionalnom životu.

Za razliku od zatvorene komunikacije u školskim uvjetima međuljudski odnosi na ekskurziji su intenzivirani. Komunikacija uključuje veći broj sudionika i odvija se između članova školske grupe kao i u interakciji grupe kao cjeline i pojedinih članova s drugim ljudima izvan grupe. Ekskurzije su idealne za zbližavanje i međusobno upoznavanje članova grupe, stjecanje tolerancije, sklapanje prijateljstva i slično.[26]

Osim toga školska putovanja pružaju priliku za slobodno bavljenje aktivnostima u kojima čovjek izgrađuje sebe, u kojima uživa u razonodi, što rezultira razvojem osobnosti. Velik broj aktivnosti na putovanjima provode se u prirodi i u funkciji su tjelesnog odgoja koji je značajan za pravilan psihički i tjelesni razvoj mladih.[27]

Pozitivne strane ekskurzija jesu i to što one omogućuju upoznavanje djece s prirodnim okruženjem i osnovnim zakonitostima prirode.[28]

Jedna od najvećih značajki školskih ekskurzija jest učenje koje se ostvaruje izlaskom iz rutine učionice pa samim time djeca postaju opuštena i neopterećena ocjenama, pogrešnim odgovorima i ostalim stvarima koje su uobičajene za svakodnevno učenje u školi. Najnovija istraživanja u sferi turizma pokazuju da se školske ekskurzije mogu povezati s tzv.

“edutainment-om“. Edutainment je nova izvedenica koja je nastala spajanjem imenica education i entertainment, a njena bit ogleda se u stjecanju znanja, sposobnosti, stavova i vrijednosti u opuštajućoj atmosferi. Ishod svakog školskog putovanja trebao bi biti dijete koje sretno, samouvjereni te motivirano za stjecanje novih znanja i vještina.[29] To je dakle dijete koje je nakon ekskurzije obogaćeno nizom doživljaja zahvaljujući brojnim aktivnostima u kojima je uživalo.

Osim učenja u muzejima, poboljšavanja komunikacijskih vještina, tjelesnog i psihičkog razvoja mladih, mlade se uči na putovanju i turističkome ponašanju, turističkom bon-tonu, odnosno stvaraju se i oblikuju turističke navike. Također, mladi uče o kodeksu ponašanja u hotelu i ugostiteljskim institucijama, uče kako se na pravilan način odnositi prema kulturnoj baštini na lokalitetima i u institucijama koje se posjećuju, uči se i o ponašanju u parkovima i odnosu prema biljnom i životinjskom svijetu kao i tolerantnosti prema kulturološkim i drugim različitostima.[30] Naime, dok se snalaze u novim, njima dotad nepoznatim mjestima, razvijaju nove vještine kao što su kreativnost u rješavanju problema, samostalnost, odgovornost i kreativnost; imaju priliku govoriti stranim jezikom, plaćati stranom valutom, uče kako novac koji su ponijeli od kuće racionalno rasporediti tako da podmiruje njihove potrebe za sve vrijeme trajanja ekskurzije.[31]

## **RASPRAVA I ZAKLJUČAK**

Još od najranijeg doba čovjek je imao želju i potrebu za putovanjem. S razvojem društva mijenjali su se motivi putovanja; od pronalaženja boljih uvjeta života, inspiracije za stvaralački rad, prestiža, želje za proširenjem spoznaja i vidika itd. Ostvarivanje viška slobodnog vremena i sredstava utjecalo je na povećanje broja putnika. I dok se u brojnoj literaturi piše o dobrobitima putovanja za čovjeka, aktivnom odmoru, razvoju osobnosti, širenju znanja, smanjenju predrasuda; postoji i značajan broj radova koji govore o problematici slobodnog vremena i negativnostima vezanima za putovanja, kao što su rasipništvo, kič, površnost..., pa sve do raznih oblika kriminaliteta. Upravo zbog navedenih problema, ali posebno mogućnosti proširenja spoznaje o pozitivnim učincima putovanja na čovjeka, intenzivirala su se razmišljanja i istraživanja o humanističkom aspektu turizma. Turistička kultura je povezana s odgojem i obrazovanjem, a posebno mladeži koji počinju intenzivnije razmišljati o putovanjima i uključivati se u putovanja, bilo u krugu obitelji, prijatelja ili izvaninstitucijskim obrazovnim aktivnostima, kao što su to primjerice ekskurzije. Posebnost školskih ekskurzija očituje se u odgojno- obrazovnim elementima, ali i razvijanju komunikacijskih vještina unutar i izvan grupe, kao što je stjecanje prijateljstava, razmjena mišljenja, rješavanje problema i sl.

S obzirom na to da turistička kultura proizlazi iz humanističkih i kulturnih ciljeva, poučavanje djece i mladeži vrijednostima koje putovanja i turizam imaju za čovjeka, moglo bi utjecati na unapređenje turističke kulture budućih putnika, ali i doprinijeti smanjenju devijantnih pojava u turizmu.

Značaj turističke kulture u odgoju i obrazovanju prepoznali su i sudionici pilot projekta „Turistička kultura“, koji su brojnim događanjima i aktivnostima povezivali znanja iz kulture i turizma sa odgojno-obrazovnim sadržajem. U okviru projekta djeca su, između brojnih aktivnosti, istraživali kulturnu baštinu, učili osnovne pojmove u turizmu, izrađivali suvenire i dr.

Sva nastojanja da se sadržaji turističke kulture afirmiraju među mlađom populacijom i dalje treba osmišljavati i razvijati, posebno u dašanje vrijeme koje je obilježeno razvojem i



svakodnevnom uporabom informacijske i komunikacijske tehnologije. Također, potrebno je iznaći i druge mogućnosti za unapređenje turističke kulture u svim dobnim skupinama, a posebno kod djece i mladeži koja se tek počinju intenzivnije uključivati u putovanja, a sve s ciljem razvijanja onih plemenitih vrijednosti koji turizam i putovanja nose sa sobom.

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**GOST (NI)JE UVIJEK U PRAVU****THE CUSTOMER IS (NOT) ALWAYS RIGHT**

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**Sadržaj:** *Briga o gostu središnja je usluga turizma i ugostiteljstva. Očekivanja gosta proizlaze iz njegovih osobnih vrijednosti i stavova, ali najčešće i iz trenutnog raspoloženja uvjetovanog raznim događajima. Iako je sasvim legitimno napisati negativnu kritiku, postavlja se pitanje je li ona realna. Ugostiteljstvo nije sud i u njemu gost predstavlja epicentar svih zbivanja no, ipak, percepcija osoblja o određenom problemu ne mora biti i najčešće nije identična doživljaju gosta. U takvom odnosu postoje dvije različite strane: gosti koji svoje stavove iznose vođeni subjektivnim mišljenjem i osoblje kao objektivni promatrači. U doba moderne tehnologije, kada je gotovo svakom pojedincu dostupan internet, komentiranje i recenziranje je toliko jednostavno da ga koristi velika većina. Pisana kritika i pohvala trajni su podsjetnik na nečije dobro ili loše iskustvo, ali i ogledalo promatranog ugostiteljskog objekta. Stoga su ciljevi ovog rada, anketnim istraživanjem među gostima, dokazati da nije svaka recenzija ugostiteljskog objekta i ugostiteljske usluge objektivna te opovrgnuti čuvenu izreku koja poput svojevrzne mantre kruži među hotelijerima, ali i gostima - „Gost je uvijek u pravu“. Dobiveni podatci analizirani su metodom deskriptivne statistike, a rezultati istraživanja vjerodostojno dokazuju postavljene hipoteze i samim time hrabro ukazuju na neobjektivnost gostiju koju rijetki ističu i usude se o njoj raspravljati, slijepo se vodeći slavnom izrekom. Naposljetku, ovim radom nastoji se povećati svijest o jazu koji vlada među superiornosti gostiju i inferiornosti osoblja kao rezultat nerealnog svjetonazora gostiju te ohrabriti hotelijere da zauzmu pravedan i objektivan stav kada je riječ o žalbama gostiju i njihovim recenzijama.*

**Ključne riječi:** *ponašanje gostiju, objektivnost recenzija, percepcija ljubaznosti, nepravedan stav, ugostiteljstvo*

**Abstract:** *Taking care of a guest is the main service in catering and tourism sector. Guests' expectations arise from their personal values and attitudes, but most often from their current mood determined by various events. While it is perfectly legitimate to write a negative review, the question is whether it is real. In hospitality industry a guest represents the epicentre of all events but, nevertheless, the perception of staff about the certain issue may not be and usually is not identical to the one experienced by the guest. In this regard there are two different sides: guests that express their views guided by their subjective opinion and the staff as objective observers. In the age of modern technology, when the internet is available to almost every individual, making comments and writing reviews is so simple that it is used by the vast majority. Written criticism and praise are a permanent reminder of one's good or bad experience, but also a mirror of the observed hospitality establishment. Therefore, the aim of this paper was to, using the survey among the guests, prove that not every review of a hospitality establishment and service is objective and to disprove the famous dictum circulating like a mantra among hoteliers, as well as among guests - "The customer is always right". The obtained data were analysed using descriptive statistics and the research results support all the*

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*set up hypotheses and thus boldly point to non-objectivity of the guests that only few dare to argue about, blindly guided by the famous phrase. Finally, this paper seeks to increase the awareness of the gap that exists between the superiority of guests and inferiority of staff as a result of the unrealistic point of view of the guests and encourage the hoteliers to take a fair and objective stance when it comes to guests' complaints and reviews.*

**Key words:** *guests' behaviour, review objectivity, perception of kindness, unfair attitude, hospitality industry*

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## 1. UVOD

Pružanje hotelskih usluga uključuje susrete s visokom dozom kontakta i značajnom interakcijom između korisnika, osoblja i sadržaja. [5] Većina literature koja obrađuje tematiku zadovoljstva kupaca, postavlja kupca u središte i tome podređuje cjelokupnu koncepciju poslovanja. Ta se teoretska postavka preslikava i u praksu poslovanja, pa tako gost (kupac) postaje središnja usluga turizma koja istodobno prodaje proizvod i samu sebe. Osvrt na literaturu također sugerira da je u većini dosadašnjih istraživanja o percipiranoj vrijednosti kupca glavni fokus proveden na zadovoljstvo određenim proizvodima, dok se tek u malom broju istraživanja nalaze izvješća o percepcijama uslužne vrijednosti kupca.

Percipirana vrijednost može se definirati kao sveukupna procjena potrošača o korisnosti proizvoda ili usluga temeljena na percepcijama onoga što se prima i onoga što se daje. Percipirana kvaliteta se definira kao potrošačka ocjena sveukupne izvrsnosti ili superiornosti tvrtke (usluge). [7]

Ostvariti zadovoljstvo kupca (gosta) je primarni cilj uslužnih tvrtki i sve se više pažnje daje emocionalnoj komponenti. Mnogi proizvodi i usluge za gosta imaju simboličko značenje gdje osjećaji i emocije igraju značajnu ulogu u ponašanju gosta te, naposljetku, o njegovoj percepciji kvalitete i vrijednosti. Polazeći od činjenice da je percipirana kvaliteta usluge stvar isključivo osobnog stava gosta, postavljene su sljedeće hipoteze:

H1: Nije svaka recenzija ugostiteljskog objekta i ugostiteljske usluge objektivna.

H2: Gost nije uvijek u pravu.

## 2. ZADOVOLJSTVO GOSTIJU U TURIZMU I UGOSTITELJSTVU

U procesima pružanja usluga u turizmu i hotelijerstvu, gost ima središnju ulogu jer je on istodobno proizvođač i potrošač usluga, a njegovo ponašanje i ophođenje su osjetljivi. Ugostiteljska usluga kao predmet razmjene ima tržišnu vrijednost, ne samo za onoga tko je nudi nego i za njezina potrošača, tj. gosta/korisnika. [2]

Zadovoljstvo klijenta ili kupca najčešće ovisi o doživljenoj vrijednosti usluge ili proizvoda u odnosu na očekivanje. Ako usluga ili proizvod ne ispune očekivanja kupca, on postaje nezadovoljan. Tvrtka koja je usmjerena na klijenta nastoji, u odnosu na konkurenciju, pružiti veliko zadovoljstvo klijentu, ali to uvijek može povećati sniženjem cijene ili poboljšanjem usluga, tako da tvrtke često "doziraju" u postepenom poboljšanju usluga klijentima.

Smatra se da bi najbolji način rada za zadovoljstvo klijenata bio, tako da se klijentu obeća samo ono što se može ispuniti, a zatim ako mogućnosti postoje, dati više nego što se obećalo. [4]

Većina organizacija pokušava stvoriti kulture orijentirane na potrošače (kupce), jer znaju da je to način stjecanja lojalnosti klijenata i dugotrajnih profita. [8]

Zadovoljstvo gosta je uglavnom subjektivne prirode, tj. to je mišljenje koje kupci imaju o poduzeću i koje uspoređuju sa svojim očekivanjima korištenjem određenog proizvoda ili usluge. Zadovoljstvo podrazumijeva klijentov pozitivan osjećaj o upotrijebljenom proizvodu ili usluzi koji mu daje potvrdu da je donio ispravnu odluku kada je odabirao između različitih mogućnosti. [6]

Iz svega toga proizlazi da su gosti sve manje lojalni jer su im veće mogućnosti izbora. Gost unaprijed očekuje, tj. podrazumijeva određenu kvalitetu kao zajamčenu, ali im je i sve važniji način ponašanja prema njima. Gosti su sve obrazovaniji i svjesniji svojih prava koje im jamče i propisi (npr. Zakon o zaštiti potrošača). Oni traže pravu protuvrijednost za svoj novac. Ako im se to pruži prvi put i nastavlja pružati, rast će lojalnost gosta. Gosta se može prevariti samo jednom i otići će konkurenciji.

Ukoliko poduzeće želi održati zadovoljstvo kupca ili gosta na poželjnoj razini, trebalo bi s vremena na vrijeme provesti istraživanje o zadovoljstvu kupaca. Informacije koje će se dobiti nakon obrade podataka trebaju biti putokaz da li su kupci zadovoljni ili što treba poduzeti da se zadovoljstvo kupca poveća. [3]

U priručniku Agencije za strukovno obrazovanje kadrova u hotelijerstvu, navedeno je da briga o gostu zahtijeva osposobljeno i motivirano osoblje koje ljubazno, uslužno i učinkovito komunicira, te poštuje zadane procedure u postupanju s gostima - jer samo zadovoljan gost je onaj koji se vraća. U priručniku se navodi da očekivanja gosta proizlaze iz:

- vrijednosnog sustava društvenog statusa i kulture kojoj pripada,
- iz stavova o kulturi u kojoj gost boravi,
- iz njegovih osobnih vrijednosti i stavova,
- iz njegovih primarnih i sekundarnih potreba i navika. [9]
- 

U putevima do zadovoljnog gosta sve je više hotelijera koji si postavljaju osnovni pristup: "Gost je uvijek u pravu, njegove su želje - zapovijed, zadovoljstvo gosta je glavni zadatak." Cjelokupno poslovanje hotela postavlja se na tim temeljima i smatra se da je to ključ uspjeha.

### **Vesna Čanadi**

*Vesna Čanadi rođena je 24.04.1986 u Čakovcu.*

*Prva četiri razreda osnovne škole pohađa u Područnoj školi Prekopa, a nakon toga osnovnu školu završava u Osnovnoj školi Selnica. Srednju školu pohađa u Čakovcu u Ekonomskoj i trgovačkoj školi, smjer Hotelijersko-turistički tehničar. 2012. upisuje preddiplomski stručni studij na Međimurskom veleučilištu u Čakovcu, smjer Menadžment turizma i sporta. Osam godina radi na recepciji Spa Golfer hotela u LifeClass termama Sveti Martin gdje ubrzo nakon zapošljavanja postaje zamjenik voditelja recepcije, a kasnije i glavni recepcioner. 2014. dobiva nagradu „Djelatnik godine“, u kategoriji recepcioner, koju u sklopu akcije „Čovjek – ključ uspjeha u turizmu“ provodi Turistička zajednica Međimurske zajednie. 2017. seli se u Beč gdje započinje master studij na Bečkom sveučilištu, smjer Internacionalni razvoj. Dosad sudjeluje na 2 konferencije i objavljuje 2 znanstvena rada..*



Taj suvremeni pristup podrazumijeva različite prakse orijentirane povećanju zadovoljstva osoblja koje ima pozitivne utjecaje na zadovoljstvo njihovih gostiju. U hotelskoj industriji usluga je osnova konkurencije. Mnogi se hotelski menadžeri razmeću kad govore o važnosti gosta i da je gost na prvom mjestu, ali i dalje ne obraćaju pozornost pitanju, kako njihovi zaposlenici pružaju usluge gostima. Dok hotelska industrija i dalje stvara efikasnije sustave usluživanja, uloga staromodnog gostoprimstva će postajati sve važnijom. Gosti će imati manje doticaja s ljudima, ali će im pridavati veću važnost. [1]

U većini literature za obrazovanje učenika i studenata iz područja turizma i hotelijerstva, u sadržaju često imaju temu pod naslovom "Gost je uvijek u pravu", čime se daje velik značaj ustaljenoj izreci da je gost uvijek u pravu, a zanemaruje se česta neobjektivnost gostiju kao rezultat nerealnog svjetonazora, što se u ovom radu dokazalo empirijskim istraživanjem među gostima. Obzirom na pretpostavku da je neobjektivnost gostiju rezultat nerealnog svjetonazora, povlači se paralela s razinom njihovog obrazovanja, koje bi im trebalo omogućiti uvid u postojanje drugih svjetonazora i mišljenja, postavljena je sljedeća hipoteza rada:

H3 - Razina obrazovanja gostiju pozitivno utječe na stav ispitanika da gost nije uvijek u pravu.

### 3. METODOLOGIJA ISTRAŽIVANJA

U radu je provedeno empirijsko istraživanje gdje su, pomoću anketnog upitnika, ispitane postavljene hipoteze kao i dodatna pitanja kako bi se na više načina preispitao stav gostiju prema odabranoj temi i njihova percepcija vrijednosti i kvalitete hotelskih usluga, kao i njihovo ponašanje. Anketni upitnik je sadržavao 9 pitanja, koristeći pritom skalu sudova od 5 stupnjeva intenziteta, pri čemu je 1 značilo "nikako se ne slažem", a 5 "izrazito se slažem". Anketni upitnik obuhvaćao je i pitanja o spolu, dobi i obrazovanju ispitanika kao i pitanja s mogućnošću odgovora "da", "ne" i "ponekad". Uzorak istraživanja čine gosti koji su tokom provođenja ankete boravili u hotelu "Park" u Čakovcu i hotelu "Panorama" u Prelogu, a obuhvaćao je jednodnevne goste kao i one koji su ostvarivali noćenje. Istraživanje je provedeno tijekom prvog tromjesečja 2017. godine.

#### **Mirjana Trstenjak**

Rođena 22.07.1962. u Čakovcu. Diplomirala 1987. na Fakultetu organizacije i informatike, smjer Organizacija tržišnog poslovanja, stekla titulu mag.oec.



Živjela i radila u raznim sredinama: Podgorica (Crna Gora), Beč (Austrija) i Čakovec (Međimurje).

Radila 15 godina u gospodarstvu i javnoj upravi, zadnjih 10 godina na vodećim pozicijama, kao voditeljica finacija, računovodstva ili općih i kadrovskih poslova. U obrazovanju odraslih radila kao predavač stručnih predmeta.

U visokom obrazovanju od 2011.godine kao predavač na Međimurskom veleučilištu u Čakovcu, a od 2013. viši predavač društvenih znanosti, polje ekonomija, grana organizacija i menadžment. Nositeljica kolegija Organizacija, Osnove menadžmenta, Menadžment turizma i sporta i Menadžment sporta na Međimurskom veleučilištu.

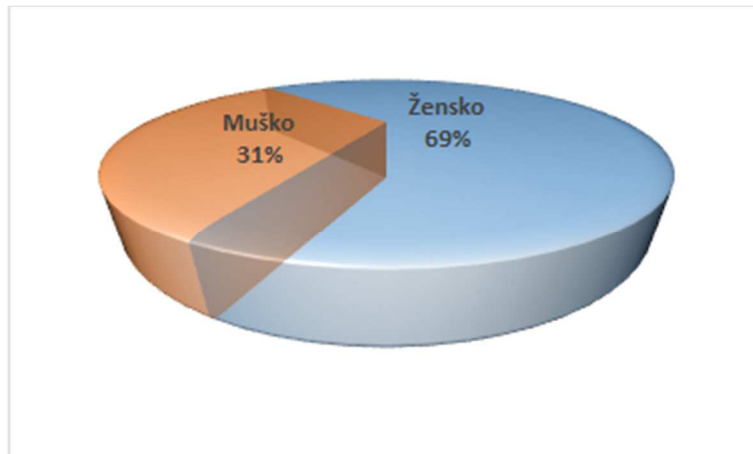
Više godina bila voditeljica Obrazovanja odraslih koordinatorica organizacije Konferencija MEV-a i osoba zadužena za volontiranje studenata.

Do sada napisala 17 znanstvenih ili stručnih radova, sudjelovala na Konferencijama, stručnim skupovima, radionicama i tribinama kao izlagač radova ili sudionik.

#### 4. REZULTATI EMPIRIJSKOG ISTRAŽIVANJA

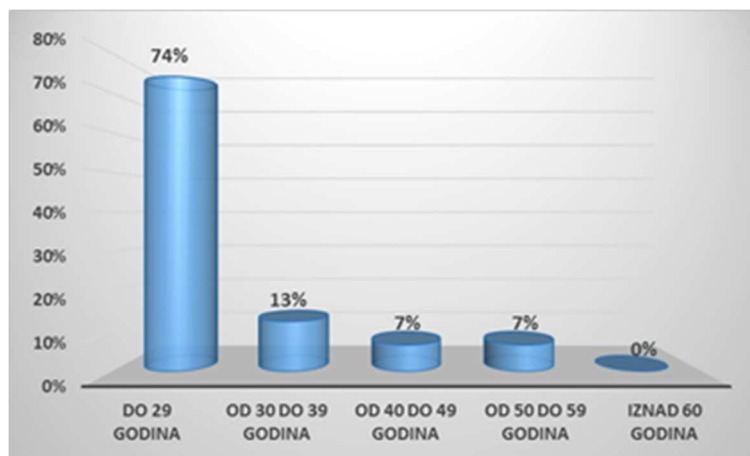
Od 1200 podijeljenih upitnika, popunjene ankete vratilo je 238 ispitanika što čini stopu odaziva od 19.83%. Podatci prikupljeni anketnim upitnikom obrađeni su odabranim statističkim testovima uz upotrebu Microsoft Office Excel programa.

Od 238 ispitanika, 69% čine žene (164), a 31% muškarci (74) što i prikazuje grafikon 1.



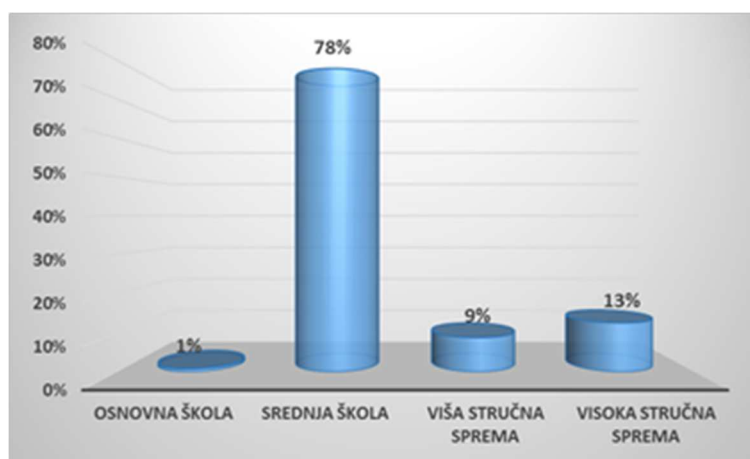
Grafikon 1: Struktura ispitanika prema spolu

Dobnu strukturu najvećim udjelom (74%) čini mlađa populacija do 29 godina starosti što je prikazano na grafikonu 2.



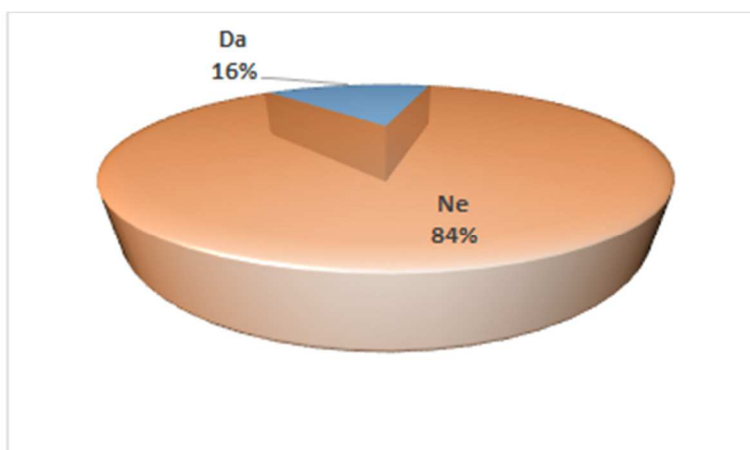
Grafikon 2: Struktura ispitanika prema dobi

Grafikon 3 prikazuje obrazovnu strukturu ispitanika gdje je najveći postotak ispitanika (čak 78%) sa srednjom stručnom spremom zbog čega je, u nastavku rada, i provedena linearna regresija za testiranje odnosa između razine obrazovanja i stava ispitanika da gost nije uvijek u pravu.



Grafikon 3: Struktura ispitanika prema obrazovanju

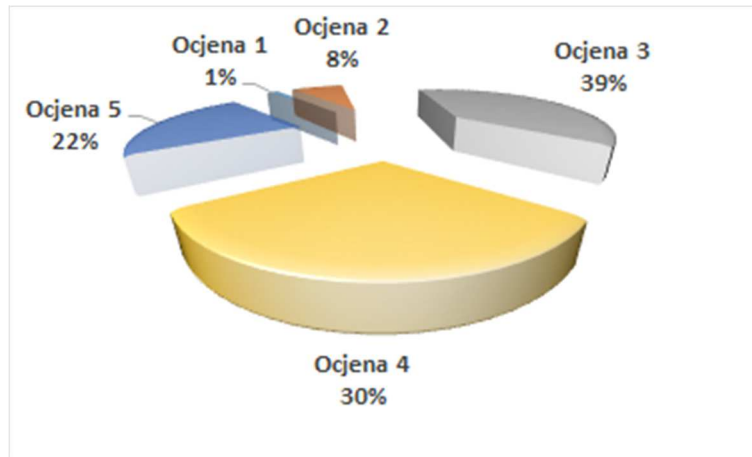
Nakon uvodnog djela upitnika o spolu, dobi i obrazovanju ispitanika, uslijedilo je pitanje koje je srž ovog rada i koje predstavlja jednu od hipoteza rada - je li gost uvijek u pravu (grafikon 4). Od 238 ispitanika, 199 poriče tu tvrdnju (84%) dok se neznatan ostatak ispitanika ipak drži ustaljene izreke (16%). Dobivenim odgovorima, iz perspektive gostiju, dokazana je H2 hipoteza: Gost nije uvijek u pravu.



Grafikon 4: Gost je uvijek u pravu

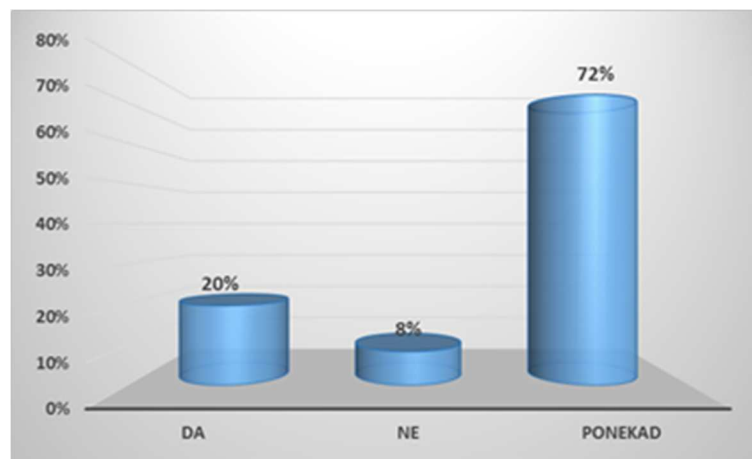
Cilj sljedećeg pitanja bio je preispitati zadovoljstvo gostiju tj. saznati jesu li, u svojim prevelikim očekivanjima ili potaknuti raznim osobnim razlozima, ponekad sami po sebi nezadovoljni, bez obzira na kvalitetu pružene usluge. Ocjenu 5, kao najvišu vrijednost tj. potpuno slaganje s tvrdnjom, dalo je 22% ispitanika, a ocjenu 4 dalo je 30% ispitanika. Ocjenu 3 dala su 92 ispitanika (39%), 18 ispitanika se gotovo nikako ne slaže s navedenom tvrdnjom (8%), a 3 ispitanika se nikako ne slažu (1%). Aritmetička sredina iznosi 3.6, a mod odnosno ocjena koja se najčešće pojavljuje je 3. Standardna devijacija iznosi 0.94 što ukazuje na umjerenu raspršenost odgovora. Podatci su prikazani na grafikonu 5.





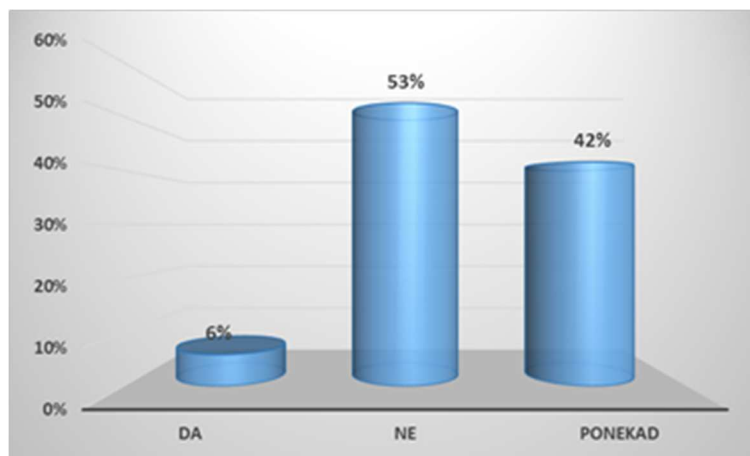
Grafikon 5: Zadovoljstvo gostiju

Grafikon 6 prikazuje odgovore vezane za ocjenjivanje ugostiteljskog objekta i/ili usluge i ovisnost o trenutnom raspoloženju gosta, bez obzira na kvalitetu pružene usluge. 72% ispitanika odgovorilo je s opcijom “ponekad” koja je zapravo ekvivalentna potvrdnom odgovoru, a 20% je hrabro odgovorilo s potvrdnim odgovorom. Samo 8% tj. 20 ispitanika daje negativan odgovor. Ovime se jasno dokazuje hipoteza H1: Nije svaka recenzija ugostiteljskog objekta i ugostiteljske usluge objektivna.



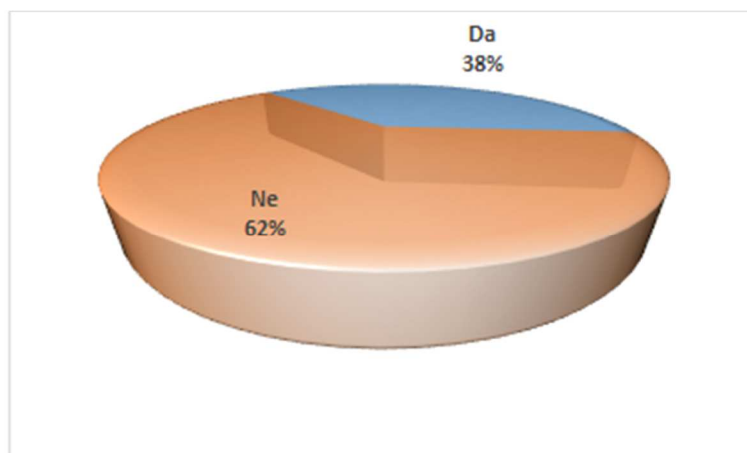
Grafikon 6: Ocjenjivanje ugostiteljskog objekta/usluge

Grafikon 7 prikazuje percepciju ispitanika o ljubaznosti osoblja u ugostiteljskim objektima, točnije, smatraju li gosti osoblje neljubaznim samo iz razloga što im isti, zbog raznih razloga tehničke naravi, nisu u mogućnosti pružiti željenu uslugu, a da pritom ljubaznost u ophođenju i komunikaciji nije upitna. Čak 42% ispitanika je odgovorilo s opcijom “ponekad” što zapravo predstavlja zabrinjavajuću činjenicu obzirom da takav stav nije nikako realan. Nadalje, 6% ispitanika je odgovorilo s potvrdnim odgovorom, a ipak, 53% ih je odabralo objektivnan odgovor, tj. negativan. Iako je malo veći postotak negativnih odgovora, treba uzeti u obzir i količinu potvrdnih odgovora i činjenicu koliku neobjektivnost predstavlja.



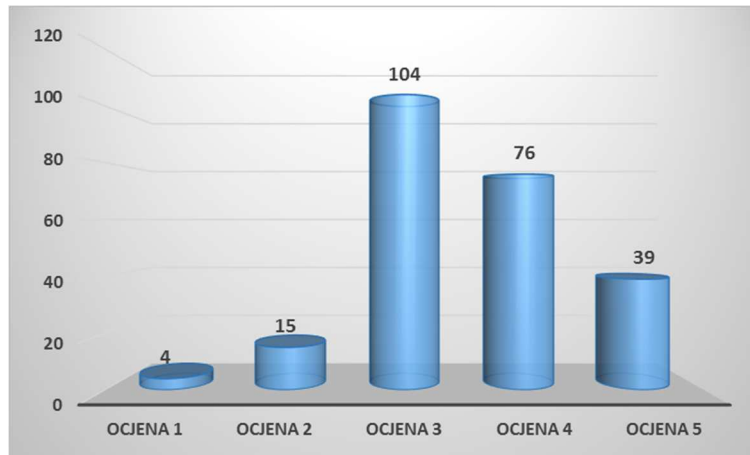
Grafikon 7: Ocjenjivanje ljubaznosti osoblja

Cilj sljedećeg pitanja bio je hrabro istražiti jesu li gosti ikad bili svjesni da nisu pravu, ali im je status gosta „dozvolio“ da tvrde drukčije. 147 ispitanika (62%) odgovorilo je s odgovorom „ne“, a 91 ispitanik je odlučno potvrdio odgovor na pitanje (38%) što je, obzirom na težinu pitanja, podatak kojeg svakako treba uzeti u obzir. (Grafikon 8).



Grafikon 8: Gost je svjestan da nije u pravu

Rezultati prikazani na grafikonu 9 usmjereni su na preispitivanje da li se ljudi, u ulozi gosta, ponašaju nerazumljivije nego inače. Ocjenu 5 dalo je 39 ispitanika (16%), ocjenu 4 odabrala su 76 ispitanika (32%), a ocjenu 3 čak 104 ispitanika (44%). Tek 6% ispitanika dalo je ocjenu 2, a ocjenu 1 neznatnih 2% ispitanika. Aritmetička sredina iznosi 3.55, a mod je 3. Standardna devijacija iznosi 0.89 što govori o umjerenom varijabilitetu odgovora.



Grafikon 9: Ponašanje gostiju

Za testiranje odnosa između razine obrazovanja i stavova gostiju korištena je linearna regresija. Tablica 1. prikazuje koeficijent determinacije  $R^2 = 0.0067$ , što znači da se samo 0.6 % varijacija u razini obrazovanja može objasniti modelom. Dakle, 0.6% varijacija u razini obrazovanja može se objasniti varijacijama u stavovima da je gost uvijek u pravu. Vrijednost koeficijenta multiple korelacije  $R = 0.081$  ukazuje da je veza između razine obrazovanja i stava da je gost uvijek u pravu slaba, ali pozitivna.

<i>Regression Statistics</i>	
Multiple R	0,081910405
R Square	0,006709314
Adjusted R Square	0,002500456
Standard Error	0,370469572
Observations	238

Tablica 1: Koeficijent determinacije

Tablica 2. prikazuje analizu varijance te F vrijednost koja ukazuje na signifikantnost modela. Prema analizi, F vrijednost ukazuje da model nije značajan uz razinu signifikantnosti  $\alpha < 0.05$ .

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0,218785668	0,218785668	1,594093474	0,207988402
Residual	236	32,39045803	0,137247704		
Total	237	32,6092437			

Tablica 2: Analiza varijance

Iz provedene regresijske analize može se zaključiti da razina obrazovanja nije povezana sa stavom ispitanika da gost nije uvijek u pravu. Navedeni rezultati navode na zaključak da je istraživanjem odbačena hipoteza rada H3: razina obrazovanja gostiju pozitivno utječe na stav ispitanika da gost nije uvijek u pravu, a takav podatak dodatno potkrijepljuje hipotezu H2.

## 5. ZAKLJUČAK

Današnji su gosti sve zahtjevniji i imaju sve veća očekivanja što je proporcionalno njihovoj percepciji sveukupnog, najčešće neopipljivog, doživljaja i, naposljetku, njihovog konačnog suda. Na temelju rezultata provedenog empirijskog istraživanja došlo se do spoznaje da su gosti, vodeći se presubjektivnim stavom i često krivim svjetonazorom, izuzetno skloni donositi

negativne recenzije ugostiteljskih objekata i usluga što uzrokuje trajne negativne recenzije koje ostaju kao trajan zapis i znatno utječu na potencijalne buduće goste, posebice kada je riječ o recenzijama na popularnim i priznatim internetskim stranicama koje su od budućeg gosta udaljene klikom miša. Analiziranje ponašanja gostiju iznimno je osjetljiva tema i brojni hotelijeri okreću glavu pri spomenu da gost ipak nije uvijek u pravu, iako su i sami svjesni suvislosti zastarjele izreke. Dokaz tome je odbijanje provođenja anketnog upitnika potrebnog za ovo istraživanje u određenim hotelima sjeverozapadne Hrvatske; u nekim hotelima je izrečeno direktno odbijanje dok neki nisu ni odgovorili na upit. Posljedica toga je bila nemogućnost postizanja većeg uzorka ispitanika i samim time veći i značajniji doprinos istraživanju. Nadalje, sljedeća prepreku u ispunjavanju anketa predstavljaju gosti odbijajući sudjelovati u anonimnoj anketi, vjerojatno uvrijeđeni iznošenjem takve teme. Tako je stopa odaziva iznosila tek 19.83%. Ipak, na temelju prikupljenih podataka potvrđene su glavne hipoteze rada: H1 – Nije svaka recenzija ugostiteljskog objekta i ugostiteljske usluge objektivna i H2 – Gost nije uvijek u pravu. Polazeći od pretpostavke da je krivi svjetonazor gostiju povezan s njihovom razinom obrazovanja, gdje čak 78% ispitanika ima srednju stručnu spremu, postavljena je i sljedeća hipoteza: H3 - Razina obrazovanja gostiju pozitivno utječe na njihov stav da gost nije uvijek u pravu. Za testiranje odnosa između razine obrazovanja i stavova gostiju korištena je linearna regresija, a iz provedene regresijske analize može se zaključiti da razina obrazovanja nije povezana sa stavom ispitanika da gost nije uvijek u pravu pa je time H3 hipoteza odbačena.

Na kraju, želi se istaknuti kako cilj ovog rada nikako nije bila ideja o predstavljanju ugostiteljstva kao suda prema svojim gostima kao ni želja za svojevrsnom revolucijom u odbijanju izreke da je gost uvijek u pravu, već je svrha potaknuti ugostitelje da objektivnije posmatraju žalbe gostiju uzimajući uvijek u obzir da su one najčešće neutemeljene i vođene trenutnim, osobnim razlozima gostiju. Isto tako, potiču se ugostitelji da zauzmu pravedan stav

### **Andrijana Kos Kavran**

*Andrijana Kos Kavran rođena je u Čakovcu. Osnovnu i srednju školu završava u Čakovcu. Ekonomski fakultet u Zagrebu, smjer marketing, upisuje 2002. godine, a završava 2006. godine.*



*Nakon završenog obrazovanja zapošljava se u poduzeću Hespo d.o.o. (2006.-2008.) na radnom mjestu referent prodaje i nabave, te na radnom mjestu voditelj marketinga (2008.-2010.) u poduzeću Bat d.o.o. u Čakovcu.*

*Od 2010. godine radi na Međimurskom veleučilištu u Čakovcu, najprije kao asistent na EU projektu „Office manager-the new perspective“ do 2011. godine, a od 2012. godine na radnom mjestu asistent u nastavi (vježbe i seminarska nastava). Godine 2013. stječe nastavno zvanje predavača te i danas radi kao predavač na kolegijima Osnove marketinga, Marketing u turizmu, Sportski marketing, Istraživanje turističkih tržišta, Promocija turističke destinacije.*

*Tijekom rada na Međimurskom veleučilištu u Čakovcu sudjelovala je na međunarodnim i domaćim projektima (6 projekata kao voditelj, asistent ili ekspert), te u znanstvenom projektu „Nosivi sustav proširene stvarnosti u vanjskom prostoru za obogaćivanje turističkih sadržaja“. Izradila je samostalno i u koautorstvu trinaest stručnih i znanstvenih radova, mentorirala deset završnih radova na preddiplomskom stručnom studiju, te je voditeljica obrazovanja odraslih na istoj instituciji.*

*Godine 2013. upisuje poslijediplomski doktorski studij Poslovne ekonomije na Ekonomskom fakultetu u Rijeci.*

*Područje istraživačkog interesa su joj marketing doživljaja i iskustva, korištenje IKT tehnologija u marketingu.*

naspram svog, nerijetko odgovornog, osoblja jer ipak su oni vitalna karika u lancu brige o gostu, a jaz između prevelike inferiornosti osoblja u odnosu na superiorne goste predstavlja moderni hotelijerski „robovlasnički“ sustav. Dakako da će gost uvijek biti epicentar svih zbivanja u turizmu, no pravednost u svim odnosima i razinama koji nastaju u turizmu mora predstavljati glavnu okosnicu. Motivirani zaposlenici predstavljaju ključ uspjeha u turizmu što se itekako manifestira i na većem zadovoljstvu gostiju, kao glavnom cilju svih ugostitelja.

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## ANALIZA UTICAJA POSEBNIH OBLIKA TURIZMA NA EKONOMSKI RAZVOJ DESTINACIJA

### THE ANALYSIS OF IMPACT OF TOURISM SPECIAL FORMS ON DESTINATIONS ECONOMIC DEVELOPMENT

Aleksandra Vujko<sup>520</sup>  
Tamara Gajić<sup>521</sup>  
Nataša Papić-Blagojević<sup>522</sup>

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**Sadržaj:** *primarni cilj rada bio je da se istraže stavovi ispitanika o Nacionalnom parku Fruška gora kao rekreativnom resursu pogodnom za razvoj posebnih oblika turizma, te da se ukaže na potencijalne pozitivne ekonomske efekte od takvog razvoja. Korišćena je tehnika anketnog istraživanja sprovedena u poznatim novosadskim biciklističkim, planinarskim i konjičkim klubovima, te anketa slučajnog uzorka sprovedena među stanovnicima Novog Sada (u analizu uzet uzorak od 153 učesnika). Za obradu podataka korišćen je SPSS program (verzija 17.0). Da bi se utvrdila odstupanja određenih frekvencija upotrebljen je Pearson Chi-Square Test.*

**Ključne reči:** *turizam, Nacionalni park Fruška gora, privreda, ekonomija, razvoj*

**Abstract:** *The primary goal of this study was to investigate the attitudes of participants about Fruška Gora Mountain as a tourism resource suitable for development of special forms tourism, and to show existing and potential impacts of the economic categories. The method survey was conducted in prominent cycling, hiking and horse clubs in the city of Novi Sad. Also, the method survey was conducted on a random sample of the residents of Novi Sad (the sample of 153 participants). The data were processed with the SPSS program (version 17.0). To determine the frequency of specific deviations chi-square test is used.*

**Key words:** *tourism, Fruška Gora National Park, economy, development*

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## 1. UVOD

**Z**dravstveno-preventivni, sportsko-rekreativni, ruralni, a posebno lovni i ribolovni turizam, pružaju velike mogućnosti za razvoj visoko diversifikovane ponude na turističkim destinacijama [1]. Ovakva turistička ponuda podrazumeva više cene i garantuje veće iskorišćavanje pozitivnih efekata turizma. Pansionska, a naročito vanpansionska potrošnja jednog lovca, sportiste [2], [1], ribolovca i slično, prevazilazi potrošnju prosečnog korisnika turističkih usluga. Ako se prihvati strateško opredeljenje u razvoju turizma, da se potencira specijalizacija umesto standardizacije i diversifikacija umesto tipizacije, ostale prateće delatnosti se moraju tome prilagođavati [3]. Povoljan geografski položaj destinacija uz morfološku, hidrološku, klimatološku, biogeografsku i antropogeografsku vrednost su od značaja za razvoj turizma. Međutim, često podaci o broju turista i njihovim noćenjima, posebno

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inostranim, te ostvarenim ekonomskim i društvenim efektima turizma, ukazuju da sve ove prednosti najčešće nisu dovoljno iskorišćene.

Generalno posmatrajući, kada je Srbija u pitanju, još uvek nisu pronađeni pravi načini da se izađe iz anonimnosti i pokrene permanentno omasovljavanje turističke ponude u cilju prosperitetnijeg privrednog i ekonomskog razvoja. Autori su slobodnom procenom uzeli da je sportsko-rekreativni turizam zapravo asocijacija na razvoj turizma na prostoru Nacionalnog parka Fruška gora [4]. Drugi oblici turizma su zastupljeni u minimalnoj meri. Uz pretpostavku da interesovanja za ovakav oblik turizma u Nacionalnom parku Fruška gora ima, autori su istraživali koji je to procenat turističke posećenosti, kao i procenat zadovoljstva svim segmentima turističke ponude koji mogu biti ključni za razvoj ovog vida turističkih kretanja, te na kraju su dati podaci o ukupnom turističkom prometu sa određenim pretpostavkama za ekonomski razvoj datog prostora i disperzivne zone grada Novog Sada.

Primarni cilj istraživanja jeste da se na najbolji mogući način ukaže na trenutno stanje i moguće efekte koje bi imao razvoj specijalnih oblika turističkih kretanja Nacionalnog parka. Svrha rada je da se uočene mogućnosti iskoriste i budu polazna osnova za izradu budućih, potencijalnih konkretnih inovativnih projekata koji bi razradili sistem partnerstva koje bi doprinelo ekonomskom i održivom razvoju, podsticanju preduzetništva i većem broju posetilaca ove destinacije [5], [6], [7], [3]. Za potrebe ovog istraživanja korišćena je istraživačka tehnika anketiranja, gde je od podeljenih 200 anketnih listića u analizu uzeto 153, te čijom obradom i detaljnom analizom se dolazi do potvrde date hipoteze i pobijanja određenih podhipoteza. Korišćen je SPSS program, verzija 17.0, kao i Pearson Chi-Square Test. Autori su se osim podataka istraživanja služili dostupnom statističkom i ostalom sekundarnom dokumentacijom.

**Vujko dr Aleksandra** je rođena 20.10.1980. godine u Osijeku. Gimnaziju "Svetozar Miletić" završava u Srbobranu 1999. godine, a nakon završetka Gimnazije, 1999/2000. godine se upisuje na Prirodno-matematički fakultet u Novom Sadu, Departman za geografiju, turizam i hotelijerstvo. Godine studija je upisivala i davala u roku da bi prva u generaciji diplomirala 2004. godine temom "Marketing strategija sportskog turizma na reci Tari". Godine 2005. upisuje magistarske studije na Fakultetu za sport i turizam u Novom Sadu, smer Turizam, gde je položila sve ispite predviđene planom i programom, a 2008. brani magistarsku tezu pod nazivom "Fruška gora - destinacija za biciklistički turizam". Godine 2009. prijavljuje doktorsku tezu na Prirodno-matematičkom fakultetu u Novom Sadu, smer Turizam, pod nazivom "Fruška gora i Vršачke planine - sadašnje i buduće destinacije sportsko-rekreativnog turizma", koju uspešno brani 2011. godine i time stiče zvanje doktora nauka u oblasti turizma. U periodu od 01.02.2005. godine do 30.04.2008. godine radi u dve turističke agencije iz Novog Sada kao organizator turističkih putovanja u Srbiji i inostranstvu. Zaposlena je na Visokoj poslovnoj skoli strukovnih studija u Novom Sadu, kao predavač na turistickim predmetima. U decembru 2015. izabrana je u zvanje naučnog saradnika na Geografskom institutu Jovan Cvijic, SANU. Objavila je brojne radove i ucestvovala na velikom broju konferencija iz oblasti turizma i hotelijerstva. Recenzent je istaknutog časopisa *Tourism Management*. Posедуje sertifikat za uspešno pohađanu obuku pod nazivom "Savremeni trendovi - ishrana, hrana i piće u funkciji razvoja turizma", organizovanu u sklopu projekta TEMPUS, od strane Privredne komore Vojvodine, 2016. godine



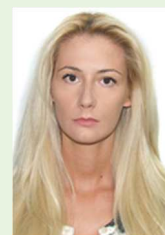
## 2. PREGLED LITERATURE

Da bi se utvrdio stepen razvijenosti turizma u svakoj regiji, potrebno je osvrnuti se na navedene racionalne i iracionalne faktore, što je jedno zahtevno i kompleksno istraživanje, kako ekonomskih tako i socioloških nauka. Ono na čemu se primarno zasniva istraživanje je uvid u postojeću infrastukturu razvijenost i razvijenost turističke privrede na prostoru Nacionalnog parka Fruška gora, koje će dalje obezbediti pozitivan ekonomski efekat, osvrćući se samo na određene pokazatelje razvoja. Turistički proizvodi sa ovih prostora, krajnje uprošćeno, shvaćeni su kao deo regionalne turističke ponude Nacionalnog parka Fruška gora i predstavljaju krajnji rezultat međusobno povezanih i usklađenih postupaka unutar kojih se vrši kvantitativno-kvalitativni preobražaj turističkih sirovina ovog prostora u njegovo turističko bogatstvo, odnosno regionalnu turističku ponudu, a zatim u opšti turistički proizvod. Faktori koji nisu u formiranom lancu faktora regionalne turističke ponude, odnosno, u opštem turističkom proizvodu ne nalaze se pod dejstvom mera turističke politike.

Većina teoretičara koji se bave tematikom razvoja turizma u masovnijem obliku i posebnih oblika turističkih kretanja, ističu da taj razvoj ide u prilog regionalnog (privrednog i ekonomskog) razvoja [8], [5], [6], [9], [10], [11], [12], [4]. Sudeći prema istraživanjima sprovedenim u Velikoj Britaniji [7], [9] i Srbiji [4] vidi da bi učesnici sportsko-rekreativnog, izletničkog, ekskurzionog turizma najviše materijalnih sredstava trošili na tematske karte i vodiče, speijalizovane smeštajne kapacitete i druge servisne usluge. Ovaj podatak je posebno interesantan jer je moguće doći do zaključka da bi se ulaganja u materijalnu bazu veoma brzo isplatila. Razvoj sportsko-rekreativnog turizma u Nacionalnom parku Fruška gora imao bi dugoročne pozitivne ekonomske efekte koji bi u mnogome doprineli oživljavanju okolnih ruralnih sredina i još više pospešili privredni razvoj grada Novog Sada. Sportsko-rekreativni turisti nisu samo prosti prolaznici, oni uživaju u svakom ponuđenom doživljaju i uvek se rado vraćaju u odredišta na kojima su sve njihove potrebe bile zadovoljene [2]. Koristi od razvoja sportsko-rekreativnog turizma bi bile dalekosežnije nego što to trenutno izgleda, a podjednako bi se razvijali i prirodni i kulturni resursi [12], [13], [4]. Pre svega, to bi značilo sponu razvoja ne samo Nacionalnog parka Fruška gora kao sportsko-rekreativnog resursa, već i njene disperzivne zone.

Razvoj turizma može doprineti ostvarivanju ciljeva razvojne politike (ravnoteža u ekonomskim odnosima, povećanje zaposlenosti, regionalni razvoj itd), ali jedino ako se pri izboru mera koje

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će usmeravati razvoj turizma ne zanemare faze privrednog razvoja, specifičnosti i zakonitosti razvoja ove delatnosti, potražnja, kvalitativni faktori razvoja i troškovi takve politike [14]. U protivnom sam rast turizma u kvantitativnom pogledu može ukazivati na ostvarivanje ciljeva razvojne politike, a da ne doprinosi opštoj stabilizaciji privrede. Turizam jedino u međuzavisnosti i u skladu sa nivoom razvoja ostalih delatnosti može ostvarivati optimalne rezultate [3]. Međutim, neadekvatna valorizacija prirodnih i antropogenih vrednosti [4], loša privredna struktura, te neadekvatna infrastrukturna izgradnja usporavaju rast turizma.

Turizam se najjednostavnije definiše kao deo nacionalne ekonomije koja snabdeva turiste koji posećuju lokalitet van mesta stalnog rada i boravka. Ova grana nesumnjivo doprinosi ekonomskom razvoju države, ali i razbijanju negativne slike kod inostranih turista o Srbiji. Međutim, ono što razlikuje turizam od drugih privrednih delatnosti, jeste što se nikada ne pojavljuje kao samostalna delatnost, te ne postoji mogućnost za determinisanje turističke privrede kao zasebne i nezavisne celine. Kao rezultat potrošnje turista u jednoj određenoj destinaciji javlja se efekat turizma na privredu, a na prvom mestu ističu se direktni i indirektni uticaji, ali se ne sme izostaviti ni činjenica multiplikativnih efekata turizma [15]. Direktni uticaji su oni koji se osećaju na društvenom proizvodu i nacionalnom dohotku konkretnih zemalja, jer se turizam može smatrati njihovim stvaraocem. Osim toga, turizam povlači sa sobom razvoj drugih grana i delatnosti poput ugostiteljstva, trgovine, zanatstva, prevoza, sporta i drugo. Značajna uloga ove delatnosti jeste veće upošljavanje radno sposobnog stanovništva svih struktura, pošto se i u drugim aktivnostima koje su u vezi sa turizmom angažuje živi ljudski rad.

### 3. METODOLOŠKI PRISTUP ISTRAŽIVANJU

Istraživanje se zasniva na kombinaciji kvantitativnih (upitnici, statistika i internet

**Papić-Blagojević dr Nataša** je rođena 4. februara 1977. godine u Zrenjaninu, gde je završila osnovnu školu "Dositej Obradović" 1991. godine i srednju Ekonomsko-trgovinsku školu "Jovan Trajković" 1995. godine kao đak generacije. Na Ekonomskom fakultetu Univerzitetu u Novom Sadu diplomirala je 2005. godine sa prosečnom ocenom 8,10. Nakon završetka osnovnih studija, upisala je poslediplomske studije na Ekonomskom fakultetu Univerziteta u Beogradu na studijskom programu Statistička analiza. Uspešno je položila sve ispite sa prosečnom ocenom 9,90. Magistarski rad pod nazivom "Bajesov metod ocenjivanja" izrađen je pod mentorstvom prof. dr Ljiljane Petrović. Nakon uspešne odbrane magistarskog rada 01.07.2010. godine, stekla je zvanje magistar statističkih nauka. Doktorska disertacija pod nazivom "Komparativna analiza klasične inferencije i Bajesovog pristupa u obradi ekonomskih podataka" izrađena je pod mentorstvom prof. dr Vinka Lepojevića na Ekonomskom fakultetu u Nišu. Nakon uspešne odbrane 23.06.2015. godine, stekla je zvanje doktora ekonomskih nauka, oblast Ekonomska statistika. Nataša Papić-Blagojević je zaposlena na Visokoj poslovnoj školi strukovnih studija u Novom Sadu od 16. maja 2005. godine kao saradnik u nastavi na predmetima Poslovna statistika i Kvantitativni metodi u poslovnom odlučivanju, a od 25. novembra 2010. godine kao predavač na predmetima Kvantitativni metodi u poslovnom odlučivanju i Aktuarstvo. U zvanje profesora strukovnih studija za užu oblast Kvantitativna analiza izabrana je 14.07.2016. godine. Član je Statističkog društva Srbije - Klub statističara Vojvodine i koautor je udžbenika Kvantitativne metode (2013) koji se koristi kao osnovni udžbenik na predmetu Kvantitativni metodi u poslovnom odlučivanju.



analize) i kvalitativnih metoda (intervju, razgovor i pisani dokumenti). U fazi definisanja teorijskog okvira rada korišćen je bibliografsko-spekulativni, a prilikom obrade i interpretacije rezultata statistički metod. Prvi deo rada čini terensko istraživanje i prikupljanje podataka direktnim ispitivanjem koje je sprovedeno u tri biciklistička kluba iz Novog Sada ("Vojvodina", "Elit" i "Velo"), dva planinarska društva iz Novog Sada ("Železničar" i "Poštar"), u konjičkom klubu "Petras" iz Petrovaradina, te među slučajnim prolaznicima. Istraživanje je deo šireg istraživačkog projekta koji je sproveden u cilju provere hipoteze da prostor Nacionalnog parka Fruška gora raspolaže resursima za razvoj određenih oblika turističkih kretanja. Upitnik je urađen u 200 primeraka, dok je uzorak obuhvatio 153 ispitanika podeljenih u četiri grupe: bicikliste, planinare, jahače i slučajne prolaznike.

Anketa je realizovana u periodu maj-avgust 2015. godine, a upitnik se sastojao od 30 pitanja grupisanih u nezavisne i zavisne varijable. Nezavisne varijable čini grupa pitanja koja su se odnosila na pol, porodični status i starosnu strukturu. U drugom delu rezultata izvršena je obrada i analiza zavisnih promenljivih. Promenljive su se ticale mišljenja ispitanika o pogodnostima koje planina pruža za određeni oblik aktivnosti, kao i o zadovoljstvu kvalitetom postojećeg stanja. Procena trenutnog stanja i mogućnosti uticaja turizma na ekonomski razvoj datog prostora rezultirana je terenskim istraživanjem, a analize su vršene na osnovu podataka dobijenih iz Republičkog zavoda za statistiku. Međutim, kako u Srbiji još uvek ne postoji "Jedinstvena evidencija turističkog prometa" kako broja turista tako i njihovih noćenja u raznim objektima u Nacionalnom parku Fruška gora, podaci su dobijeni na osnovu subjektivne ocene pružalaca usluga anketiranim posetiocima i relativno su približni pravim vrednostima.

Dobijeni podaci su obrađeni odgovarajućim statističkim metodama deskriptivnog i komparativnog karaktera, čime je omogućena eksplikacija rezultata istraživanja i izvođenje određenih zaključaka. Jedan od postupaka analize dobijenih podataka bio je i Pearson Chi-Square Test, koji je poslužio da bi se utvrdilo da li neke dobijene (opažene) frekvencije (odgovori ispitanika), odstupaju od frekvencija koje su bile očekivane. Kod ovog testa se tražilo da li postoji povezanost između ove četiri grupe ispitanika i verovatnoća povezanosti. Praksa je da se uvek krene od pretpostavke da postoje određene vrednosti razlika u odgovorima ispitanika. Kako bi se uočila razlika u odgovorima merena na osnovu statistički značajne razlike u distribuciji zavisne promenljive u odnosu za nezavisnu, primenjen je ovaj test, a za statistički značajne razlike uzimaju se one za koje je  $p < 0,05$ .

U istraživanju se krenulo od glavne hipoteze H: intenzivniji razvoj turističkih kretanja (onih za koje postoje uslovi) u Nacionalnom parku Fruška gora, utiče pozitivno na sveukupan privredni i ekonomski razvoj disperzivne zone, u koju spada i područje grada Novog Sada. U okviru ove hipoteze postavljene su određene podhipoteze: h1 - postoji interesovanje za veći broj aktivnosti koje se praktikuju kao deo turističke ponude na Fruškoj gori; h2 - Fruška gora je izletnička planina pogodna za razvoj specijalnih oblika turizma, onih za koje postoje uslovi.

#### 4. REZULTATI I DISKUSIJA

U anketnom istraživanju učestvovali su posetioci Fruške gore, uglavnom učesnici sportsko-rekreativnog turizma sledeće strukture: biciklisti (33%), planinari (26,1%), terenski jahači (17,6%), te slučajni prolaznici (20,9%). Što se tiče starosne strukture posetilaca anketiranjem je obučene 56,6% muške populacije i 43,4% žena. Najveći procenat njih tačnije 59,6% je starosne dobi od 25 do 35 godina, zatim 14,4% od 16 do 25 godina, a najmanji procenat učesnika je starosne dobi od 35 do 45 (4,1%), zatim do 15 godina (4,8%), te preko 56 godina njih 9.6%.

<i>Ispitanici</i>	frekvencije	%
Biciklisti	51	33,3
Planinari	40	26,1
Terenski jahači	27	17,6
Slučajni prolaznici	32	20,9
Ukupno	150	98,0
Nedostaje	3	2,0
Ukupno	153	100,0

Tabela 1: Struktura ispitanika

<i>Prilog 1. Mogućnosti Nacionalnog parka Fruška gora za određene aktivnosti</i>						
	Biciklizam	Planinarenje	Jahanje	Sve	Ništa od navedenog	Ukupno
Biciklisti	33	6	0	11	0	50
	22,1%	4,0%	0%	7,4%	0%	33,6%
Planinari	2	21	2	15	0	40
	1,3%	14,1%	1,3%	10,1%	0%	26,8%
Terenski jahači	0	0	16	11	0	27
	0%	0%	10,7%	7,4%	0%	18,1%
Slučajni prolaznici	10	5	2	14	1	32
	6,7%	3,4%	1,3%	9,4%	0,7%	21,5%
Ukupno	45	32	20	51	1	149
	30,2%	21,5%	13,4%	34,2%	0,7%	100,0%
<b>Prilog 2.</b>		Vrednost	df		Statistička značajnost (p)	
Pearson Chi-Square Test		123,581	12		0,000	
<i>Prilog 3. Vreme koje posetioci provode u Nacionalnom parku Fruška gora</i>						
	Povremeno	Svaki dan	Kada imam vremena	Često	Ukupno	
Biciklisti	21	1	7	24	53	
	14,8%	0,7%	4,9%	16,9%	37,3%	
Planinari	26	2	8	4	40	
	18,3%	1,4%	5,6%	2,8%	28,2%	
Terenski jahači	13	0	1	2	16	
	9,2%	0%	0,7%	1,4%	11,3%	
Slučajni prolaznici	26	0	5	2	33	
	18,3%	0%	3,5%	1,4%	23,2%	
Ukupno	86	3	21	32	142	
	60,6%	2,1%	14,8%	22,5%	100,0%	
<b>Prilog 4.</b>		Vrednost	df		Statistička značajnost (p)	
Pearson Chi-Square Test		30,799	9		0,000	

Tabela 2: Rezultati istraživanja na temu mogućnosti Nacionalnog parka Fruška gora kao specifičnog turističkog proizvoda

Rezultati ankete pokazali su da su svi ispitanici (tabela 1, prilog 1) odgovorili da je Fruška gora pogodan prostor za razvoj sportsko-rekreativnog turizma. Od ukupnog broja ispitanika svih struktura njih 30,2% odgovorilo je da je planina najpogodnija za biciklizam, zatim 21,5% za planinarenje, te 13,4% ispitanika se izjasnilo da je taj prostor atraktivan za aktivnosti poput jahanja. Isto tako, podatak koji je u samom startu prikazao da postoje tendencije masovnijeg razvoja sportsko-rekreativnog turizma jeste taj da je samo 0,7% onih koji smatraju da planina ne pogoduje razvoju nijedne od navedenih aktivnosti. Uvidom u istu tabelu (prilog 2) može se zaključiti da postoji statistički značajna razlika u odgovorima ispitanika koja iznosi  $p = 0,000$ . Analizirajući taj podatak može se zaključiti da je do toga došlo iz same subjektivne razlike ispitanika. Zapravo, određene grupacije su davale odgovore u skladu sa svojim afinitetima (npr. Biciklisti su u najvećem broju odgovorili da je Fruška gora pogodan prostor za razvoj biciklizma, planinari planinarenja, a jahači jahanja). Analizom ovih podataka, zapravo je

potvrđena podhipoteza 1 (h1) koja ističe da postoji interesovanje za veći broj aktivnosti koje se praktikuju kao deo turističke ponude u Nacionalnom parku Fruška gora.

Rezultati koji se vide u tabeli 1. (prilog 3) prikazuju vremenski period koji ispitanici provode na planini. Ovo pitanje je bilo važno iz dva razloga: zato što je impliciralo poznavanje prostora od strane ispitanika i zato što je potvrđeno "pripadanje" planine prostoru namenjenom izletničkom i vikend turizmu. Najveći je procenat onih koji povremeno dolaze na ove prostore (60,6%), dok je najmanje onih koji svakodnevno odlaze, svega 2,1%. I u ovom slučaju se uočava statistički značajna razlika u odnosu na odgovore ispitanika različitih kategorija (prilog 4). Ovim je potvrđena podhipoteza 2 (h2), da je Fruška gora izletnička planina pogodna za razvoj specijalnih oblika turizma, onih za koje postoje uslovi Sledeći korak koji je bilo potrebno realizovati u radu jeste da prikaže u kojoj meri ovaj oblik turizma ima uticaja na ekonomski razvoj destinacije (čime bi se potvrdila polazna hipoteza H).

Objekat	Prosečna potrošnja Turista/dan	Noćenje/dan
Hotel Dunav	15,0	3
Hotel Boem	14,5	2
Prenočište Belilo 69	10,0	1
Prenočište Ešikovac	12,0	2
Planinarski dom Kozarica	4,0	-
Restoran Brankov Čardak	10,0	-
Planinarski dom Stražilovo	7,5	1
Perkov salaš	10,0	-
Hotel Norcev	30,0	3
Motel Vojvodina	10,0	2
Pansion Kordun	10,0	1
Pansion Olimp	12,0	1
Pansion Evangelina	8,0	1
Planinarski dom Zanatlja	4,5	1
Planinarski dom Železničar	5,5	1
Planinarski dom Orlovac	2,5	-
Planinarski dom Penzioner	3,0	-
Planinarski dom Zmajevac	13,6	2
Hotel Termal	20,0	3
Prenočište EON	15,0	2
Restoran-prenočište Karaš	10,0	-
Pansion Čerević	20,0	2
Planinarski dom Stranputica	3,0	1
Hotel CePTOR - Andrevlje	30,0	3
Dečje odmaralište Testera	15,0	2
Čarda Jole	10,0	-
Čarda Koruška	10,0	-
Omladinsko naselje Letenka	15,0	2
Motel Čubura	8,0	1
Motel Adašević	7,0	1
Vojna ustanova Morović	7,0	1

Tabela 3: Ocena kvaliteta ponude i prostora smeštajnih kapaciteta u Nacionalnom parku Fruška gora i prosečna potrošnja i dužina boravka po turisti/dan izražena u evrima (2015)

Za potrebe rada urađeno je istraživanje prosečne potrošnje i dužine noćenja pojedinih sportsko-rekreativnih turista (planinara i biciklista) na Fruškoj gori. Međutim, kako se ne raspolaze zvaničnim podacima o potrošnji turista kao i dužini njihovog boravka na Fruškoj gori, važno je

istaći da su dobijeni podaci prikupljeni na osnovu posećivanja smeštajnih kapaciteta tokom 2015. godine u kojima su najčešći sportsko-rekreativni turisti bili planinari i biciklisti (Tabela 3). Imajući u vidu da je trenutna potrošnja po turisti na Fruškoj gori u rasponu 250,00-3.500,00 dinara, kao i da je raspon noćenja od jednog do maksimalno tri noći može se zaključiti da na planini ima kapaciteta za gotovo sve platežne kategorije turista, da je to planina na koju se najčešće dolazi za vikend i produženi vikend (izletnička planina), ali isto tako da bi se s povećanjem broja posetilaca povećao i turistički promet kako na samoj planini, tako i u Novom Sadu kome ova planina izletničkog tipa gravitira. Ovim je potvrđena glavna hipoteza rada da će razvoj masovnijeg turizma na prostoru Nacionalnog parka Fruška gora uticati i na razvoj deisperzivnih zona (u ovom slučaju Novog Sada), te da će biti i osetan uticaj na privredni ili ekonomski razvoj datih područja.

Razvojem sportsko-rekreativnog turizma, pored direktnih ekonomskih uticaja, na planini bi se postigli i brojni indirektni uticaji. Proširenje ponude bi uticalo na uređenje prostora i pružanje ugostiteljskih usluga, izradu suvenira i drugo, koji bi omogućili otvaranje mnogih radnih mesta i beneficija za lokalno stanovništvo. Očekivani benefit ovakvog sistema staza ogledao bi se i u korišćenju tih staza i za druge, komplementarne oblike turizma. Zatim, umrežavanje bi značilo i kontinuirani razvoj celog područja (posebnu važnost imala bi povezanost sa republikom Hrvatskom i nastavak fruškogorskih staza na staze u vukovarsko-sremskoj i osječko-baranjskoj županiji), a povezivanje sa mrežom staza (Hrvatska, Slovenija, Mađarska, Austrija), dalo bi kao rezultat evropsku biciklističku transverzalu, koja bi kao posledicu iznedrila i mnoge druge turističke proizvode [16], [17].

Po svom predmetu i karakteru rada turizam spada u onu grupu delatnosti koje na trajnoj osnovi omogućavaju neposredno angažovanje radno sposobnog stanovništva iz svih socijalnih, starosnih i polnih grupa, kao i raznih nivoa obrazovanja. Polivalentni karakter turističkih usluga otvara širok prostor za dodatno zapošljavanje čitavom spektru drugih privrednih i vanprivrednih delatnosti, tako da se delovanje turizma kao faktora zapošljavanja reflektuje kod brojnih segmenata ekonomske, društvene i socijalne strukture. Kada se broju zaposlenih u oblasti turizma (hotelijerstva i ugostiteljstva) u Vojvodini dodaju svi oni koji u drugim delatnostima učestvuju bilo delimično ili potpuno - u pružanju raznih vrsta turističkih usluga (i time ostvaruju lična primanja) tek tada se može dobiti uvid u ukupne efekte razvoja turizma na zaposlenost stanovništva. Tome treba pridružiti i tzv. domaću radinost koja se zasniva na uslugama smeštaja i ishrane, pa je takođe egzistencijalno vezana za turizam kao izvor prihoda.

## 5. ZAKLJUČAK

Na osnovu istraživanja došlo se do određenih podataka o trenutnoj razvijenosti sportsko-rekreativnog turizma na Fruškoj gori. Ovo je potencijalno najzanimljiviji vid turističkih kretanja na ovom prostoru zbog svih uslova, ali ne i jedini. Stoga je istraživanje obuhvatilo uglavnom sportsko-rekreativne turiste. Na osnovu analize podataka istraživanja potvrđena je hipoteza u delu koji govori da bi masovniji razvoj turizma uticao na poboljšanje stanje u celokupnom regionalnom, privrednom i ekonomskom razvoju. Za sada je taj uticaj minimalan, jer iako je utvrđeno da postoji interesovanje za razvoj određenih oblika aktivnosti na Fruškoj gori, ne postoje svi adekvatno obezbeđeni uslovi za njihovo omasovljavanje. Naime, posetioci koji su anketirani bili su u potpunosti nezadovoljni smeštajnom strukturom, kvalitetom puteva i signalizacijom. Nažalost procenat nezadovoljnih kretao se u razmeri od 94,5% povezujući sve strukture anketiranih. Ispitanici su se takođe izjasnili po pitanju nedostataka koje bi trebalo u najskorije vreme ukloniti ili bar ublažiti u određenoj meri, a ti nedostaci odnosili su se na obeležene staze, tematske karte, vodiče, transport opreme i rentiranje opreme, servisne stanice

i stajališta. U svim ovim segmentima ponude koja je ključna za razvoj sporta i rekreacije osetni su ogromni nedostaci. S obzirom na to da razvoj turizma možemo posmatrati kao plansku, svesnu i kontinuiranu aktivnost onda bi razvoj Nacionalnog parka Fruška gora za turizam bio ništa drugo do usmeravanje prostornog razmeštaja turistički relevantnih investicija ili odgovarajućih prostornih struktura u kojima će se ili pomoću kojih će se sportsko-rekreativni turizam Nacionalnog parka odvijati i razvijati.

Imajući sve ovo u vidu možda bismo se i mogli složiti da se savremeni razvoj turizma, uopšte, sve više približava ekonomskom ili socijalnom planiranju iako ni jedno ni drugo nisu nimalo lak posao i u potpunosti iziskuju kontinuiran istraživački rad i upornost. Sadašnji stepen razvijenosti turističke infrastrukturne mreže i sportsko-rekreativnih i drugih sadržaja na Fruškoj gori, uopšteno gledajući, nije u skladu sa mogućnostima koje ova izletnička planina poseduje i koje može da pruži. Postojeći programi i sadržaji nemaju razrađene oblike turizma u svojoj ponudi u dovoljnoj meri. Nažalost, to dovodi do zaključka da generalno gledajući, promocija trenutne ponude Fruške gore nije dovoljno zastupljena [4], [11]. Kada su resursi u pitanju, najznačajnije u vezi turizma bilo bi utvrđivanje lokacija najpogodnijih za staze, njihovo kartiranje, utvrđivanje njihovog nosećeg kapaciteta, valorizacija i hijerarhizacije resursa prema njihovoj turističkoj vrednosti i značaju kada je rekreacija u pitanju (resurs međunarodnog, nacionalnog, regionalnog ili lokalnog značaja).

Što se sveta tiče, dobri su primeri razvoja biciklizma u Velikoj Britaniji [7], [9] i u još nekim zemljama sveta koje definitivno prednjače u shvatanju važnosti i značaja sportsko-rekreativnog turizma [1], [2]. U skladu sa svetskim tendencijama, veoma je važno primenjivati pozitivna iskustva onih koji se već duže vreme bave tematikom značaja sportsko-rekreativnog turizma i njegovog značaja na regionalni razvoj. Svi osnovni izlazi iz dosadašnjeg stanja turističkog privređivanja moraju se kretati u okviru vrlo ozbiljnog napora za integrisanje turizma u šire ekonomske tokove i procese, uz naglašenu sistematsku i stimulišući društvenu podršku, znatno veću nego sada. Polazeći od iskustava i dosadašnjeg razvoja turizma, kao i ocena pojedinih bitnih elemenata tog razvoja, može se sa velikom sigurnošću tvrditi da se turizam (domaći i strani) razvijao snažno, ne samo kao privredna delatnost, nego da je imao i određenih uticaja na ukupne privredne tokove.

Veliki deo tih implikacija je imao nesumnjive pozitivne odraze na kretanja u nacionalnoj privredi (platni bilans, zapošljavanje, ravnomerniji regionalni razvoj), a negativne posledice, kojih je bilo (nedovoljno efikasne investicije, niske produktivnosti faktora proizvodnje, ugrožavanje prirodnih resursa i ekološke ravnoteže), ipak nisu u većoj meri mogle uticati na razvoj i stabilnost ukupne privrede zemlje [18]. Do pomenutih pozitivnih i negativnih implikacija je dolazilo u uslovima ekstenzivnog, spontanog, nedovoljno osmišljenog i neadekvatnog turističkog razvoja. Razvoj turizma devedesetih je tekao manje više na ivici ukupnih privrednih kretanja, od kojih je uglavnom primao negativne opšte impulse (inflaciju, restrikcije itd). Takvo stanje je bilo posledica odsutnosti ne samo odgovarajuće konzistentne i dugoročnije politike razvoja turizma, nego i takve politike koja bi ugradila razvoj turizma u jasno definisane ciljeve opšteg društveno-ekonomskog razvoja zemlje [19], [20].

Faktor od kojeg najviše zavisi dalji razvoj turizma jeste ulaganje u razvoj turističke ponude. To područje stimulacije investicije u ponudu, treba podrediti otklanjanjem nastalih disproporcija i ograničenja - podizanju kvalitativnog nivoa ponude i podizanju reproduktivne sposobnosti turističke privrede kao reprovokompleksa. Prelivanje akumulacije iz drugih grana i područja u razvoj turizma na bazi tzv. deviznog interesa opterećeno je jakim kratkoročnim interesima [19]. Dugoročni ekonomski interes privrede van turizma da ulaže u njegov razvoj je u povećanju

dohotka na bazi proširenja tržišta, stvaranja reprodukcioni celina, smanjenja nekih specifičnih vrsta troškova ili podizanja produktivnosti faktora proizvodnje. Ciljevi stabilizacije usmereni su ne samo na dalji privredni rast već i na kvalitet tog rasta. Takav razvoj ne može se oslanjati samo na nove investicije i zapošljavanje, već bi trebao poklanjati veću pažnju produktivnosti faktora proizvodnje i efikasnosti privređivanja te ekonomskim odnosima sa inostranstvom [20].

Kvalitativne promene nisu moguće bez promena u izvorima ekonomskog rasta. Razvoj turizma osim što doprinosi bržem privrednom razvoju, omogućava i kvalitativne promene u drugim sektorima. Izboriti se za pravu poziciju na turističkom tržištu Evrope i sveta je veoma teško pogotovo u vreme političke i ekonomske nestabilnosti u zemlji. Po broju ležaja, broju turista i noćenja, Vojvodina je danas na nivou šezdesetih ili sedamdesetih godina [19], [20]. Često se kaže da bi pravi put do postizanja uspeha u turizmu i približavanja Evropi, bio sagledavanje stanja iz prošlosti, izvlačenje poruka i pouka, potenciranje pozitivnih elemenata i eliminisanje ograničavajućih faktora.

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## TOURISM DEVELOPMENT CHALLENGES FOR RURAL REGIONS

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**Abstract:** *Rural regions, in many cases, have good potentials to improve their socio-economic development through different activities. Beyond agriculture as mainly a primary sector that contributes to such achievement, tourism is identified as a very important part of sustainable rural development. This activity can be a strong trigger for development in rural regions alongside with agricultural activities. Traditional farming and agriculture, particularly in the sense of traditional production and products, have very good potentials together with introduction of new ideas for rural population to widen their variety of products as part of tourism offer within the rural regions. It is very important, therefore, to improve and enrich the typical products and traditional cuisine as attractive offer for niched tourist markets.*

*Perspectives for tourism development in rural regions, on the other side, should be searched in increased demands of tourists for rural tourism, and strategic orientation for balanced development in many countries. Rural tourism enables vitalization and affirmation of rural areas, and it prevents emigration of rural population towards urban areas. It also contributes to reasonable use of existing resources in non-developed areas with which it creates basis for improved socio-economic development.*

*The issue of tourism development in rural regions is current preoccupation within the creation of developing policies of many countries. The Republic of Macedonia is an example where many developing plans and programs treat the problem of development of rural regions, agriculture and tourism. Yet, development of tourism in rural regions is facing many problems. They are related to insufficiently established infrastructure, weak standardization of resources, insufficient promotion and interest of creators for rural tourism programs. One of the most rigid problems is mentality of population in rural areas for accepting new ideas and programs. The research in this paper included approaches that enabled us to identify the tourism potentials of rural regions in researched space, and inclusion of resources in rural-tourism offer. Through quantitative and qualitative research, the spatial evaluation of the local environment and the definition of tourism potentials provided guidelines for optimal use of space for rural tourism activities. Research findings indicate on good beginnings of tourism development in some cases, but we like to emphasize that they show the need for future efforts towards achievement of improved development.*

**Key words:** *tourism, rural tourism, development, rural regions*

### 1. INTRODUCTION

**T**ourism development contributes towards increase of tourist expenditure, improvement of tourist offer, enrichment of the scope and quality of tourism products, activation of resources and harmonization of the activities with the values of the environment. It also plays important role in promotion of many regions on tourist market based on the values of local and regional environment, as potentials for development of different types of tourism. Among the differentiated forms of tourism, in this regard, is rural tourism. Its place in the process of the development of local communities is very prominent. Therefore, identification

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and differentiation is necessary for determination of the role of rural tourism for rural regions. The relation between tourism and development of rural regions is considered in the research of different authors [12], [16], [23]. Other authors [4], [2], [12], [1], [15] [6] [17] [9] argue that the potential of tourism to economic development is reason why it appears as a development strategy in rural regions of the developing countries.

Marinoski, Nestoroska & Korunovski (2012) state that rural tourism is usually connected to insufficiently develop rural regions. Very often rural tourism is identified with the same meaning as agro-tourism. In the context of the need for a conceptual distinction between the use of these terms we should consider the etymology of terms. Agro-tourism as terminology in etymological terms is based in agriculture, which means that the basis for the development of this form of tourism activity is agriculture. However, in this context, is a traditional form of farming. One of the main manifestations of this type of tourism are family farms that provide their existence mainly through agriculture and farming activities. They can ensure additional incomes from visitors by involving family members in activities that will contribute with different content to fulfill tourists stay. Their promotion as part of the tourist offer includes the preservation of attractiveness with activities of rural tourism that are not reduced only to agriculture, but they include traditional products, culinary products, hunting and fishing activities, ethnographic and creative activities. Having in mind that agriculture becomes highly mechanized for which it requires less manual labor, it causes economic pressure on some villages in rural areas, leading to migration of young people to urban areas. According to Sharpley (2001) tourism has long been considered an effective catalyst of rural socio-economic development and regeneration. Rural tourism is also being promoted increasingly as a counterpoint to mass, package-type tourism in destination areas [8].

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3. *“International tourism”, Faculty of Tourism and Hospitality, Ohrid, 2006*
4. *“International travel flow”, Faculty of Tourism and Hospitality, Ohrid, 2013*

## 2. TOURISM DEVELOPMENT POTENTIALS IN RURAL REGIONS

Tourism in rural regions is an important part of the overall tourism offer, and is integrated tourist product in the development of the rural environment in general. Tourism and recreation in rural regions in Europe were not in tourists' focus for a long period. The interest was mainly directed to mountain and sea tourist destinations, as well as in urban areas as destinations with high concentration of tourism that became important economic developmental activity. However, the difference between tourism in rural areas compared to tourism in urban areas and mountain and sea destinations was highly underlined, and still it is. As main characteristic for rural regions in this period was that, weekend leisure time was mostly spent in rural areas, while vacations were mostly spent in sea and mountain tourist destinations. After a period, tourism and rural areas became more connected since there was increased interest to spent time in such areas.

According to EU Commission (2008), European rural areas are estimated to cover 91% of the territory populated with over 56% of total population. They are characterized with diversity in socio-economic, natural and cultural context. Some of the regions are even among the most developed and wealthiest in Europe, and some are among the poorest. Nevertheless, for all regions the most important sector for development is agriculture, followed by forestry, both as main sources for job creation that varies between 5-25% of total employment. Adopted EU rural development policy for 2014-2020) [27], recommends six key actions upon which member States and regions draw up their rural development programs based on the needs of their territories and addressing at least four of the following six common **EU priorities**:

- fostering knowledge transfer and innovation in agriculture, forestry and rural areas;
- enhancing the viability and competitiveness of all types of agriculture, and promoting innovative farm technologies and sustainable forest management;
- promoting food chain organization, animal welfare and risk management in agriculture;
- restoring, preserving and enhancing ecosystems related to agriculture and forestry;
- promoting resource efficiency and supporting the shift toward a low-carbon and climate-resilient economy in the agriculture, food and forestry sectors;
- promoting social inclusion, poverty reduction and economic development in rural areas.

Nowadays, in many European rural regions, tourism becomes expanding sector. The tourist offer is combined from different products and activities in many rural areas, and attracts attention for visitors on local, regional, national and international level. Various estimates suggest that tourism in rural areas makes up 10-20% of all tourism activity, and approximately 23% of European holidaymakers choose the countryside as a destination every year [22]. Tourism is considered as important part of strategies for rural development within different countries or regions, and seen as contributor to improved economic development. Different incentives for rural development include rural tourism as significant contributor. The main activities were towards providing basic conditions in rural areas with spatial planning and valorization of economic resources, new directions for agriculture and forest development, environmental protection, and resolving social problems in rural areas [13]. Further, the authors' research about European experiences on rural tourism development indicate on defined priorities where particularly is underlined the importance of tourism for rural areas towards the **improvement of life quality in rural areas and encouraging diversification of the rural economy**.

Potentials of tourism development in rural regions are related with the presence of the natural and cultural resources and values that contribute to the characteristics of activities and services,

which include recreational, cultural, educational and gastronomic components. Therefore, *recreational activities* can be consisted of different contents as: participation in the agricultural and livestock activities, camping, picnicking, sightseeing, walking, cross-country running, rock climbing, mountaineering, horse riding, cycling, bird watching, hunting, fishing, herbs collecting, picking the fruit, participation in traditional sport and recreational games and competitions and training activities. The *cultural activities* may include: visits to cultural and historical monuments, institutions and places, visits to events, festivals and performances, traditional creative activities such as: embroidering, weaving, knitting and crocheting, craft creative activities as: pottery, blacksmithing, woodcarving, naïve art painting, participation in folk dance and song activities. The *educational activities* should include the following: school in nature, excursions, lectures related to content elements of rural areas, creation of herbariums and insectariums, lectures on natural phenomena and lectures about social relations in rural areas. *Gastronomic activities* include: the collection, sorting and stocking of food, participation in the traditional production of food and beverages (cheese, cream, meat products, spirits, wine and wine products, juices), participation in preparing and serving daily meals, tasting food and beverages, create menu, a ritual serving of food and drinks, and organizing picnics and serving food at "open".

The meaning of this classification and notation content is to portray everyday life in rural regions to tourists. With such approach in creating and offering heterogeneous products and activities, many undiscovered potentials in rural regions can be promoters for their values. On other side, it is a basis for selectivity in creation of tourist offer within of rural tourism. These activities can be used in the creation of tourism products, establishing concrete programmed itineraries and promotional activities.

### **3. RURAL REGIONS AND TOURISM DEVELOPMENT IN REPUBLIC OF MACEDONIA**

The importance of rural tourism in the Republic of Macedonia is identified within different strategic documents [18], [19], [5], [10], [14]. In the AXIS 3 - DEVELOPMENT OF RURAL ECONOMY of the National Strategy for agriculture and rural development (2007-2013), rural tourism is component of the policies for rural development. The development of non-agricultural businesses and development of activities for rural tourism are the two objectives of AXIS 3. The support of rural tourism development includes activities for construction, renovation and - or expansion of existing traditional facilities for rural tourism, renovation of existing buildings of historical and cultural significance in private or municipal property, construction of recreational facilities to support rural tourism (camping and picnic areas, wine tours, hiking and mountain biking trails, signs, horseback riding, fishing and other outdoor sports, public parks, etc.); promotional rural tourism activities including the creation of multipurpose centers for rural tourism; creation or modernization of controlled areas to protect the game (i.e. accommodation facilities, outdoor facilities, non game breeding and hunting).

Tourism development in rural regions of the Republic of Macedonia is in relation to regional development policy where tourism is identified as important contributor to socio-economic growth of rural areas and villages [21]. The country abounds with potentials for rural tourism development because of its rich natural heritage, particularly in areas that still have undisturbed and fairly clean environment, and cultural diversity. According to the Law for initiation of development of insufficiently developed areas (1994), there are four types of regions:

- High-mountainous regions located over 800 m above sea level with mountainous configuration with typical mountainous characteristics;

- Bordering regions that are between 5 km from-to the borders and are not sufficiently developed;
- Undeveloped inhabited areas that have a low level of economic activity and located over 10 km from the city center, without road access and basic infrastructure, high migration and low population density;
- Rural centers that are larger settlements located in the center of economically disadvantaged regions where there are conditions for a variety of economic activities that make "center" of development in that region. The municipalities may be rural centers, except those with features of a city.

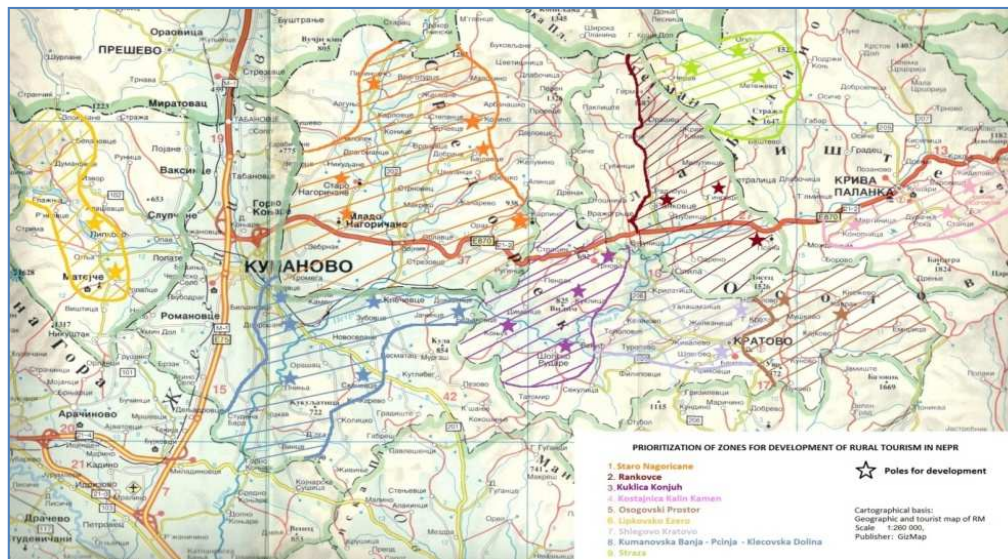
Approximately 43% (Census, 2002) of the population lives in rural areas distributed over 86.7% of total land area. The urban population is mainly concentrated in capital Skopje (23.1%), while the rest is distributed to other cities. According to State Statistical Office data [25] unemployment is worse in urban (68%) than in rural areas (32%), but the gap is decreases. Furthermore, 44% of the poor population live in rural areas. The available statistics do not provide adequate details on rural employment by branches. Most of the rural population is engaged in the agricultural sector (primarily agriculture within the household) and other activities, if any.

Administratively, Republic of Macedonia has eight regions (map 1), with 1767 settlements, out of which 1733 are rural and 34 are urban settlements [25]. Among this number, 146 settlements are not populated due to the process of emigration from rural to urban areas, which indicates that Republic of Macedonia is rural country.



Source: [www.freeworldsmap.net](http://www.freeworldsmap.net)

Among the regions, Vardar, Southwestern, Polog and Northeastern developed Registers of potentials for rural tourism development, as result of UNDP-MLSRM Project for Innovative solutions for improved access to services at local level [10]. The outcomes of the research in these regions were identified zones for rural tourism with areas for development of rural tourism as it is shown in map 2 for Northeastern region. Their mapping is based on cumulative results according to the best assessment of the areas that enabled prioritization and ranking of zones for rural tourism [21].



Source: Register of potentials for rural tourism development of nepr, UNDP-MLSRM project: “Innovative solutions for improved access to services at local level”, 2016, in Nestoroska et al., (2016), *Application of FAS methodology for identification of rural tourism development potentials in the mountainous area of the Northeastern planning region*, XIII International scientific Conference on services sector INSCOSES 2016, Ohrid, 06-07 October 2016

Rural tourism in all its forms, (agro-tourism, eco-tourism, cultural tourism, village tourism, mountain tourism, eno-gastronomic, or hunting) is still on the beginnings although there are potentials. The official statistics do not provide data focused specifically on rural tourism forms (Ministry of Economy, 2002). As main identified reasons for visiting the Republic of Macedonia are business trips, mainly in Skopje and Ohrid seminars, recreation and leisure, and cultural tourism that is mostly within a package travels in the neighboring countries of the region. Considering the diversity and quality of cultural and natural values, and rich traditions the priority have to be directed towards integrated development of sustainable rural tourism in Macedonia, with cooperation of all relevant stakeholders. As good examples of rural tourism development are rural municipalities of Vevchani, Ljubojno, Brajchino, Pehchevo, Berovo, Galichnik and Janche with remarkable activities as: reconstruction of old traditional houses, improvement of accommodation facilities, traditional food offer, created trails, cultural traditional events, souvenir shops and handmade crafts

### 3. CONCLUSION

*The awareness for increased development becomes important issue for rural regions, and tourism is more associated as opportunity. Although rural tourism is mostly related with agriculture, it is a complex form with different tourism services, and enables creation of alternative sources of income through different activities. Development of rural tourism destinations can contribute to future development of rural areas in Republic of Macedonia. Many villages have possibilities to become tourist destinations for which they need stronger synergy in the process of rural development.*

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# DARK TOURISM IN SLOVENIA: THE CASE OF THE HERITAGE OF WAR

Lea Kužnik<sup>525</sup>

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**Abstract:** *Dark tourism is a special type of tourism, which involves visits to tourist attractions and destinations that are associated with death, suffering, disasters, and tragedies venues. Visiting dark tourist destinations in the world is the phenomenon of the twenty-first century, but also has a very long heritage. The main motive for visiting all those dark sites and memorials (especially in connection to wars) is to understand the causes and consequences of various events in order to ensure that they would never happen again. In Slovenia dark tourism is very poorly developed compared to the world. Therefore, the paper proposes a typology of dark war heritage in Slovenia. The research is based on in-depth analysis of literature and fieldwork given a variety of new opportunities based on storytelling for the development of this type of tourism in Slovenia, as shown in the case of “war heroes” associated with the First World War and the Second World War.*

**Key words:** *Dark Tourism, typology of war heritage, Slovenia, storytelling*

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## INTRODUCTION

**W**hy does death fascinate people? Humanity has been interested in the ending of life since the time of pilgrimages and before. Roman gladiator contests and public executions of the Middle Ages were normal events according to the norms of the society of that time. Nowadays death is considered the taboo, frightening and uncontrolled issue. Despite its inevitability and its necessity for the circle of life, the final ending of life is experienced as unpleasant and a hard subject in public conversation.

Is dark tourism “the dirty little secret of the tourism industry” or an important channel to commemorate past victims and contemplate death in contemporary society? Dark tourism is a multi-layered mixture of history and heritage, tourism and tragedies. Being called by several names, dark tourism has a long history and still provokes conversation about the past, ethics and the inevitable - death.

Dark tourism in Slovenia is very poorly developed compared to the world and it is mostly limited only to tourist sites connected with both wars. Therefore, the theme is a novelty in Slovenia, as well as in Slovenian professional and scientific literature and is almost unknown compared to the world.

The main purpose of this article is to explore the current situation of dark tourism and propose a typology of dark war tourism in Slovenia, which should serve as a basis for further efforts in the design of new dark tourism products based on the dark heritage in Slovenia, as shown below in the case of “war heroes”.

The research is based on in-depth analysis of literature and fieldwork in Slovenia which contains the method of unstructured interviews with curators in Kobarid Museum, Tolmin

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Museum, Idrija War Museum and The Franja Partisan Hospital as well as the method of observation with participation in a guided tour of the former battlefield: Rommel's Route.

## BACKGROUND

Dark tourism has been recognised as a distinctive tourism phenomenon of the twenty-first century, with increasingly significant numbers of visitors and tourists going to dark tourism attractions and sites, new dark tourism products and attractions emerging, and modern global communication media generating interest in dark tourism attractions while, at the same time, affecting the image of destinations. The phenomenon of dark tourism has been examined in academia from the mid-1990s. Since then, the study of this phenomenon has increased, and the scales of relevant studies have been enlarged.

The term dark tourism was coined by Foley and Lennon [1] to describe the attraction of visitors to tourism sites associated with death, disaster, and depravity. Other notable definitions of dark tourism include the act of travel to sites associated with death, suffering and the seemingly macabre [2], and as visitations to places where tragedies or a historically noteworthy death has occurred and that continue to impact our lives [3]. Scholars have developed and applied alternative terminology further in dealing with such travel and visitation, including thanatourism [4], black spot tourism [5], atrocity heritage tourism [6], and morbid tourism [7]. In a context similar to “dark tourism”, terms like “macabre tourism”, “tourism of mourning” and “dark heritage tourism” are also in use. Among these terms, dark tourism remains the most widely applied in academic research [8].

The concept of dark tourism is in contrast to marketing slogans that prefer the broader promotional aspect and call this type of tourism “historic tourism”. Major encyclopedias of tourism identify “dark tourism” also as “thanatourism”, in which the core meaning of the term relates mostly to visits to the tombs, cemeteries, and memorials of prominent people [9]. In Slovene tourist literature, the terminology is not yet defined clearly.

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*Her latest research is focused on dark tourism, which involves visits to tourist attractions and destinations that are associated with death, suffering, disasters and tragedies venues. Dark tourism in Slovenia is very poorly developed comparing to the world. Therefore she proposed a typology of dark tourism in Slovenia, which should serve as a basis for further efforts in the design of a new dark tourism products based on the dark heritage in Slovenia.*

Although this is a newer type of specialized tourism, we can speak as one of the oldest types of tourism, because death has historically always attracted human inquisitiveness. Gladiator games in the Coliseum of ancient Rome were already some kind of organized “thanato tourism” [10]. Popular festivals in the past have been a public hanging, beheading and burning of witches. Walking and paid visits to the battlefield at Waterloo in Belgium, the place of Napoleon's last battle between the English nobility have been ongoing since the time of the battle in 1815. Therefore, this kind of dark tourism has a very long heritage.

Dark tourism relates to tourist travel which interprets the heritage through tragedies and conflicts and is raising awareness of dark historical realities, or the heritage of it [11]. The Central Research Centre for Dark Tourism is located at the University of Central Lancashire in England. The Institute for Dark Tourism Research (iDTR) is led by Dr. Philip R. Stone. According to iDTR, the main contours of dark tourism destinations are to be found in three groups of geographically expressed areas: Destination of the death, burial, and/or the tragedies of celebrities, destinations of great battles and falling soldiers, destinations of collective suffering and death.

Visiting such sites can play a significant part in a tourist's experiences and, in turn, there will most probably be anxiety about the development of these sites as tourist attractions [8], [11], [12], [13], [14]. These concomitant aspects of dark tourism have indeed led to concerns about the morality of commodifying death, disaster, and atrocity [15], [16].

All the actions associated with the tourism trips that expose/define the places associated with death, suffering and/or everything that is reminiscent of the grim period of mankind is related to dark tourism [2]. According to the researchers of the iDTR, dark tourism is a subcategory of historic tourism, which includes the content of the material and intangible heritage, as both strengthen our historical memory.

The Faculty of Tourism Studies - Turistica in Portorož, in October 2014, at the centenary of the beginning of the First World War, held the first International Workshop on Dark Tourism in Slovenia titled Dark Tourism: Post - The First World War, Destinations of Human Tragedies and Relevant Tourism Development Opportunities.

## **TYOLOGY OF WAR HERITAGE IN SLOVENIA**

War heritage is the basis for the development of dark tourism in Slovenia. Military cemeteries and ossuaries, monuments and museums, the theatre battles` execution and solemn memorial events at the anniversaries are an integral part of the European cultural landscape and society. In the following analysis based on available sources and field work, a typology of dark tourism based on the First World War and the Second World War periods in Slovenia is presented. In Slovenia, such dark tourist destinations include:

- Cemeteries (Žale Cemetery in Ljubljana, Cemetery Pobrežje in Maribor, Gorjansko Cemetery on Karst).
- Ossuaries (German Ossuary in Tolmin, Ossuary of Italian Soldiers in Kobarid).
- Museums (Park of Military History in Pivka, Kobarid Museum, Tolmin Museum, Idrija War Museum, War Museum in Logatec).
- Concentration camps (Ljubelj, Mauthausen).
- Memorial sites and monuments (Cerje Monument, Monument for the Battle of Dražgoše, Monument to Pohorje Partisan Battalion in Osankarica, Teharje

Memorial Park, The Memorial Church of the Holy Spirit in Javorca, Russian Chapel at Vršič)

- Fortification systems (Vallo Alpino, Rupnik`s Line, Fortress Kluže).
- Guided tours of military facilities (Rupnik`s Line, The Franja Partisan Hospital).
- Remembrance paths – (The Walk of Peace, from the Alps to the Adriatic, Circular Path of Military History in the municipality of Pivka).
- Shows (The show about First World War at Kluže Fortress performed by the Dreizehn Dreizehn Society – 1313. It is a different way of discovering the everyday life of the soldiers on the Isonzo front. Visitors can see tooth extraction, reading the long-awaited love letter, fear, nursing wounded. Every soldier at the front experienced all that, irrespective of their nationality).
- Performing battles (Rupnik`s Line battle in the Municipality of Žiri, “Liberation of Primorska 1945” battle in the Park of Military History in the Municipality of Pivka, both performed by Triglav Cultural and Historical Society).
- Hiking along the trails of war memories (Memorial march “Along the Trail of the Cankar Battalion” in Dražgoše, Along the Barbwire of the Occupied City in Ljubljana).
- Post-war killings (Kren Cave mass grave, Kočevski Rog mass grave, The Barbara Pit).

The analysis shows that dark tourism in Slovenia is associated mainly with topics related to the First World War and the Second World War periods, comprising conventional museum presentations, visiting places “in situ”, performances and thematic trails in conjunction with the two world wars. Each of these sites has unique sightseeing and events connected to the natural and cultural heritage of their settings. All of them have direct potentials for dark tourism development.

## **ALONG THE TRAILS OF “WAR HEROES” IN SLOVENIA**

Dark heritage in Slovenia can offer different opportunities for the development of dark tourism on the basis of war cultural heritage like in three stories of “war heroes” in Slovenia described below. First two stories are associated with the First World War and the last one with the Second World War. All of them could be effectively incorporated into a comprehensive and innovative dark tourism product based on storytelling.

### **1. The story of Erwin Rommel - the great tactician and strategist**

The area of the upper valley of the Soča River - considered one of the most beautiful, emerald color rivers in the world - was part of the Isonzo Front during the First World War. The battles are considered to have been one of the toughest battles of the First World War ever due to its mountainous terrain.

Rommel achieved his remarkable success by taking advantage of the terrain to outflank the Italian forces, attacking from unexpected directions or behind enemy lines, and taking the initiative to attack when he had orders to the contrary. In one instance, the Italian forces, taken by surprise and believing that their lines had collapsed, surrendered after a brief firefight. The attack was described in his famous book “Infantry Attacks” published in 1937. The book became very popular war instruction manual sold in 400.000 copies until 1945. Adolf Hitler was one of many people who owned a copy. Hearing of Rommel's reputation as an outstanding

military instructor Hitler assigned him as the War Ministry liaison officer to the Hitler Youth, in charge of military training [17].

## 2. The story of Ernest Hemingway - the accidental hero

The world-famous American writer, Ernest Hemingway, chose the Isonzo Front to be the scene of action for his historical novel “A Farewell to Arms”. Despite the fact that Hemingway did not fight on the Isonzo Front, there is a possibility that he visited these places. This is demonstrated by the photo of a young American soldier, which local residents claim is Hemingway himself. The novel “A Farewell to Arms” contains many autobiographical elements. Some are true and some are fiction.

In June 1918, young Ernest Hemingway traveled to the northern part of Italy. His goal was an adventure according to his biographer Kenneth Lynn [18]. In the Piave River valley, his assignment was to deliver - by bicycle - cigarettes, chocolate, and other sundries to off-duty soldiers behind front lines.

On July 8, 1918, a trench mortar struck a dugout where Hemingway was sheltering, injuring him in both legs and killing or wounding several Italian soldiers. Hemingway's injuries were not very serious. He was able to walk again in two weeks.

Hemingway, like Tenente in the novel, was transferred to Milan for treatment, where he embarked on a romantic relationship with one of the nurses who tended him. Hemingway received a medal for his bravery [18].

Hemingway, in his anti-war novel, tells the truth about the terrible banality of what happened not only to him but also to millions of others. His fictional creation, Tenente, shrugs off the medal he receives and the suggestion that he did anything to deserve it and, what's more, rejects the very notion of heroism, believing that abstractions only serve to obscure the slaughterhouse that is war.

## 3. The story of Franja Bojc Bidovec – the partisan doctor

The Second World War was one of the most difficult trials of mankind. After the capitulation of Italy in the fall of 1943, a group of combatants began to build a new partisan hospital in the barely accessible Pasice gorge in Dolenji Novaki in the Cerkno region. With the devoted assistance of the locals, the hospital was constructed gradually until the end of the war, when 14 wooden cabins and several auxiliary facilities were squeezed into the bottom alongside the Čerinščica stream. The hospital was among the best-equipped of clandestine partisan hospitals, with an operating room, an X-ray apparatus, a care facility for the disabled, and a small electric plant. Already during the war, the hospital was named after Franja Bojc Bidovec, a partisan doctor who led the hospital for the longest period of time. 600 severely wounded persons were treated in Franja Partisan Hospital [19].

The Franja Partisan Hospital is a cultural monument of national importance, is entered on UNESCO's Tentative List of World Heritage. Due to its symbolic value and its role in the European history and culture, Partisan Hospital Franja received the European heritage label in the year 2007, and again in the year 2015 [19].

After the war dr. Franja Bojc Bidovec continued her work in various military hospitals until her retirement in 1973. She died in 1985 in Ljubljana. Since then, every year a demanding cycling marathon is organized in Slovenia. It is named after her - "The Franja Marathon".

## CONCLUSION

Dark tourism is a growing phenomenon internationally that has gathered significant attention on the part of academic literature in the past decade. Including forms of cultural and historical commemoration, but also visits sites of horror and violence, dark tourism is becoming an important source of income for some destinations. The number of visitors to places of disasters, tragedies and scenes of murder, witchcraft and cursed places is rising sharply. Such places visitors attended previously in history, but these were not called dark tourism.

Dark tourism is the type of tourism that should have a highly educational role while provoking endless discussions on how the difficult past could and should be presented to the visitors. The main motive for visiting all those dark memorials is to understand the causes and consequences of various events in order to ensure that they would never happen again, to find out what happened and understand why this has occurred. A strong motivation for visiting is also to commemorate the victims of a particular historically important area.

Also in Slovenia, we have many dark stories mostly dedicated to war and themes that can be developed into dark tourist products, as shown in the case of "war heroes". Irresistibly attractive places of war or accidents were identified in the tourism industry as a promising market niche. Human inquisitiveness has become a source of income of the organizers of tourist trips, also locals are satisfied who earn some money because of their past disaster.

Dark tourism is in fact often linked to processes of selected memorialization of past violent events, and to a related production of specific geographies of memory. The question is to what extent it is in fact acceptable to market a tragic event, who should deal with destination images created by the media, to what extent tourist and visitor expectations created by the media can, in fact, be met, and how managers and curators of dark tourism sites can effectively communicate the message of the site to tourists and visitors. Debates should also be focused on the modalities of the visits, on the technologies of display implemented to remember and visualize the past, on the ethical issues related to leisure activities in sensitive locations. As the Greek philosopher, Aristotle said: "It is not enough to win a war, it is more important to organize the peace."

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## GLOBAL VERSUS LOCAL TOURISM VALUES

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**Abstract:** *Several international organizations, such as the World Tourism Organization (UNWTO), the World Travel and the Tourism Council (WTTC), in the European area, the EU, through its EUROSTAT outputs, are dedicated to evaluation of tourism on global and international levels. Authorized offices or ministries are responsible for publishing outputs of tourism activities in individual countries, often based on the Tourism Satellite Account (TSA) outputs. At the regional and local levels, no stable methodology for evaluation of tourism exist, although there has been a number of studies conducted.*

*Tourism is in very good condition at a global level, according to data from two world organizations. The WTTC states that the last 6 years are characterized by continuous growth; tourism contributes to global GDP by 9.8 %, and the sector employs 284 million people. The UNWTO complements the information that in 2015, international tourism generated US \$ 1.5 trillion in export earnings and by 2030, the UNWTO forecasts international tourist arrivals to reach 1.8 billion. And what is the development on regional or local levels? Also as positive? And what do these numbers mean for local destination management organizations or providers of services and destinations? The article brings the outputs from the analysis of tourism at a UNESCO World Heritage Site Cesky Krumlov in the Czech Republic.*

*Methodology is based on primary and secondary data analysis and mainly used in time series analysis, index analysis, sociological technique of structured interviews, observation, Smidhauser Wallis coefficient, Defert tourist function and others.*

*Local values and impact of tourism development have a completely different character (except the number of employed persons) of constructions and usage of decision makers. This article provides specific evaluation.*

**Key words:** *Tourism, global value, local value, development.*

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### 1. INTRODUCTION

Tourism is one of the largest and simultaneously the most dynamically developing global industries with positive impact on economic growth and employment, cultural heritage, historical monuments and works of art preservation; it improves general educational level of the population [11]. But tourism is also a very sensitive economic sector, rapidly responding especially to political and security situations globally, within individual countries and specific destinations. According to the Global Peace Index, published annually by The Institute for Economics and Peace, Czech Republic 2015 was designated on global scale as No.10 among 162 countries.

The influence of globalization on tourism sector is humongous, especially in areas such as transportation, information and reservation systems, employment rate and global interdependency that create a complex sector out of tourism, with emphasis on complementary service chain. But the services are being offered and at the same time consumed within the tourism location, that means in the specific tourism destination. The importance of tourism on regional and local levels are provided e.g. by Leigh, Blakely [5]: “The importance of tourism

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is increasing especially on the local and regional level. With the ongoing trend of globalization and deeper economic conscience of society, the number of jobs in traditional spheres is decreasing and often the only option remaining for the regional growth becomes accepting measures leading to development of alternative branches of the economy, in order to avoid stagnation and decline“.

The United Nations World Tourism Organization (UNWTO), the World Travel and Tourism Council (WTTC) and the Organization for Economic Co-operation and Development (OECD) are the three main international organizations pursuing trends, developments and impact of tourism on global level. According to the OECD, tourism is playing a key role in global economic activities, job creation, export revenues (revenues from arrival tourism) and in domestic added value (revenues from domestic tourism). On average, tourism directly contributes 4.1% of GDP, 5.9% of employment and 21.3% of service exports to OECD economies [6].

The UNWTO regularly issues the latest statistics monitoring development of tourism throughout individual global regions. Data from 2016 state that demand for international tourism remained robust in 2016 despite challenges. International tourist arrivals grew by 3.9% to reach a total of 1,235 million, according to the latest UNWTO World Tourism Barometer [12]. While this represents continued robust growth in international travel, growth was down compared to 2015, when growth of 4.6% was recorded. The fastest growing world regions for inbound international tourist arrivals in 2016 were Asia Pacific and Sub-Saharan Africa, with growth of 8.4% and 10.7% respectively. Growth was also robust in the Americas (4.3%) but less so Europe (2.0%) where there has been a wide divergence in performance across countries. The only world region to report negative growth in 2016 was the Middle East (-4.1%) [12].

The WTTC concentrates on measurements of tourism performance and impact on individual countries. It gives great emphasis to analyses and predictions. Regularly compiles the Economic Impact Analysis, broken down to country and regional levels; also publishes periodic studies called Monthly Economic Impact a Benchmarks Reports, to compare selected countries [13].

Since 1995 even the World Bank, within the World Development Indicators scope, follows the development of several tourism indicators. The indicators followed in the tourism sector are: International tourism, number of arrivals, International tourism, number of departures, International tourism, receipts (% of total exports), International tourism, expenditures (% of total imports), International tourism, expenditures (current US\$), International tourism, expenditures for travel items (current US\$), International tourism, expenditures for passenger transport items (current US\$).

## **2. MATERIALS AND METHODS**

Next to the aforementioned organizations a number of experts are involved in tourism evaluation. Socioeconomic impact of tourism on a selected area is the most common approach. The impact of tourism on the region/site are often being discussed from many viewpoints. Such impact is generally recognized as economic or socioeconomic, sociocultural and environmental, further on as direct, indirect and mediated impacts. Many authors have used these perspectives to address the impacts [2], [4], [8], [9], [10].

This study was possible due to the project being supported by public funds from the Český Krumlov Municipality and private sources from local entrepreneurs. This article will present

the main outputs from a project titled “Analysis of the benefits from tourism and the tourism development strategy in Český Krumlov”, carried out by the Institute of Hospitality Management in Prague.

The methods used for the purpose of this article are as follows: Defert function, time series analysis, index analysis and Smidhauser Wallis coefficient for job positions calculation.

### 3. RESULTS

Tourism is an integral part of the Czech economy. Czech Republic has been successfully implementing/fulfilling the Tourism Satellite Account (TSA) since 2005. In 2015 tourism constituted 2.8% of gross domestic product. The total expenditure/spending for tourism within our territory reached 250 billion Crowns. In 2015 internal consumption of tourism reached 250 Billion Crowns, which was a 5.3% increase year-on-year. Tourist arrivals comprised 59 % of expenditure. In 2015 tourism employed 228 thousand people, which was a 1.2 % increase year-on-year. 82 % were employees, the other portion were entrepreneurs. Most workers, 72% , found employment in businesses characteristic for tourism. 67 thousand people provided their services in catering and hospitality facilities, 39 thousand worked in accommodation services and 13 thousand in travel and other related agencies. Another almost 60 thousand people were employed in tourism related industries [3].

Cesky Krumlov is a small cosmopolitan city with less than 13.5 thousand inhabitants, located in the South Bohemian Region, near the Austrian and German borders. The city was enlisted on the World Heritage Convention in 1992, and its economic growth is markedly linked to travel trade. The intensity of tourist activities in the destination is measured by a penetration index, the so called Defert tourist function. In the city centre, this index reaches the value of 319 and puts the city in a category with significant tourist activity, and nationwide the index value could be compared with mountain or spa destinations.

Overnight stays in large-scale lodging facilities in the town grow continually with an average year-on-year growth of 7.3% (for non-residents 7.5%). Base index shows that numbers of overnight stays in large-scale lodging facilities increased in 2015, compared to 2000, 3.7 times, overnight stays for non-residents increased sixfold. It is important to note that 56% of lodging facilities in the city consist of individual lodging facilities not followed by official ČSÚ statistics, and preferred mainly by domestic tourists. The above mentioned statistic does not take these numbers into account.

On the other hand, a decreasing trend in time is displayed by an average length of overnight stays, which is a key indicator of tourism conditions evaluation on local level. The city of Cesky Krumlov is slowly becoming a tourism ghetto with thousands of tourists arriving, spending a day and departing for a night stay in Praha. This trend appears to be extremely financially demanding/costly for the city itself. Average length of overnight stays decreased from 2.05 in 2000 to 1.5 in 2015 (Fig.1).

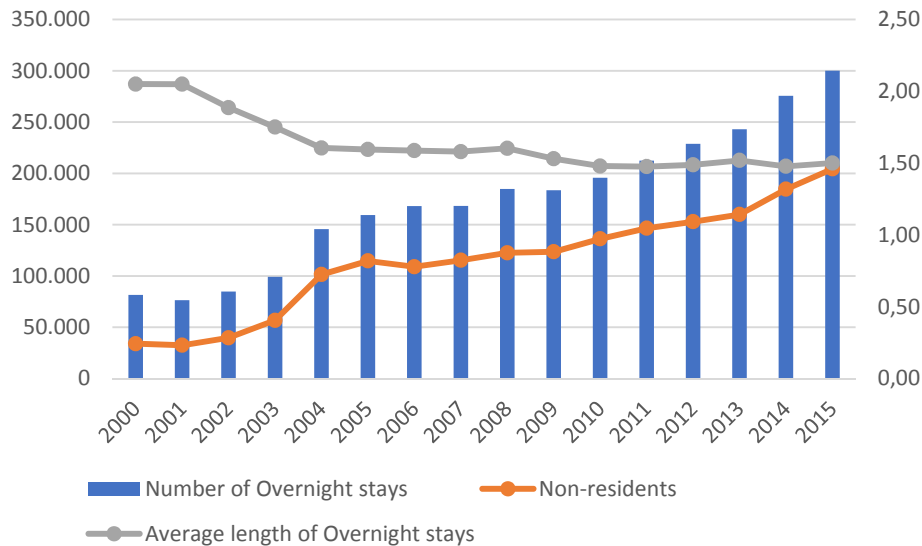


Figure 1: Basic tourism indicators development in Cesky Krumlov  
Sources: the author, 2017

If we performed a hypothetical calculation of expenses for accommodations in the amount of 1,000 CZK for one overnight stay, and took into account the inflation rate<sup>527</sup>, then even despite the decreasing numbers of average overnight stays the expenses show an increasing trend. Of course, this calculation does not take into account the actual price level according to the accommodation category.

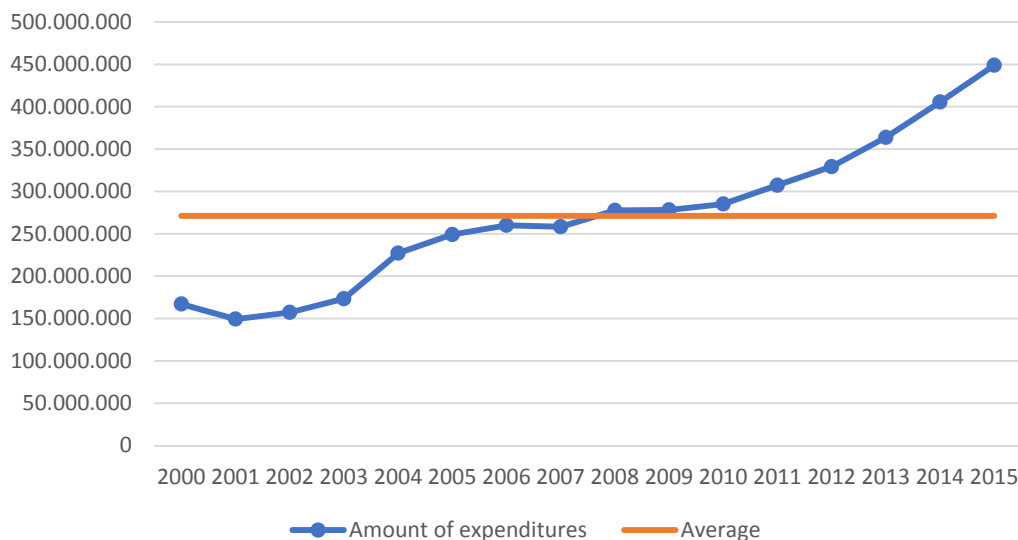


Figure 2: Hypothetical development of tourist spending for accommodations in Cesky Krumlov  
Sources: the author, 2007

Cesky Krumlov registers 4,582 beds in separate types, categories and classes of lodging facilities providing overnight stays for guests. A total of 8,621 seating places are available in 160 catering facilities. Employment in tourism is created not only by tourism industries incorporating only activities directly connected to tourism, but also by tourism economics

<sup>527</sup> Inflation rate expressed by average annual index increment/growth of consumer prices expresses the percentage change of average price index/level for the last 12 months compared to the previous 12 months average.

encompassing also activities indirectly originated/developed by tourism. Total of 3,082 people in Cesky Krumlov are employed due to tourism activities.

Significant entrepreneurial/business activities in Cesky Krumlov contribute to the formation of tax revenue within the frame of budgetary allocation of the city's tax revenues. According to the official Czech Statistical Office a total of 3,062 active business entities are registered in Cesky Krumlov. Cesky Krumlov exhibits the highest representation of businesses with predominant/prevalent activities in the Accommodation and Catering and hospitality industries in the whole South Bohemian region. In terms of employment the largest number of business entities in Cesky Krumlov are individuals conducting business under a Trade Licensing Act (61 %) and 35 % of individuals employ/engage 1 – 5 employees. It can be said that, as is typical for tourism, most of these individuals fit into a micro business category, respectively/or more precisely into a sphere/scope of small and mid sized businesses [1].

Attractiveness of the place/locality, realized overnight stays or restaurants with sidewalk seating (Schanigartens) also generate budget revenues for the city. Next to income taxes (64 M Crowns annually) and VAT (60,5 M Crowns), significant income is also generated through local taxes: real estate tax with 18.9 M Crowns annually, local /municipality fees/charges for spa or recreational stays with 3.6 M Crowns annually, local accommodation capacity fee with 1.5 M Crowns annually and a local use of public places fee with 3.3 M Crowns annually [1].

#### 4. CONCLUSIONS

Assessment/evaluation of tourism on global and multinational levels concentrates on total development in the numbers of realized arrivals, numbers of people employed in the tourism sector and export and import volumes. Although it is possible to identify several differences even in these international organizations' approaches towards tourism sector assessment. The UNWTO evaluates tourism mainly from international arrivals standpoint. Besides global trends, it follows global regions with regards to development of realized arrivals. WTTC is an organization composed of private sector representatives, and thus the tourism development and status assessment on a global and individual countries scope is a base for its additional activities. They create not only annual but also monthly studies on tourism development and its impact on the area surveyed, they also pay particular attention to benchmarking. The World Bank follows primarily arrival numbers and export and import volumes for individual countries and

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regions as well. The OECD pursues tourism assessment in its member states and emphasizes assessment of competitiveness.

The TSA structure evaluates tourism, including the Czech Republic, generally on a national level. We are talking about supply and demand, and employment assessment on a national level. A reliable model for TSA regionalization has not been developed yet, although there are countries (Austria, Spain, etc.) that do succeeded to regionalization.

It is evident from the conducted analysis focused on assessment of tourism on local level that we are dealing with deeper and more detailed analyses. With local analyses the outputs reflect business/entrepreneurial and public service sectors. Insufficient local data, alternatively their inconsistencies, are a common problem. Local politician or a decision maker should be following global and national trends, nevertheless he/she must have own analyses available to make decisions, which does not occur in many tourism destinations. The problem is political instability, no tourism body established in the area, conceptual activities are considered to be a formal act and thus conceptual documentation often does not include measurable indicators to be used in tourism assessments of the destinations. Responsible organization on a national level should endeavour to regulate/configure a common methodology for following and evaluating development and impact of tourism on a local level. The aforementioned international organizations could assist in this matter. Coordination of a common methodology creation either the TSA regionalization or another type of methodology to assess tourism impact on local level would be a greatly welcomed and appreciated step.

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# ECONOMIC GROWTH AND TOURISM RECEIPTS: EVIDENCE FROM EUROPE

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**Abstract:** *According to TLG hypothesis, international tourism would contribute, as any other export, to income growth by enhancing efficiency through competition and by facilitating the exploitation of economies of scale in local firms. This paper utilizes the systems generalized method of moments (GMM) and panel Granger causality Granger Causality tests in panel data models, to investigate the tourism receipts and gross domestic product (GDP) relationship for 30 European countries over the period 1995–2015. This study aims to test whether tourism receipts growth model predictions are valid for 30 European countries' economies. Values for the GDP per capita variable that is considered to represent economic growth and tourism receipts per capita variable that is considered to represent tourism concentration activities have been obtained from the World Bank Database.*

**Key words:** *economic growth, tourism receipts, dynamic panel, GMM, Granger-cause, Europe*

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## 1. INTRODUCTION

Tourism policy can strengthen the positive externalities of the tourist's expenditure and thus increase the potential of growth in the economy. Some researchers have proposed a —tourism-led economic growth hypothesis that assumes tourism to be a major factor of economic growth in the long run. The main positive economic impacts of tourism relate to foreign exchange earnings, contributions to government revenues, and generation of employment and business opportunities. The consequences of the tourist's expenditure are tourism receipts in other words income. Namely, the income approach to measuring gross domestic product (GDP) is based on the accounting reality that tourism expenditures in an economy should equal the fraction of income generated by the production of tourism services.

This section reviews literature relating to TLG hypothesis examining. In [1] it is given an exhaustive review of approximately 100 peer-reviewed published papers on the TLGH. The results present an increasing diversification in the econometric modelling used. With a few exceptions, the empirical findings suggest that overall international tourism drives economic growth. In [2] adopts a panel Granger causality analysis approach to assess the contribution of tourism to economic growth in Gulf Cooperation Council countries as a whole, and in each individual country. In the case of GCC countries as a whole, the results show a one-way Granger causality, from economic growth to tourism growth. Conclusions in [3] show that tourism Granger-causes economic growth, thus supporting the tourism-led growth hypothesis in Morocco and Tunisia. The study done in [4] investigates the causal relationship between tourism and economic growth in the European, Asian and African countries that border the Mediterranean Sea. The study uses panel data for the period 1998-2011, and adopts a panel Granger causality analysis developed as in [5] to assess the contribution tourism makes to economic growth in each country. In [6] author examine the relationship between tourism

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development and economic growth in the Mediterranean countries using the panel Granger causality tests for the 1995-2010. While there is bidirectional causal nexus between tourism development and economic growth for Portugal, unidirectional causal nexus from economic growth to tourism development is found for Spain, Italy, Tunisia, Cyprus, Croatia, Bulgaria and Greece. In literature of tourism economics there are other interesting approaches currently being investigated in regard to TLG hypothesis, mainly time-series, where focus lie on specific country tourism industry-growth nexus alone [7]-[13]. As far as we know, there are no implementations of the systems generalized method of moments (GMM) [14]-[15] and panel Granger causality tests [16] in testing TLG hypothesis at circle of heterogenous European countries. So there is no comprehensive view of how Europe in wholeness should approach embedding sustainability or growth in tourism strategy.

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This paper aims to examine tourism-led-growth hypothesis which states that tourism receipt is positively related to real economic activity, e.g. productivity measured in broad sense expressed as a GDP per capita with focus on European countries.

In our paper we postulate that tourism receipts are a proxy for export service and GDP per capita growth stands as a proxy for positive externalities of the economic growth.

Since tourism receipt growth reflects the economy's long-term prospects we focused on annual data. This paper tests the true hypothesis that GDP per capita responds positively to tourism receipt per capita. That is, we seek to prove causality relationship between receipt and GDP per capita by exploiting data for tourism and real economy in 30 European countries over the period 1995-2015. We utilize a causality test based on the system of generalized method of moments (GMM) and panel Granger causality tests in panel data models.

The remainder of the paper is organized as follows: In Methodology and Data sections, we briefly discuss, the systems GMM and panel Granger causality techniques as well as data analysed in this paper. Empirical results details the empirical results about direction of causality that is find and a Conclusion concludes.

## 2. METHODOLOGY

In what follows, we briefly detail the methodology. The GMM is a semi-parametrically efficient estimation method. The method starts from a set of over-identified population of moment conditions and searches for an estimator that lessens a quadratic norm of the sample moment vector. Consequently, the resulting estimation is reliable and asymptotically normal under appropriate conditions.



In such a framework, all variables are treated as endogenous in a system of equations, while the short-run dynamics may be identified at a later stage [17]. We specify a panel model with the first order as follows:

$$Y_{i,t} = \alpha_i + \Gamma(L)Y_{i,t} + \mu_i + \varepsilon_{i,t} \quad (1)$$

where  $i$  ( $i=1, \dots, N$ ) denotes the European country and  $t$  ( $t=1, \dots, T$ ) denotes the year.  $Y_{i,t}$  is the vector of endogenous stationary variables, in our analysis GDP per capita (*gdppc*) and tourism receipts per capita (*recipc*).  $\Gamma(L)$  is a matrix polynomial in the lag operator  $L$ ,  $\mu_i$  is the vector of country specific effects, and  $\varepsilon_{i,t}$  represents the vector of idiosyncratic errors.

Estimating equation (1) with pooled OLS presents an endogeneity problem since if the dummy variables (country-specific effects) affect variable in one period they presumably affected them in the previous period, also see [18]. The first step into the direction of correcting this endogeneity problem in dynamic panels is to take the first difference of all variables and to thereby eliminate the individual effects. Still, there remains a correlation between the lagged dependent variable, which is now in differences, and the error term. As a way around this problem, in [19] has proposed to use lags of the dependent variable from at least two periods earlier (in levels) as well as lags of the right hand side variables as instruments in a Generalized Method of Moments (GMM) estimator.

Authors in [15] have shown that GMM first-difference estimators suffer from a major problem. They argue that the instruments used with the standard first-difference GMM estimator become less informative in models where the variance of the fixed effects is particularly high relative to the variance of the transitory shocks. To avoid this bias, they in [15] proposed a system-GMM (henceforth SGMM) estimator that combines in a system the first-differenced with the same equation expressed in levels.

In the next section, we will present results using the Arellano-Bond one-step system GMM, and Arellano-Bond two-step system GMM estimators as well as Blundell-Bond SGMM estimators, with Wald statistics as a basis in help to confirm causality hypothesis.

### 3. DATA

In order to determine the causal relationship between “tourism receipts per capita” and “GDP per capita”, we collected yearly data from 30 European countries between 1995 and 2015.

The list of countries that we used in our analysis can be found in Table 1 in Appendix.

The time anchor in our sample is 1995 because the earliest size of the International tourism, receipts (current US\$) variable available dated back to that year. The second variable that is used in this study is GDP per capita (current US\$). According to this definition, international tourism receipts include all payments and prepayments made by an international visitor for goods and services. The variables used in this study and their descriptive statistics are shown in Table 2.

### 4. EMPIRICAL RESULTS

A reasonable first step in empirical analysis is a visual inspection of the data. Figure 1 show the histograms of the *gdppc*, and *recipc* for our sample of 30 countries. Both variables exhibit

outliers (especially the first variable). Another way to look at the data is to examine bi-variate pooled scatter graph. Figures 2 show pronounced contemporaneous association between *gdppc* and *recipc*, a positive association in our variables is indicated by the increasing slope. Outliers become apparent here also.

The results of panel unit root test are reported in Table 4 (see Appendix). As can be seen from Table 4, unit root test results show that *recipc* variable is stationary in levels for all countries. In the case of *gdppc* variable the judgment is not unequivocal. Yet, we will proceed as it is stationary.

The GMM specifications include period-specific effects (as is recommended in the literature). Lags of the dependent variable from at least one period earlier serve as GMM-style instruments. Since Granger-causality test results are sensitive to the choice of lag length  $m$  in the time stationary VAR model given by equation (1), it is important to specify the lag structure appropriately. Table 3 shows that – based on this criterion – the optimal lag length is 1.

Next, we briefly discuss the long run estimates. First, the standard panel data estimates viz., pure cross section or total estimates, two fixed effects models viz., between and within and the random effects model REM are reported. Second, we present a single equation estimate with GMM in which the first differences of the variables are used. Finally, we use the systems GMM approach (SGMM).

Tables 5-8 report these results.

Estimates for OLS when *gdpc* is dependent variable showed that the estimate of  $\beta$  is 0.593. We report estimates with panel data methods in same Table 5. These range from 0.603 in column 3 with the the fixed effects *between* method to 0.871 in column 4 with the the fixed effects *within* method. The rest of the estimates based on GMM with the first differences of the variables and SGMM vary from 0.152 to 0.301. In all those regressions  $\beta$  is highly significant.

For reasons explained in the previous section the SGMM estimates in column 5 are to be preferred to single equation based GMM estimates in column 1 (in Table 6). The SGMM estimate of  $\beta$  imply that a 1% increase in concurrent tourism receipt per capita leads to about 0.301% increase in GDP per capita in these European countries.

The Sargan test is a test of the null hypothesis that the instruments are uncorrelated with the error term  $u_{it}$  (which they must be in order to be valid instruments). Table 6 shows that the null hypothesis is always accepted. Furthermore, the Hansen test confirms that in all cases our set of instruments (the lagged first differences of the variables) is valid and robust. Otherwise, the Hansen statistic is the minimized value of the two-step GMM criterion function. The Arellano-Bond test of no second-order autocorrelation in the disturbances of the first differenced equation is used to detect first-order autocorrelation in the underlying level variables, which must not be present. The test accepts the null hypothesis at the five percent level.

The Arellano-Bond test of no second-order autocorrelation in the disturbances of the first differenced equation is used to detect first-order autocorrelation in the underlying level variables, which must not be present. The test accepts the null hypothesis at the five percent level but only in the two step SGMM model. Thus, the AR(1) tests backed exclusively the legitimacy estimator of the two step system SGMM (in Table 6).

The upper part of Table 6 reports the estimated coefficients, which can be used to draw inferences on whether tourism receipt per capita level and differences is related to GDP per capita growth. According to these time dynamics results, *recipc* has a positive and significant effect on *gdppc* variable. This *recipc* variable is always significant in the Table 6, and the Wald test rejects the hypothesis that the coefficients are jointly equal to zero in the two step SGMM model. According to the results of Granger causality test based on Wald statistics, one-way causality relationships are confirmed. It seems that *recipc* does Granger-cause *gdppc* as we assumed according to TLG hypothesis.

Note that with *recipc* as dependent variable, in two step GMM estimator, the Wald statistics allow us to reject the null hypothesis at the 1% level (Table 8). This implies that the existence of a bi-directional causality between per capita tourism receipt per capita and per capita GDP. However, when we compare these with the more robust result we get from Granger causality test within SGMM model, mentioned by analyzing Table 6, we can label that causality relationships as weaker one.

## 5. CONCLUSION

In this paper we have used a more efficient SGMM beside conventional GMM technique to examine the association between tourism receipt per capita and GDP per capita for 30 European countries in order to test TLG hypothesis. Next, we used panel Granger causality tests based on a Wald statistics to examine the existence of causality relationships between tourism receipt per capita and GDP per capita. A bi-directional causality was found to exist between per capita tourism receipt and per capita GDP; this finding is somewhat more robust when receipt cause growth direction is emphasize.

Our results have some useful implications in economic and public anticipation of tourism as an modern phenomenon. Firstly, there is no doubt that some of these countries are more dependent on tourism receipt as an instrument of enhancing growth and hence it is justified to argue that tourism receipts per capita Granger causes GDP per capita. Secondly, in these countries the tourism share to economy is substantial. There might be some positive externalities that strengthen the causality from GDP per capita to tourism receipt per capita because of proliferation of tourism activity among population. Third, these countries were able to successfully adopt policies that focus on raising GDP growth through increasing tourism activity.

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## APENDIX

Countries				
Austria	Belgium	Bulgaria	Croatia	Cyprus
Czech Republic	Denmark	Estonia	Finland	France
Germany	Greece	Hungary	Ireland	Italy
Latvia	Lithuania	Luxembourg	Malta	Netherlands
Norway	Poland	Portugal	Romania	Slovak Republic
Slovenia	Spain	Sweden	Switzerland	United Kingdom

Table 1: List of countries analyzed

	Variables	Source	Mean	SD	Min	Max
GDP per capita	gdppc	World Bank's World Development Indicators	27509	21380.81	1209	116613
Tourism receipt per capita	recipc	World Bank's World Development Indicators	1107.98	1348.947	13.62	10401.94

Table 2: Definition of variables, source, and descriptive statistics

Selection	AIC(n)	HQ(n)	SC(n)	FPE(n)
No.of lags	1	1	1	1

Table 3: Optimal lag length for equation

Variables	Maddala-Wu	Levin-Lin-Chu	Im-Pesaran-Shin	Hadri
gdppc	301.17***	-1.439	-2.976***	21.945
recipc	443.1***	-5.443***	-6.174***	17.081***

Note: H0, all panels contain unit roots; Ha, at least one panel is stationary. Reject the null of unit root at the level of significance \*\*\* 1%

Table 4: Panel unit root test results

	Total	Between	Within	REM
gdppc				
(Intercept)	6.050 (0.849)***	5.930 (0.793)***		4.218 (0.166)***
log(recipc)	0.593 (0.128)***	0.603 (0.120)***	0.871 (0.019)***	0.864 (0.019)***
R <sup>2</sup>	0.444	0.474	0.792	0.784
Adj. R <sup>2</sup>	0.423	0.455	0.781	0.783
Num. obs.	30	600	600	600
RMSE	0.600			
DW	1.754(0.245)	1.701(0.196)	0.574(0.000)	0.529 (0.000)

Notes: Standard errors are in parenthesis; \*\*\*p < 0.001, \*\*p < 0.01, \*p < 0.05; DW test = Durbin-Watson statistics.

Table 5: Pure cross section and panel estimates 1995-2015 (GDP per capita as dependent variable)

gdppc	Arellano-Bond one-step GMM	Arellano- Bond two-step GMM	Blundell-Bond one-step SGMM	Blundell-Bond two-step SGMM
lag(log(gdppc), 1)	0.751(0.033)***	0.542 (0.392)	0.965 (0.009)***	-0.130
log(recipc)	0.152 (0.043)***	-0.130 (0.327)	0.082 (0.031)**	0.301 (0.083)***
lag(log(recipc), 1)	-0.003 (0.028)	0.221 (0.340)	-0.074 (0.032)*	0.354 (0.017)***
n	30	30	30	30
T	20	20	20	20
Num. obs.	600	600	600	600
Num. obs. used	539	539	1108	1108

Sargan Test (p-value)	0.989		0.987	
Hansen test (p-level)		0.997		0.994
AB test (p-level)	0.008	0.011	0.002	<b>0.194</b>
Wald Test (p-value)	0.000	0.000	0.000	<b>0.000</b>

Notes: Ibidem.; AB test = Arellano-Bond test for AR(2) in first differences.

Table 6: Bi-variate Granger causality tests among gdppc &amp; recipc

	<b>Total</b>	<b>Between</b>	<b>Within</b>	<b>REM</b>
(Intercept)	-0.864 (1.610)	-1.223 (1.551)		-2.414 (0.231)***
log(gdppc)	0.749 (0.161)***	0.787 (0.157)***	0.909 (0.020)***	0.907 (0.019)***
R2	0.444	0.474	0.792	0.785
Adj. R2	0.423	0.455	0.781	0.785
Num. obs.	29	30	599	599
RMSE	0.674			
DW	1.744 (0.236)	1.547 (0.998)	0.779 (0.000)	0.733 (0.000)

Notes: Ibidem.

Table 7: Pure cross section and panel estimates 1995-2015 (Tourism receipt per capita as dependent variable)

<b>recipc</b>	<b>Arellano-Bond one-step GMM</b>	<b>Arellano-Bond two-step GMM</b>	<b>Blundell-Bond one-step SGMM</b>	<b>Blundell- Bond two-step SGMM</b>
lag(log(recipc), 1)	0.388 (0.085)***	0.061 (0.341)	0.937 (0.035)***	0.253 (0.314)
log(gdppc)	1.066(0.165)***	1.21 (0.332)***	0.685 (0.174)***	1.130 (0.650)
lag(log(gdppc), 1)	-0.557(0.13)***	0.732 (0.742)	-0.653 (0.178)***	-0.730 (0.763)
n	30	30	30	30
T	20	20	20	20
Num. obs.	600	600	600	600
Num. obs. used	539	539	1108	1108
Sargan Test (p-value)	0.987		0.987	
Hansen test (p-level)		0.989		0.989
Wald Test (p-value)	0.000	<b>0.001</b>	0.000	0.027
AB test (p-value)	0.0017	<b>0.320</b>	0.0001	0.623

Notes: Ibidem. \*\*\*p &lt; 0.001, \*\*p &lt; 0.01, \*p &lt; 0.05; AB test = Arellano-Bond test for AR(2) in first differences.

Table 8: Bi-variate Granger causality tests among recipc &amp; gdppc

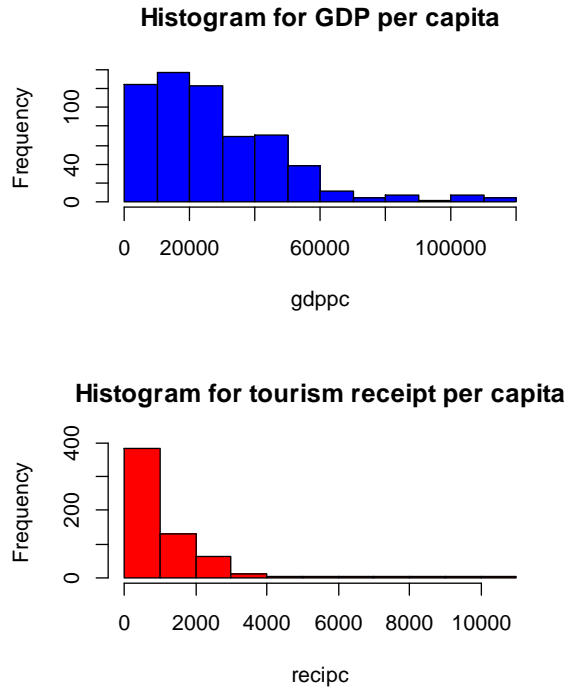


Figure 1: Histogram of “GDP per capita” & “tourism receipts per capita” (in current \$)

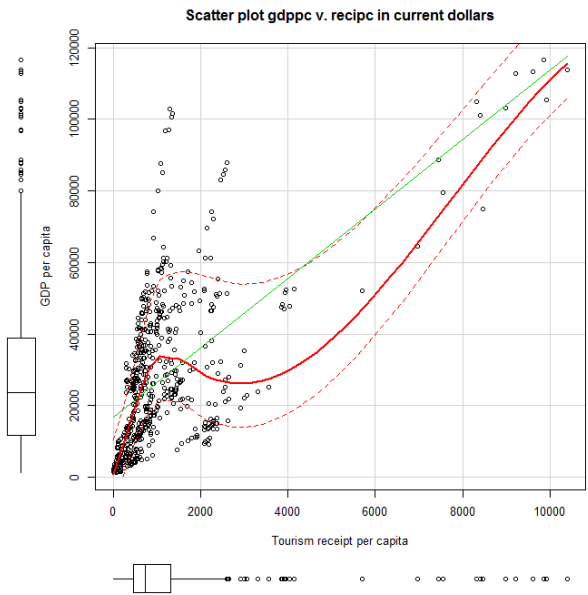


Figure 2: Scatter plot of “GDP per capita” versus “tourism receipts per capita” (in current \$)

## EKONOMSKI MODELI IN UČINKI VREDNOTENJA NWFP GOZDA V TURISTIČNE NAMENE

### ECONOMIC MODELS AND IMPACT ASSESMENT OF NONWOOD FOREST PRODUCTS FOR TOURIST PURPOSES

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**Sadržaj/Povzetek:** *Prispevek predstavlja teoretična dognanja za preučevanje potencialnih učinkov ekonomskega in neekonomskega vrednotenja nelesnih produktov in storitev (ang. nonwood forest product – NWFP) gozda v turistične namene. Poglavitna značilnost gozdnega habitata se kaže v njegovih danostih za razvoj nelesnih produktov, kamor prištevamo tudi turistične produkte, saj gozd dosega najvišjo oceno ekonomskih vrednosti ohranjanja ekosistemskih storitev v primerjavi z ostalimi ekosistemskimi tipi. Namen prispevka je prikaz potencialnih ekonomskih in neekonomskih učinkov izkoriščanja gozda v turistične namene in s tem dvig kakovosti, trajnosti in konkurenčnosti destinacije. Raziskovalno področje se nanaša na problematiko vrednotenja gozda kot naravnega resursa, bogatega z NWFP produkti, ki imajo velik ekonomski potencial, med drugim tudi v turistični dejavnosti. Gozd je že dolgo časa v uporabi kot javno dobro tudi v smislu izkoriščanja njegovih socialno kulturnih vrednot, vendar zelo malo držav na svetu ustvarja in beleži tudi ekonomske in neekonomske učinke iz naslova turistične funkcije gozda. Statističnih podatkov, ki bi prikazali ekonomske učinke iz naslova NWFP v obravnavanih virih pri pregledu literature, je malo. V določenih primerih se na osnovi zajetih statističnih podatkov vrednoti rekreativna funkcija gozda, drugod odziv uporabnikov na gozd kot javno dobro, le v enem primeru gre za poskus zajetja ocene temeljnih NWFP ekonomskih učinkov gozda, med katerimi so zajeti tudi ekonomski učinki gozdnega turizma, kar je v prispevku ponazorjeno na primeru Irske. S pomočjo kvalitativne analize pregleda posameznih teoretičnih spoznanj, podprtih z razvojnimi dokumenti uglednih mednarodnih institucij, so podani predlogi za razvoj in potencialni prispevek socialno-kulturnih, turističnih, estetskih in rekreativnih funkcij gozda kot naravnega vira v turizmu, ki lahko zelo koristijo predvsem upravljalcem gozdnega gospodarstva.*

**Ključne reči/ besede:** gozd, turizem, vrednotenje, ekonomski učinki, NWFP.

**Abstract:** *The paper presents the theoretical knowledge for the study of the potential effects of the economic and noneconomic valuation of non-wood forest products and services (NWFP) for tourist purposes. The main characteristic of forest habitat is reflected in its features for development of NWFP. Forest reaches the highest assessment of the economic value of preserving ecosystem services as compared to other ecosystem types. The purpose of this paper is to show the potential economic and noneconomic impacts of forest exploitation for tourist purposes and to raise the quality, sustainability and competitiveness of forests as tourist destination. The contribution of this paper is related to the issue of the valuation of the forest as a natural resource, rich with NWFP products and great potential, including the exploitation of tourist function of forests. Forest has long been used only as a public good in terms of the exploitation of its socio cultural values, but very few countries on the world create a statistical monitoring of economic and noneconomic effects from tourist functions of forests. Statistics*

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*that demonstrate the economic effects from NWFP within treated sources in the literature review, are limited. Based on the certain existing covered statistics, only recreational function of the forest has been mostly evaluated so far. Usually most users respond to the forest as a public good, except in case of Ireland. Ireland attempted to cover the assessment of the main NWFP economic impacts of their forests, including the economic impacts of forest tourism, which is illustrated in the case of Ireland. Qualitative analysis examining of individual theoretical knowledge has been used in this paper, also supported by development documents of international institutions. They are given for the purpose of development and potential contribution to the socio-cultural, tourist, aesthetic and recreational functions of forests as a natural resource in tourism, which can be very useful especially to the existing managers of forest economy.*

**Key words:** *forest, tourism, evaluation, economic effects, NWFP.*

## 1. TEORETIČNA IZHODIŠČA

O vrednotenju NWFP<sup>532</sup> gozda, s tem tudi socialno kulturnih vrednot, kamor štejemo tudi turistično funkcijo gozda, je danes aktualna in tudi pereča tema v študijah večnamenskega upravljanja z gozdovi (Zhang in Zhou, 2013; Yi et al 2016). Ob dejstvu, da je turizem danes tako v Sloveniji, kot v svetu ena vodilnih gospodarskih panog, je primerno upoštevati znanstvena dognanja na področju vrednotenja in upravljanja z naravnimi viri v turistične namene, kot ugotavlja Rantala (2010), saj je turistična dejavnost do sedaj velikokrat spremenila podobo krajin in turističnih destinacij. Problem vrednotenja ekonomskih učinkov naravnih virov se je pojavil zaradi negativnih posledic širitve masovnega turizma na eni strani in neprimerne metodologije vrednotenja turističnih atrakcij na drugi strani (Kušen, 2002). Z razvojem večnamenskega upravljanja z naravnimi ekosistemi (Chen in Nakama, 2012; Strauch et al, 2016, 42; Collier et al, 2005), kamor sodijo tudi gozdovi, se je pojavila tudi potreba po vrednotenju nelesne produkcije, ki je v vseh vidnejših razvojnih dokumentih (UNWTO, 1987; MA, 2005; European Commission – EC, 2014/2223(INI); The World Bank IBRD, 2016; MCPFE 2015; GOS, 2014; Republic of Suriname, 2013; European Commission, 2013; WCED, 2015; FTP, 2013, 14-15; Europe 2020) opredeljena kot dolgoročna razvojna usmeritev z mnogimi ekonomskimi in neekonomskimi učinki in potenciali, ki lahko tudi presegajo lesno produkcijo gozdov, kakor so pokazale nekatere znanstvene študije (Juutinen et al., 2014).

Pregled dosedanjih znanstvenih dognanj na področju vrednotenja potencialov gozda v turistične namene in osnovnih metod pri vrednotenju stroškov in koristi ekoloških (pa tudi deloma turističnih) dobrin in storitev gozda, kaže različne pristope k opredelitvi rekreacijske in s tem tudi turistične vrednosti gozda<sup>533</sup> (Ruzzier et al, 2010). Tako so se razvile mnoge metode

<sup>532</sup> Nelesni proizvodi in ekosistemske storitve v korist javnosti so pojmi, ki se uporabljajo v navedenih virih in poročilih ter statističnih podatkih, zato so tako poimenovane tudi v prispevku. Predstavljajo turistični potencial posameznih funkcij gozda in osnovo za razvoj gozdnega turizma. Med nelesne gozdne produkte sodijo: hrana, dekorativni izdelki in okrasne rastline, ostali produkti iz rastlin, izločki, barvila, surovine za zdravila, aromatski izdelki, meso divjih gozdnih živali, divji med in čebelji vosek, strojene kože in trofeje. Med nelesne gozdne storitve pa sodijo turistične, rekreativne, kulturno-izobraževalne in estetske storitve.

<sup>533</sup> Gozd kot prostorsko opredeljen naravni vir, ki med drugim omogoča tudi rekreativno funkcijo izrabe prostora, se v skladu z Osnovno klasifikacijo potencialnih in realnih turističnih atrakcij, ki jo je zasnoval Kušen (2002), lahko šteje v eno izmed šestnajstih osnovnih vrsti turističnih atrakcij. Zato so v nadaljevanju rekreativna funkcija, kakor tudi izobraževalna, estetska in socialna funkcija gozda obravnavane kot sestavni del turistične funkcije, neposredni in posredni ekonomski učinki, ki nastajajo na tej osnovi, pa kot del turistične vrednosti.

ekonomskega vrednotenja, ki jih v osnovi lahko delimo na metode razkrivanja preferenc (sem sodijo na primer metoda tržnih cen, metoda potnih stroškov, metoda hedonističnih cen ipd.), metode izraženih preferenc (kot na primer metoda kontigenčnega vrednotenja in metoda diskretne izbire) in metodo prenašanja koristi (Ibid, 2010). Eno prvih metod vrednotenja ekonomskih učinkov pri izkoriščanju naravnih resursov v rekreativne namene na podlagi potnih stroškov, ki se koristi še danes, je razvil ekonomist Harold Hotelling v začetku 50.let prejšnjega stoletja (Trice and Wood, 1968). Metoda potnih stroškov se uporablja še danes, čeprav sta že Trice in Wood leta 1968 ugotovila, da ni najbolj primerna za merjenje neopredmetenih koristi turistov, ki v okviru dopusta preživljajo svoj prosti čas v rekreativnih dejavnostih, saj so določeni stroški neločljivo povezani s porabo, kot na primer, izdatek poti, hrane in podobno ter bi nastali tudi, če rekreacijske aktivnosti ne bi bilo. Pri vrednotenju socialno kulturnih parametrov gozda je potrebno opozoriti na specifikko gozda kot naravnega resursa, ki se uporablja kot javno dobro in nudi mnoge ekosistemske storitve ter omogoča ekonomske in neekonomske učinke na podlagi njihove valorizacije (Krajter et al, 2013). To pomeni, da, uporaba resursa v javno dobro ne more biti vrednotena samo v skladu s tržnimi cenami (Zhang in Zhou, 2013, 280; Krpina 2015; Yi et al 2016), ampak mora zajeti tako ekonomske kot neekonomske vrednostne kriterije. V tem smislu se je tudi metodologija vrednotenja naravnih virov skozi čas spreminjala in dopolnjevala. Za vrednotenje ekonomskih učinkov se najpogosteje uporabljajo metode, kot so to pogosto metoda stroškov in koristi (ang. cost benefit analysis - CBA), metoda cenovne presoje ugodja pri vrednotenju okoljskih dobrin in storitev in metoda potnih stroškov. Pozneje se je pojavila potreba po definiranju vrednosti neposrednih in posrednih ekonomskih učinkov turističnih in socialno-kulturnih gozdnih parametrov, kar je sprožilo uporabo novejših pristopov vrednotenja (Cope et al, 2000). Sodobnejša dognanja zadnjih petnajstih let, ki preučujejo dobičkovnost v turizmu, pravijo, da se fokus ugotavljanja dobičkovnosti proizvoda, prestavlja na ugotavljanje dobičkovnosti kupca oziroma potrošnika (ang. Customer profitability – CP) z namenom zagotavljanja informacij, ki bodo priskrbele upravljalcem donosne odločitve na dolgi rok (Noone in Griffin, 1999, 111; ). Takšen pristop ugotavljanja dobičkovnosti kupca zahteva podatke o individualnih nakupih posameznega kupca skozi določeno časovno obdobje, kar je danes zaradi tehnološke podpore in spremljave podatkovnih baz zgodovine nakupov obvladljivo (Mulhern, 1999, 26). Pri oblikovanju dodane vrednosti turističnega produkta so tudi vse bolj v ospredju nematerialne značilnosti, ki povečujejo vrednost turističnega produkta in družbena odgovornost podjetja do lokalne skupnosti in povezanosti z vsemi interesnimi skupinami (vlagatelji, zaposlenimi, dobavitelji, posojilodajalci, družbeno skupnostjo, državo) v okolju z namenom zaščite narave, ekosistema in uveljavljanja trajnostnega razvoja (Strauch et al; 20016; Nolte, 2008). Za

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metodološko razvrstitev prednostnih izbir posameznih materialnih in nematerialnih značilnosti turističnega produkta pri posameznih interesnih skupinah oziroma izpraševalcih, se lahko uporabi multivariantna conjoint metoda (Nuraeni et al, 2015, 314), ki je primerna za ugotavljanje odzivov potrošnikov na spremembo zadovoljstva pri storitvenih ali produktnih atributih. Uporaba conjoint metode je primerna predvsem pri natančni analizi relativne pomembnosti atributov, ki pa lahko zajemajo več ravni (Rhee et al 2016), iz katerih je razvidno, kateri atributi in njihove značilnosti so pri turistih in turističnih ponudnikih najbolj najbolj zaželeni (Nuraeni et al, 2015,316). Za ugotavljanje stališč, zahtev, motivov za obisk, zadovoljstva s storitvami in ponudbo na zavarovanih območjih, se lahko izhaja tudi iz modela človeškega ekosistema (ang. Human Ecosystem Model), vendar je zaradi preobširnosti modela priporočljiva uporaba **teorije orientacijskih vrednosti** (ang. Kluckhohn and Strodtbeck's Values Orientation Theory), ki obravnava predvsem vrednote uporabnikov in v obravnavanem primeru spremlja odziv uporabnikov na gozd kot javno dobro (Krpina, 2015, 536).

Pri vrednotenju ekonomskih učinkov rekreativne funkcije gozda so nedavne raziskave na Kitajskem temeljile na osnovi **optimalne teorije nadzora**, katerih cilj je bil izračunati nadomestno vrednost rekreacijske površine enega hektarja parkovne površine (Zhang in Zhou, 2013).

## 2. METODOLOGIJA

Metoda dela je zajemala naslednje korake: zbiranje literature na osnovi ključnih besed, zbiranje razvojnih dokumentov v smislu informativne podpore in boljšega razumevanja obravnavane problematike, analiza podatkov ter zaključevanje na osnovi deduktivnega sklepanja. Obdelani znanstveni prispevki vrednotijo ekonomske učinke in učinke javnega dobra gozda in gozdnih površin. Osnovni namen prispevka je prikazati metode vrednotenja tistih dejavnosti, ki se uporabljajo za turistično izrabo SCV gozda v celoti, vključujoč izobraževalno, estetsko in socialno funkcijo, vendar se je izkazalo, da je v obdelanih znanstvenih bazah in izbranih prispevkih zelo malo objav s točno takšno vsebino. Zato je bilo potrebno temeljiti raziskavo na širšem konceptu vrednotenja naravnih virov in socialno – kulturnih vsebin.

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Izbira primernih prispevkov je temeljila najprej na ključni besedni zvezi gozdni turizem, vendar se je izkazalo, da ta besedna zveza, razen redkih izjem (Chen in Nakama, 2012; Collier et al, 2005), ni prisotna v znanstvenih prispevkih v poponoma istovetni obliki. V okviru izbrane in proučene relevante literature je bilo zaslediti naslednje besedne zveze, ki so še najbližje iskanemu terminu gozdni turizem. To so: *woodland tourism* (Martin, 2004), *forest well-being tourism* (Konu, 2015) in *nature tourism* (Bell et al, 2009) . Prav tako ni prisotna uporaba termina *turističnih gozdnih produktov*<sup>534</sup>, čeprav se v veliki meri prepoznavajo ravno v okviru strokovnega izraza *nelesni produkti*.

Obdelanih je 35 znanstvenih prispevkov. Raziskava je limitirala zadetke prispevkov samo mednarodnih revij, pridobljenih na podlagi znanstvenih baz ScienceDirect; JSTOR; Emerald; SpringerLink; Institute of Hospitality, Hrčak. Ključne besede pri iskanju znanstvenih prispevkov in razvojnih dokumentov so bile: gozdni turizem, vrednotenje, ekonomski učinki.

### 3. REZULTATI RAZISKAVE

Zelo malo držav v svetu je pristopilo k strateški opredelitvi in vrednotenju nelesnih gozdnih produktov. Kljub dejstvu, da je gozdni ekosistem edini, ki zagotavlja ponudbo vseh klasificiranih ekosistemskih storitev (Verbič in Erker, 2004; Pagiola et al, 2004,66), vrednotenje in statistična obdelava podatkov celotne nelesne produkcije določenega gozdnega območja in njenih ekonomskih učinkov še ni vzpostavljena na državni ravni.

Rezultati pregleda literature o vrednotenju rekreativne funkcije gozda so pokazali, da gre le v enem primeru za poskus zajetja ocene temeljnih NWFP ekonomskih učinkov gozda, med katerimi so zajeti tudi ekonomski učinki gozdnega turizma, kar je v prispevku ponazorjeno na primeru Irske. vključujoč izobraževalno, estetsko in socialno funkcijo, vendar se je izkazalo, da je v obdelanih znanstvenih bazah in izbranih prispevkih zelo malo objav s točno takšno vsebino. Zato je bilo potrebno temeljiti raziskavo na širšem konceptu vrednotenja naravnih virov in socialno – kulturnih vsebin. Modeli vrednotenja, uporabljeni v pregledani literaturi, so podani v tabeli 1.

Zap.št.	Literarni vir	Leto	Država	Model vrednotenja NWFP	Predmet ocenjevanja
1	Trice in Wood,	1958		metoda hedonističnih cen oziroma cenovne presoje	Netržno vrednotenje - vrednotenje okoljskih dobrin in storitev
2	Krutilla in Fisher	1975	USA	Metoda potnih stroškov	Ugotavljanje vrednosti rekreacijskih površin in vrednosti javnega dobra
3	Bostedt in Mattsson	1995	Švedska	metoda stroškov in koristi – CBA s pomočjo kontingenčnega vrednotenja.	Vrednotenje rekreativne funkcije gozda in njene ekonomske in družbeno koristne potenciale.
4	Tišma et al	2002	Hrvaška	CBA metode	Vrednotenje vpliva mediteranskih gozdov na vrednost turistične namestitve.

<sup>534</sup> Pri uporabi termina turistični produkt so mišljeni tako turistični produkti in turistične storitve.

5	Verbič in Erker	2004	Slovenija	metoda vrednotenja kontingenta	Za vrednotenje rekreacijskih površin.
6	Collier et al	2005	Irska	Metoda tržnih cen – poizkus zajetja ekonomskih učinkov.	Vsi nelesni produkti (brez SCV produktov)
7	Kaval in Yao	2007	Nova Zelandija	Pregledni prispevek	Poudarek na ne- tržnem vrednotenju.
8	Krajter et al	2013	Hrvaška	Pregledni prispevek	Vrednotenje socialno kulturnih parametrov gozda
9	Zhang in Zhou	2013	Kitajska	Optimalna teorija nadzora – model vrednotenja rekreativnih potencialov gozda in z uporabo regresije, časovnih serij obstoječih ekoloških podatkov ter produkcijskih stroškov.	Izračunana je optimalna cena vrednotenja rekreativne funkcije gozda na hektar, ki znaša 10.440 Kitajskih Jenov /ha kar znese 1.393,10 eur/ha <sup>535</sup> .
10	Bayliss et al	2014	Tanzanija	Metoda tržnih cen – zajetje prihodkov od turizma v naravi. (ang. Nature Based Tourism)	Vsi obstoječi gozdni turistični proizvodi.
11	Krpina, Vesna	2015	Hrvaška	Metoda tržnih cen. Omenjen tudi: Model človeškega ekosistema (ang. Human Ecosystem Model)	Vrednotenje mediteranskega gozda v očeh turističnih ponudnikov. Zaradi preobširnosti modela je priporočljiva uporaba <b>teorije orientacijskih vrednosti</b> (ang. Kluckhohn and Strodtbeck's Values Orientation Theory),
12	Juutinen at al	2014	Finska	metoda stroškov in koristi – CBA s pomočjo kontingenčnega vrednotenja.	Ugotavljanje dolgoročne razvojne usmeritve z mnogimi ekonomskimi in neekonomskimi učinki in potenciali, ki lahko tudi presegajo lesno produkcijo gozdov.
13	Nuraeni et al	2015	Indonezija	Multivariantna conjoint metoda.	Za metodološko razvrstitev prednostnih izbir posameznih materialnih in nematerialnih

<sup>535</sup> Cena je določena kot implicitna (ang. shadow price) za leto 2020, saj vključuje stroške, ki jih je težko točno določiti vnaprej, hkrati pa so zajete cene v posameznih časovnih serijah bile v določenih segmentih pogojene z različnimi dejavniki, ki so posameznim parametrom v izračunu dajale različne vrednosti.

					značilnosti turističnega produkta. Uporabna tudi za merjenje ekosistemskih storitev.
14	Japelj, Anže	2016	Slovenija	Multivariantna conjoint metoda. Podan je tudi pregled obstoječih metod vrednotenja.	Vrednotenje rekreativnih površin v gozdu.
15	Yi et al	2016	Kitajska	TCM in CVM metodi vrednotenja.	rezultati uporabe TCM ali/in CVM metode zelo varirajo, predvsem zaradi zelo različnega pristopa pri kreiranju vprašalnikov.

Tabela 1 Rezultati pregleda literature – ekonomski modeli vrednotenja NWFP in SCV

Rezultati pregleda vrednotenja NWFP so pokazali, da so redke države, kot na primer Irska, poskusile podati oceno tržne vrednosti celotnega nelesnega potenciala gozda (Collier et al, 2005; MCPFE, 2015) ali prihodke od turizma v naravi (ang. Nature-based Tourism), kot na primer Tanzanija (Bayliss et al, 2014). Kitajska je v skladu z reformami po letu 1978 pričela z vrednotenjem rekreacijskih vrednosti, tako ekonomskih, kot neekonomskih, z namenom določiti optimalno ceno za uporabo rekreativnih površin. Zavedanje, da je potrebno ekonomsko ovrednotiti rekreacijsko vrednost gozda in jo vključiti v državni računovodski sistem, je v 90.letih pripeljalo do uporabe predvsem TCM in CVM metode vrednotenja turističnih in rekreativnih potencialov gozda ter pokrajine v mnogih empiričnih študijah (Yi et al 2016), kot na primer pri vrednotenju Zhangjiajie Nacionalnega Parka, Chanbai Gorskega Rezervata in drugih. Izkazalo se je, da rezultati uporabe TCM ali/in CVM metode zelo varirajo, predvsem zaradi zelo različnega pristopa pri kreiranju vprašalnikov. Strokovnjaki so želeli izračunati tudi vrednost rekreacijske površine na enoto, zato so na podlagi **optimalne teorije nadzora** kreirali model vrednotenja rekreativnih potencialov gozda in z uporabo regresije, časovnih serij obstoječih ekoloških podatkov ter produkcijskih stroškov izračunali optimalno ceno vrednotenja na hektar, ki znaša 10.440 Kitajskih Jenov /ha kar znesi 1.393,10 eur/ha<sup>536</sup>. (Zhang in Zhou, 2013, 285).

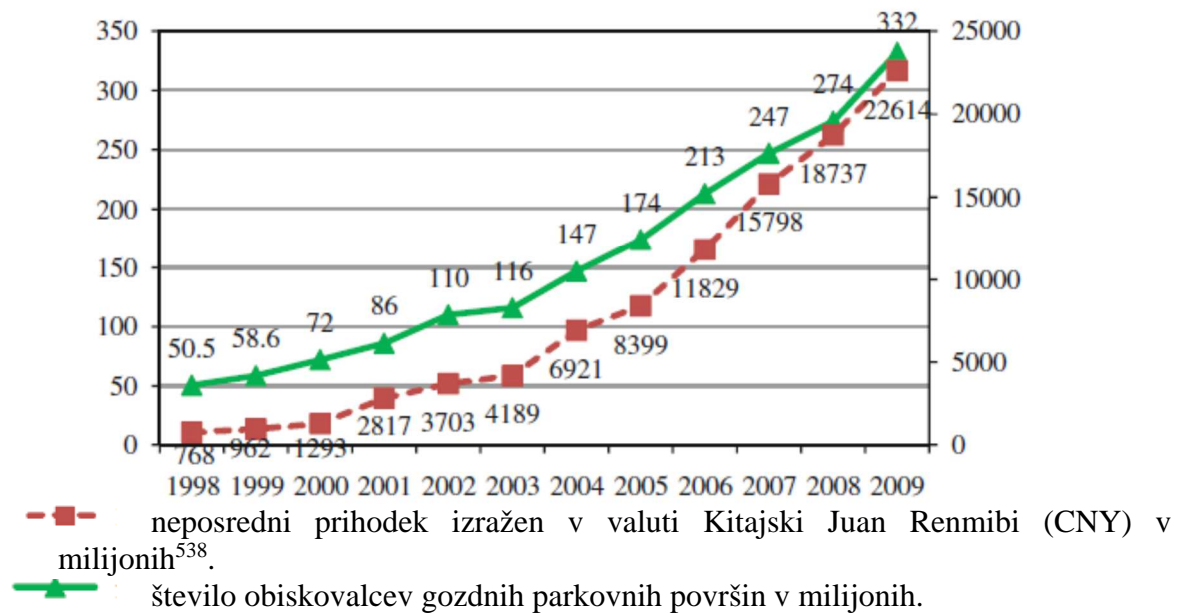
#### 4. UČINKI VREDNOTENJA NWFP

Pri vrednotenju določenega turističnega gozdnega potenciala je potrebno izhajati iz statističnih podatkov: števila turistov, zajetih prihodkov, naložb in podobno. Pri tem se matematični model naslanja na večletno obdobje in upošteva predvsem hektarje gozda, namenjenega za turistično rabo (Zhang in Zhou, 2013, 282). V različnih deželah po svetu različno opredeljujejo že pojem gozda, kakor tudi posebno rabo gozda<sup>537</sup>. Prav tako je model možno kreirati šele po

<sup>536</sup> Cena je določena kot implicitna (ang. shadow price) za leto 2020, saj vključuje stroške, ki jih je težko točno določiti vnaprej, hkrati pa so zajete cene v posameznih časovnih serijah bile v določenih segmentih pogojene z različnimi dejavniki, ki so posameznim parametrom v izračunu dajale različne vrednosti.

<sup>537</sup> Zakon RS o gozdovih, (4. točka): Gozd oziroma drugo gozdno zemljišče po tem zakonu niso posamično gozdno drevje, skupine gozdnega drevja na površini do 0,25 hektarja, drevoredi, parki in plantaže gozdnega drevja. V primerjavi s Kitajsko, kjer je definicija gozda in gozdnega območja dokaj široka glede na mednarodne standarde. Zato so tudi gozdni produkti opredeljeni širše kot drugje. Pojem gozda vključuje naravne gozdove, gojene nasade lesa, varovalne gozdne pasove (vključno s tistimi, ki so zasajeni za okoljske storitve), gospodarske gozdove (vključno z nelesnimi nasadi drevesnih rastlin, kot so nasadi tungovih dreves za pridobivanje tungovega olja, zvezdastega janeža, cimeta ipd. Sem sodijo tudi sadovnjaki, bambusovi gozdovi, grmičevje ter posajena drevesa

vzpostavljenem sistemu monitoringa in statističnega zajetja obiska turistov in prihodkov na posameznih območjih gozdov za posebno rabo. Na Kitajskem so statistično spremljavo turističnega obiska gozdov in prihodkov iz naslova obiska gozdov vzpostavili leta 1999 (Zhang in Zhou, 2013, 283). Iz statističnih podatkov, kot jih prikazuje tabela 2 je razvidna nagla rast obiskovalcev in prihodkov predvsem po letu 2000, kar je rezultat predvsem državne politike, ki je postavila turizem naravnih virov in njihovo zaščito ter njihovo urbanizacijo in komercializacijo kot prioriteto dejavnost. Na račun gozdnega turizma in izkoriščanja NWFP so zmanjšali revščino v 4.654 vaseh (Chen in Nakama, 2012).



Vir: citirano po China's Forestry Yearbook 1998-2005 in Državna gozdna uprava 2006-2009 v Chen in Nakama, 2012, 5.

Tabela 2 Rast prihodka iz naslova vstopnin obiskovalcev gozdnih parkov na Kitajskem

Na Švedskem so rezultati študije dokazali, da turisti pripisujejo pomembno veljavo gozdnim atributom. Kot ugotavljata Bostedt in Mattsson (1995, 671-680) je mogoče na osnovi pridobljenih rezultatov sklepati, da je ekonomsko vrednost gozdnih atributov možno celo povečati, v kolikor se spremenijo dosedanje prakse z upravljanjem gozdnega gospodarstva. Na podlagi CBA metode pa so v raziskavi na Hrvaškem (Tišma et al., 2002, 128) opredelili motive in kazalnike, po katerih so vrednotene turistične značilnosti gozda. Tako pridobljeni rezultati se priporočajo kot orodje pri analizi stroškov in koristi ter razvojnih naložb v gozdu. Rezultati raziskave, ki je preučevala nagnjenja turistov do bivanja v gozdu ter njihov odnos do ekoloških in socialnih storitev gozda (Vuletić et al., 2006, 88), so pokazali, da obstajajo znatne možnosti vključitve gozda in gozdnatih območij v turistično ponudbo in doseganje ekonomskih učinkov. Izkazalo se je, da imajo turisti visoko stopnjo (med 40-70%) prepoznavanja estetske vloge gozda, kakor tudi strukturne in biotske raznovrstnosti gozdne pokrajine, privlači jih ambientalnost gozdnega ugodja, kakor tudi možnost rekreacije in sprehodov po gozdu<sup>539</sup>. Ponudniki turističnih storitev obalnega področja želijo aktivno sodelovati v planiranju

okoli hiš, vasi, rek in cest na obalnih območjih in kmetijah. Med gozdna zemljišča se šteje že površina 0.067 ha. V primerjavi s FAO definicijo, ki navaja minimalno površino 0.5 ha. (Hogarth et al., 2013, 113)

<sup>538</sup> Menjalni tečaj: 1 CNY = 0,13 EUR na dan 09.11.20016.

<sup>539</sup> Na Hrvaškem so ob koncu 90. let prejšnjega stoletja sistematično pristopili k raziskovanju vrednosti javnih dobrin v turizmu, ki so vključevale tudi mediteranske obalne gozdove. Mediteranski gozdovi predstavljajo pomemben dejavnik privlačnosti v okviru posamezne turistične obalne destinacije. Koordinator projekta zaščite in promoviranja obalnih gozdov na Hrvaškem je bil Institut za turizem iz Zagreba (Krpina et al., 2014, 272).

razvojnih aktivnosti tudi na področju gozdnega gospodarstva. Druge raziskave so vrednotile ekonomski pomen gozda pri oblikovanju turističnega produkta na področju Dalmacije (Krpina et al, 2014, 272 - 274). Hotelirji so bili mnenja, da bi morali znižati ceno nastanitve v hotelih tudi do 30%, v kolikor bi okoliške gozdove zajel požar. Turisti tega obalnega območja so povezali občutek ugodja na dopustu v veliki meri z vonjem borovih gozdov in zeleno barvo. V zadnjih tridesetih letih na Japonskem obravnavajo okolju prijazen turizem kot ključ do ravnovesja med zaščito okolja in gospodarskim razvojem na podeželju. Zeleni turizem ima pozitivne tako ekonomske kot tudi demografske učinke na razvoj v državi, predvsem na pokrajine različnih ekosistemov, sekundarnih gozdov<sup>540</sup>, namakalnih ribnikov in travnikov, ki jih sestavlja. Ruralna lokalna skupnost, celostni ekološki pristop, podprt s subvencijami in sodelovanje vseh deležnikov v enotni politiki delovanja, so v sistemu lokalnega razvoja ključnega pomena za razvoj zelenega turizma na Japonskem (Bixia in Zhenmian, 2013, 285-291). Poleg pozitivnih ekonomskih učinkov, je potrebno pri načrtovanju zelenega turizma upoštevati tudi negativne vplive na okolje. Primer namenske uporabe gozda v turistične namene je v študiji primera v Turčiji (Kuvan, 2005) obravnavan z vidika negativnih okoljskih vplivov, ki so nastali pod vplivom masovnega turizma.

## 5. RAZPRAVA IN ZAKLJUČEK

Rezultati študije so pričakovano pokazali, da je potrebno pri opredelitvi turistične infrastrukturne gradnje pred dodelitvijo gozdnih površin v turistične namene predhodno oceniti socialne, ekonomske, kulturne in okoljske stroške in koristi, saj sicer vodijo v upadanje in propad gozdnih območij, saj se pri nepremišljeni uporabi naravnega območja v turistične namene nepovratno uničijo celotni ekosistemi. Raziskovalci so oblikovali sicer različne ekonomske modele in učinke vrednotenja gozda v turistične namene, vendar ne celostnega vrednotenja ekonomskih in neekonomskih učinkov na nivoju države<sup>541</sup>, pač pa le parcialnega. Poskus, ki ga je opravila Irska (Collier et al, 2004), temelji na tržnih letnih vrednostih posameznih NWFP dejavnosti s komercialnim učinkom. Rezultati so v tem primeru približni in okvirni, saj so ponekod tržne vrednosti ocenjene (npr.: ekonomski učinki za NWFP gozdno dejavnost čebelarstvo), drugod pa nepopolni (npr.: ekonomski učinki gozdnega turizma) ali pa jih sploh ni (npr.: gozdna paša). Iz navedenega sledi, da vrednotenje NWFP ni potekalo preko institucionalnih vzvodov, ampak predstavlja nek splošni pregled NWFP dejavnosti z namenom, da prikaže njihov tržni potencial. Razkorak med priporočili v znanstvenih prispevkih in razvojnih dokumentih, v katerih je NWFP in SCV prepoznan kot razvojni potencial ter dejanskimi gozdnimi upravljalnimi praksami po posameznih državah, bi bilo v prihodnje potrebno z nadaljnjimi raziskavami zmanjšati. Države bi morale pristopiti k dejanskemu uresničevanju večnamenskega upravljanja z gozdovi, ki bi temeljilo na ekonomskem ovrednotenju celotnih NWFP gozda in njegovih ekosistemskih storitev (Edwards et al, 2011), v okviru teh pa tudi turistične funkcije gozda (Zhang in Zhou, 2013).

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<sup>540</sup> Sekundarni gozd: je gozd, ki je bil prvotno posekan, urejen v polja, ki so bila po izčrpanju prsti opuščena in znova zaraščena v gozd. Tak gozd je potem revnejši, drevesnih vrst je manj.

<sup>541</sup> Op. a: tudi v primeru Kitajske je v obdelanih prispevkih predstavljena le turistično-rekreativna funkcija, ki predstavlja le del NWFP ekonomske vrednosti.



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## Priloga 1: Potencial ekonomskih učinkov NWFP za Irsko, izražen v letnih prihodkih

Podatki v tabeli so zbrani in prirejani po: Collier Pat, Short Ian and Dorgan Jim. (2004): Markets for Non-Wood Forest Products. COFORD, National Council for Forest Research and Development, Dublin, Ireland. Podatki v tabeli so zajeti po cenah iz leta 2002.			
GOZDNI NELESNI PRODUKTI IN STORITVE - NWFP NA IRSKEM	UPORABNOST	NOSILNA DEJAVNOST	TRŽNA LETNA VREDNOST V EUR
Gozdno listje.	Polnilo pri šopkih.	Floristika.	Vrednost proizvodnje 1,8 mio €, od tega znaša vrednost izvoza 1,5 mio €.
	Polnilo pri svečnih in nagrobnih aranžmajih.	Svečarstvo.	
	Dodatek pri izdelavi keramičnih izdelkov.	Keramičarstvo.	
Gozdni turizem. Aktivnosti na prostem: lov, ribolov, treking, izobraževalni turistični produkti (odkrivanje naravnih poti, nabiranje gob, odgovorna hoja v naravi in opazovanje flore in favne).	Turisti, turistični ponudniki, rekreativci, uporabniki gozda.	Turizem. Lovska združenja. Šolstvo.	Gl.zabeležene podatke o hoji, trekingu na konjih, gorsko kolesarjenje in lov na srnjadi. Od ostalih dejavnosti, ki se izvajajo, ni zajetih ekonomskih učinkov letnih prihodkov na Irskem.
Hoja.	Rekreacijski in pohodniški namen.	Turizem.	8,5 mio obiskov letno, od tega le 2-3% plača pristojbine - za brezplačno javno rabo gozda. Prihodke ustvarjajo le tuji turisti, 1,6 mio €, od tega je 60% iz naslova hrane, pijače in namestitve.
Treking na konjih.	30.000 tujih turistov na leto.	Turizem.	Povprečna poraba na turista je 800 €, kar znaša 24 mio €.
Gorsko kolesarjenje.	Kolesarske poti.	Turizem.	Ocenjena vrednost znaša 6,3 mio € in vključuje tudi oceno izdatkov v namestitvenih objektih.
Lov na srnjadi.	Sonaravno gospodarjenje in varstvo živali ter narave.	Lovska združenja. Turizem.	Ocenjena vrednost znaša 1,3 mio €.
Zdravila rastlinskega izvora - zelišča.	Alternativno zdravljenje. Aromaterapija. Homeopatija.	Farmacevtska industrija. Alternativna medicina.	Podatek o tržni vrednosti je naveden le za Veliko Britanijo in znaša 1,1 bilijon 72,7 mio € s 14% povprečno letno rastjo. Vrednost tržne vrednosti zelišč za celotno EU znaša 1,1 bilion 72,7 mio € s 14% povprečno letno rastjo.
Gozdni oljni produkti. Olja in oljne smole (iz rož, brsti, semena, listja, vejic, lubja, lesa, gozdnega sadja in korenin).	Kozmetični in farmacevtski izdelki.	Živilska industrija = arome; Industrija parfumov = dišave; Farmacevtska industrija = za doseganje funkcionalnih lastnosti produktov.	Težko je določiti tržno vrednost, saj se proizvodi uporabljajo v številnih sektorjih in industrijah.
Ekološka živila - organska hrana užitenih gozdnih produktov (divje gobe, jagode, orehi...).	Za izdelavo živil, na primer marmelade, džemov, sokov, koncentratov, suhih proizvodov...	Živilska industrija, kmetije (proizvodne in turistične).	Skupni trg organske hrane znaša 23 mio €. Vrednost gozdnih živil: Gobe = ocenjena vrednost irskega trga znaša 300.000 €. Ocena rasti trga organske hrane v EU = 30-40%.
Čebelarstvo	Uporaba čebeljih pridelkov (sladil, žganja...).	Čebelarska združenja. Kmetije (proizvodne in turistične), kot komercialni in hobby ponudniki (slednji so večinski proizvajalci). Živilska industrija.	Ocenjena vrednost proizvodnje znaša 1.000 ton v vrednosti 5,5 mio €, od tega je 300 ton domače proizvodnje, oziroma 1,65 mio € letnih prihodkov.
Gozdna paša (omejen proizvodni učinek je zaradi povzročanja škode mlade gozdne rasti. Paša je primerna je le v času, preden se krošnje dreves zaprejo).	Govedoreja.	Kmetije.	Ni podatka za Irsko.

# ATTITUDE TOWARDS IMPLEMENTATION AND USEFULNESS OF ICT AMONG TOURISM ESTABLISHMENTS: CASE OF ACCOMMODATION ESTABLISHMENTS OF ŽILINA REGION IN SLOVAKIA

Jana Makyšová<sup>542</sup>

**Abstract:** *The paper on a basis of theoretical background about implementation and use of ICT describes the attitude of accommodation establishments towards the use of ICT in their business for communication purposes. Into studied sample were integrated different types of accommodation establishments that means any kind due to formal categorization of accommodation establishments located in Žilina region. The results obtained besides the readiness for ICT use present also information about the willingness of accommodation establishments (and their representatives) to use the ICT for other purposes than they are using them actually.*

**Key words:** *accommodation establishments, ICT, ICT adoption*

## 1. INTRODUCTION

Žilina region in Slovakia is the region with the highest number of accommodation establishments in Slovakia (and it allways was) containing 970 accommodation establishments in 2015. Statistics concerning first 3 quarters of 2016 says 903 accommodation establishments. This information arises from the latest statistics of Slovak Agency for Tourism [1]. Selected data from this statistocs are presented in the table 1. This is the reason why was this region choosen for the analysis of these accommodation establishments representatives attitude towards adoption and use of ICT.

<i>Region / Year</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>
Bratislava	197	203	243	233	221	242
Trnava	208	195	281	276	265	293
Trenčín	253	249	259	246	234	288
Nitra	270	262	322	307	292	312
<b>Žilina</b>	<b>826</b>	<b>781</b>	<b>930</b>	<b>882</b>	<b>839</b>	<b>970</b>
Banská Bystrica	436	424	527	494	475	550
Prešov	585	551	724	701	663	718
Košice	351	346	357	346	329	351

Table 1: Number of accommodation establishments in Slovak regions in the years 2010-2015.  
Source: extracted from [1]

It can be partially explained by the fact that Žilina region belongs among 3 biggest regions in Slovakia (by population number and by surface). Paradoxically the priority in mentioned catherories does not lead automatically in priority in revenues collected from accommodating visitors (see table 2). It is obvious that the region with the lowest number of accommodation

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establishments (a quarter of Žilina's region amount) earns almost 40% more than Žilina region. And that in spite of the fact, that in Bratislava region visitors spend in average 2 overnights stays in accommodation establishment compared to 3 overnight stays in Žilina region.

<b>Region</b>	<b>Visitors</b>	<b>Revenues</b>
Bratislava	1 194 479	81 631 250
Trnava	297 693	28 000 604
Trenčín	274 360	24 747 913
Nitra	261 582	18 071 770
Žilina	846 508	59 479 148
Banská Bystrica	448 568	30 674 982
Prešov	740 701	50 367 506
Košice	266 358	17 033 740

Table 2: Number of visitors and revenues of accommodation establishments in Slovak regions in the year 2015.

Source: extracted from [1]

Of course in Bratislava region the rate of more expensive hotels is higher than in Žilina, because Bratislava is a Slovak capital so is more expensive than other Slovak cities and to Bratislava come more business men and visitors requiring higher accommodation standard. Žilina region is preferred by tourists looking for sport activities (skiing, hiking), cultural experiences (festival, cultural heritage...), or wellness (spa, medical stays...).

We suppose that the difference between them is mostly based on services quality which is differently perceived by accommodation establishments representatives in Bratislava and Žilina region. There exist many different ways how to increase the accommodation quality. One of possible solutions is to use ICT [2], [3]. In different ways. To communicate with (potential) customers, to maintain the agenda of establishment, to develop a community of accommodation establishments and communicate in this community, to offer ICT as an extra service to accommodated customers. As [4] says, is universally regarded as an essential tool in enhancing the competitiveness. It is to be questioned if accommodation establishments representatives consider it as possible or neither.

## 2. ICT ADOPTION

Many different theories of ICT were developed. Some of them reached a high rate of acknowledgement, diffusion and acceptance among researchers such as Ajzen's Theory of planned behavior = TPB [5] preceded by [6], Davis's Technology acceptance model = TAM [7],

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[8], Technology-Organization-Environment framework = TOE framework [9], Diffusion of innovation = DOI [10], Unified theory of acceptance and use of technology = UTAUT [11].

When talking about ICT adoption it often points to innovations. Innovations are accordingly to defined as the introduction of something new; a new idea, method or device. It must be distinguished from a noun invention which means something which did not exist before. But innovation is “only” the modification of something existing or adding new characteristics to any tangible or intangible thing [12].

Many researchers remark that the adoption models are often joined to innovation. Even Roger’s Diffusion of innovation model is often used in researches studying the adoption of new ICT [13].

Mentioned theories must also be seen under particular conditions of the region, where the ICT adoption study is/was realized. Fishbein and Ajzen in their Theory of planned behavior are also aware of this fact, as well as Davis’s Technology acceptance model or Venkatesh et al.’s Unified theory of acceptance and use of technology.

All theories have in common two important facts:

- Name different factors having influence on adopter’s conscience and decision such as perceived usefulness, performance expectancy, time, communication channels, social influence, perceived ease-of use and others,
- Describe relations between different characteristics and their mutual influence.

Describing technology or innovation from different points of view (characteristics) usually leads into categorization of adopters/individuals into different groups. The one from Roger is the most detailed and often used to illustrate the speed of innovation adoption among population [14].

These theories are to be taken into consideration when studying willingness to adopt and use ICT by accommodation establishments representatives who have different age, education and social environment forming their internal decision-making process. In the first step we decided to learn what is the attitude of accommodation establishments representatives towards the use of ICT.

### **3. METHODOLOGY**

Research was made among accommodation establishments in the region of Žilina in the northwest part of Slovakia. As it was presented before, this region possesses the highest number of accommodation establishments in Slovakia. But this is the number given by official statistics. In reality, different web pages mediating accommodation give different numbers of accommodation establishments in region of Žilina (as well as in other regions). As an example can be taken web page UbytovanieNaSlovensku.EU offering 919 accommodation possibilities, 1-2-3-ubytovanie.sk offering 1198 accommodation possibilities, or others offering few accommodating possibilities or more than official statistics.

We decided to take into account information from Lajka’s InfoBanka [15] with its 778 accommodation establishments divided into groups not only due to accommodation category but also due to location of accommodations (see table 3). Another reason was the fact, that this web site offered direct mails to accommodation establishments.



<i>Accommodation category</i>	<i>Department</i>											$\Sigma$
	<i>BY</i>	<i>CA</i>	<i>DK</i>	<i>KM</i>	<i>LM</i>	<i>MT</i>	<i>NO</i>	<i>RK</i>	<i>TR</i>	<i>TS</i>	<i>ZA</i>	
Hotels	-	7	7	6	43	11	6	8	5	9	18	120
Pensions	3	23	12	-	61	19	11	34	8	47	43	261
Hostels	1	4	1	-	7	2	5	8	-	3	5	36
Privates	-	4	9	-	75	5	3	31	5	23	47	202
Motels	-	1	-	1	1	2	1	1	1	-	3	11
Campings	-	-	1	-	2	4	3	3	1	1	2	17
Cottages	1	9	14	2	44	11	5	17	3	9	10	125
Health resorts	-	-	-	-	1	-	-	2	2	-	1	6
$\Sigma$	5	48	44	9	234	54	34	104	25	92	129	778

Table 3: The spread of accommodation establishments in Žilina region (source: [15])

Infobanka representator told us, that their database represents the reality in about 92 %. Taking this into account the number of accommodation establishments could be about 845.

All accommodation establishments mentioned in InfoBanka were contacted on their e-mail addresses and were asked to fill the questionnaire. We got back 174 questionnaires but only 150 of them were correctly filled. It also happened that we got back the mail where respondent has forgotten to join it. We asked them to resend it, but with no success.

Having 150 accommodation establishments as sample size out of population counting 845 means that:

- on a confidence level 95 % the results are  $\pm 7,26\%$  true (we report readers to “sample size” theory if interested),
- response rate would be 19,28 %.

#### 4. RESULTS AND INTERPRETATION

It is noteworthy that the percentage distribution of respondents falling into particular categories of accommodation is quite close to percentage distribution of all accommodation establishments calculated after InfoBanka from Lajka (see table 4).

<i>Accommodation category</i>	<i>InfoBanka from Lajka</i>	<i>respondents</i>
Hotels	16,84 %	13,33 %
Botels	0 %	0 %
Pensions	33,55 %	32 %
Hostels	4,63 %	4,67 %
Cottages	16,07 %	24 %
Campings	2,19 %	0 %
Privates	25,96 %	26 %
Health resorts	0,77 %	0 %

Table 4: Answer rate compared to total distribution rate due to accommodation category.

It is also noteworthy that the answer rate remain close to distribution rate when comparing them in department belonging point of view (see table 5). Departments can be consequently divided into 3 groups. The first group consists of only one department with largest rate 30,08 % - LM

(Liptovský Mikuláš). Second group consists of departments RK, TS and ZA (Ružomberok, Tvrdošín and Žilina) with their rates respectively 13,37 %, 11,83 % and 16,58 %. And the third group consists of all other departments.

From geographical point of view accommodation establishments belonging into 3<sup>rd</sup> group are quite sparsely distributed in these departments. This is evident also in response rate from these departments. We did not receive a large number of answers from these departments because mentioned accommodation establishments are not perceiving a strong pressure from other competitors. In opposite, in case of first and second group, the competition is quite strong and accommodation establishments feel the need to protect themselves.

<i>Department</i>		<i>InfoBanka from Lajka respondents</i>	
Bytča	BY	0,64 %	0 %
Čadca	CA	6,17 %	1,33 %
Dolný Kubín	DK	5,66 %	3,33 %
Kysucké Nové Mesto	KM	1,16 %	0 %
Liptovský Mikuláš	LM	30,08 %	36 %
Martin	MT	6,94 %	4 %
Námestovo	NO	4,37 %	1,33 %
Ružomberok	RK	13,37 %	24 %
Turčianske Teplice	TR	3,21 %	1,33 %
Tvrdošín	TS	11,83 %	16 %
Žilina	ZA	16,58 %	12,67 %

Table 5: Answer rate compared to total distribution rate due to departments.

The aim of the query was to find if accommodation establishments in Žilina region are materially and mentally ready for the use of ICT in different than in only a basic way (email, web page). Evaluation of collected data resulted in some expected as well as in some unexpected results. That is due to fact that Žilina region and mostly its northern parts<sup>543</sup> are (1) economically less powerful, incomes of population occupy lower positions in Slovakia and (2) thinking of local people is more conservative and joined to traditions.

Of course the research has shown that 100% of accommodation establishments are actually possessing and using ICT at least in one way. It is quite possible because we have contacted all accommodation establishments by their e-mail, the same as customers are using to communicate with.

Combining the information about the length of ICT use in accommodation establishment with the year of its birth permitted us to conclude that 70 % of them considered as necessary to use ICT since the beginning.

We gave some possibilities to choose how accommodation establishments use ICT. Results are presented on figure 1.

<sup>543</sup> Generally known as Kysuce and Orava. Here belong departments Čadca, Kysucké Nové Mesto, Námestovo, Tvrdošín and partially also Bytča and Dolný Kubín.

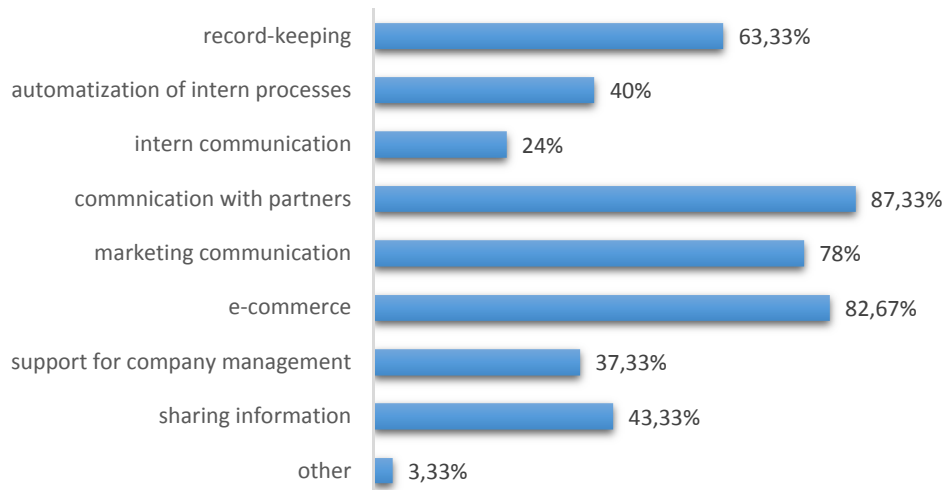


Figure 1: The aim of ICT use in accommodation establishments.

In scope of finding dependencies between different possibilities of ICT use became evident some interesting correlations. The most important positive correlation (0,55) was noticed between functions “automatization of intern processes” and “support for company management”, so that means that company which uses ICT for automatization of intern processes uses it with high probability also as a support for company management. Other statistically relevant correlations appeared between “record-keeping” and “automatization of intern processes” (0,45), “automatization of intern processes” and “intern communication” (0,37) and “intern communication” and “sharing information” (0,36).

Insert one and use multiple times. This orientation was confirmed also in the using ICT. Companies (accommodation establishments) are not investing into ICT to use only one of its functions but they try to use more of them. This way of ICT use raises from two aspects” (1) the interest on the side of accommodation establishments to maximize the value for money spent for ICT procurement and (2) multifunctionality of ICT (capability to fill different functions). From this point of view the largest rate belongs to those establishments using ICT for three purposes (21,33 %), four and five purposes (both per 16,67 %) and finally for six purposes (15,33 %).

ICT are the less used for intern communication (24 %). This function did not gain remarkable support neither in potential future ICT function enlarging. However 80,67 % of accommodation establishments considered ICT as convenient for intern communication.

We also asked respondents if they consider ICT as convenient for company communication where belong “instructions”, “reports”, “agenda”, “evaluations”, and “communication”.

90,08 % of those claiming ICT as convenient for company communication is really using it this way. Mostly it is used for communication with its partners (88,43 %). The intern communication gained only 28,93 % but it was because accommodation leaders presented their desire to keep a particular lever of interpersonal relations by communication in person and not through ICT. The most important correlation appeared between instructions and diffusion of company information (reports), (0,67). There were another significant correlations in what accommodation establishments consider as convenient to perform by ICT.

## 5. DISCUSSION AND CONCLUSION

Our research primarily oriented to find out either accommodation establishments want or not use and adopt ICT declared that they are already using them for quite large scope of aims.

We suppose that accommodation establishments do not belong among laggards in ICT adoption. They already possess and use ICT for different scope and are ready to make a step or more forward to use their ICT even more.

As we also learned accommodation establishments representatives also claimed the interest to not only use their ICT as environment isolated solution, but they have present their willingness to cooperate with other accommodation establishments in the region or further and so transform competitors into partners. To coexist as partners would require different reasoning and different use of ICT, to implement systematic processes in common behavior. We think this can be a subject to a different research oriented to cooperation conditions among accommodation establishments not belonging into larger even global accommodation networks. Just to create small clusters or cores for further development. The reason why accommodation establishments are willing to do this repose upon potential increasing of potential revenues.

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## SERVICE QUALITY ASSESSMENT IN THE FAST-FOOD RESTAURANT USING A MODIFIED DINESERV MODEL

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**Abstract:** *Many researchers make efforts to evaluate the services quality in the hospitality industry by using SERVQUAL scale, in its original form or modified. The purpose of this study is to empirically investigate services quality in fast-food restaurants, on the basis of the modified DINESERV scale. The main objective is to evaluate the level of expectation and the level of perception of consumers as regards the quality of the service in fast-food restaurants. The questionnaire is comprised of 32 assertions and 32 questions, formulated and established on the basis of SERVQUAL and modified DINESERV model, as most frequently cited and used models of service quality questionnaires in literature. The questionnaire was carried out in five fast-food restaurants, which resulted in obtaining 248 usable questionnaires that were then analysed. All 32 attributes were with negative gap value, which shows that the level of expectation is higher than the level of consumers' perception as regards the services quality and this point out the low level of the services quality in fast-food restaurants. This study is of primary importance since the level of services quality will be established through identifying the strong and weak sides of the services quality in fast-food restaurants.*

**Key words:** *service quality, SERVQUAL, DINESERV, hospitality industry, fast-food*

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### 1. INTRODUCTION

Service quality is one of the key factors to consumers' satisfaction especially in hospitality industry such as fast-food restaurants, because it is essential to make an effort to measure the service and to improve their quality [1]. The measurement of service quality must be done very often and in time, in order to have an exact service quality level at the fast-food restaurants in order to increase consumers' satisfaction and to keep their attendance [2]. The most popular method for measuring service quality is the SERVQUAL model [3], [4]. The results from the SERVQUAL instrument show that this method can provide useful information to assess the expectations and perception of consumers in order to see the gaps in the dimensions of individual service quality [5]. This model is applied in various service activities, including: the hospitality industry, hotels [6], [7]; classical restaurants [8], [9]; fast-food restaurants [10], [11]. The modified version of the SERVQUAL model is proved to be a suitable model for getting reliable data of service quality [12].

Due to restaurants specifications and characteristics, in the assessment of service quality literature it has been applied SERVQUAL questionnaire called DINESERV [13]. The DINESERV model was created to assess consumers' perception of restaurant service quality [14] and is proposed as reliable and relatively simple tool to determine the level of restaurant service quality [15]. Most researchers agree that service quality can be measured by comparing

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of consumers expectations with their perception for service performances [16], [17]. There are many factors that can affect the assessment of consumers regarding the service quality at fast-food restaurants. According to the most researches the main components of the overall service quality at fast-food restaurants are food quality, physical surroundings and employees [18], [19]. Fast-food restaurants that provide a high quality service have competitive advantage compared to other restaurants.

In the Republic of Macedonia, there are over 250 fast-food restaurants that have been registered and it is of great importance to know how to monitor measure and improve consumers' satisfaction with quality services. Because of everyday use of service, which is offered by these restaurants, by the younger population but also by the more mature population there is bigger justification to improve the existing service quality. The research regarding the level of service quality in the fast-food restaurants in Republic of Macedonia is not so frequent, so the aim of this research to contribute to fixing and improving service quality in the hospitality industry. In order to understand all characteristics of the service quality in the restaurants it is necessary to develop an appropriate measurement model [20]. In this paper is applied additional and modified version of DINESERV questionnaire.

## 2. METHODOLOGY

In this paper will be analyzed the consumer's satisfaction and their perception regarding the quality of service at fast-food restaurants via questioners and based on the analyses of the data received, the current state of quality of services will be determined and guidelines for their improvement will be referred. The research methodology was in five steps through:

1. Planning of the measurement with a choice of a fast-food restaurants, in terms of influential factors (consumers structure and location);
2. Designing questionnaires and defining the sample;
3. Research by conducting the survey and measuring the satisfaction and perception;
4. Analysis of the data received, and
5. Conclusion.

The research was conducted in private fast-food restaurants with the total of 248 consumers, which number, according to the indicators of monitoring, can be taken as a sufficient sample. The fast-food restaurants are chosen on the bases of: location-central city area, number of employees and available space for consumers. The research was conducted in five fast-food restaurants in several different cities in Macedonia.

The questionnaire that was applied in this study consists of three parts (appendix 1). First part consists of consumer's data: age, education, and previous visits to the fast-food restaurant. The second part researches the expectations of the consumers, and third part examines the

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perceptions of consumers based on 32 attributes. Consumers' expectations and perceptions are measured on five point Likert's scale, grading as: "Strongly agree=1" to "Strongly disagree=5". The research was conducted based on modified SERVQUAL and modified DINESERV model, in which is added another dimension to the quality of service – food quality with a total of 32 attributes divided into 6 dimensions of quality of service. 270 questionnaires were distributed and 248 were filled in.

### 3. RESEARCH RESULTS

#### 3.1. Demographic profile of the respondents

Table 1 shows the demographic characteristics of 248 consumers in the fast-food restaurants. Most are aged between 21-30 years, representing 39% of the total number of the surveyed consumers, and 24% are consumers under 20 years of age. The lowest percentage is consumers over 61 years of age or only 3% of the total number of consumers. The highest number of the consumers is with high school education 48% and with high education are 24%. According to this data the most common are the consumers from high school and students from the universities as well as consumers younger than 30, who have more spare time and more social activities. Most of the consumers visit the fast-food restaurant once to twice in a month (31% of the total number), or 19%, once or twice weekly.

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	Number	%	Number	%		Number	%	
<i>Age</i>			<i>Previous visits to the fast-food restaurant</i>		<i>Education</i>			
≤20	60	24	Never	22	9	Primary school	38	15
21-30	97	39	Every day	19	8	High school	118	48
31-40	39	16	1-2 times weekly	48	19	Faculty	84	24
41-50	34	14	1-2 times in 2 weeks	41	17	Degree and master's degree	7	3
51-60	10	4	1-2 times monthly	78	31	PhD studies	1	
≥61	8	3	1-2 times yearly	40	16			

Table 1: Demographic characteristics of consumers

#### 3.2. Data analyses

For the analysis was determined mean and standard deviation for each fast-food restaurant, for each attribute of the questionnaire and in the total of all fast-food restaurants in terms of expectation and perception of consumers regarding the quality of service. The purpose of this analysis was to perceive the current situation in terms of satisfaction of the consumers in each restaurant and in total of all fast-food restaurants in relation to perceive consumers' satisfaction with service quality in this kind of hospitality industry. To determine these attributes and their



connection with the general satisfaction of the consumers a gaps analysis had been used- according to the SERVQUAL method which determines the difference between perceived and expected service quality. The significance of the expected and perceived service quality is performed using the t-test for independent samples at the level of significance at 0.05 and the number of degrees of freedom  $df=N-2=494$ . The processing of the results was performed using the software package Statistic 10.

Dimension	Attributes	Perceptions			Expectations			Gap	t-test
		Mean	SD	Mean (SD)	Mean	SD	Mean (SD)		
Tangibles	V1	2.60	1.29		<b>3.94</b>	1.01		-1.34	12.87
	V2	3.20	1.08		4.10	0.87		-0.89	10.17
	V3	3.35	1.12		4.19	0.85		-0.83	9.34
	V4	3.86	1.02	3.20	4.40	0.77	4.18	-0.54	6.61
	V5	3.28	1.03	(0.43)	4.29	0.84	(0.13)	-1.00	11.90
	V6	<b>2.56</b>	1.28		4.09	1.09		<b>-1.52</b>	14.21
	V7	3.30	0.99		4.25	0.83		-0.95	11.54
	V8	3.43	0.99		4.21	0.85		-0.79	9.47
Reliability	V9	3.57	1.07		4.29	0.81		-0.71	8.89
	V10	3.39	1.01		4.14	0.85		-0.75	6.41
	V11	3.58	1.00	3.58	4.21	0.84	4.28	-0.64	6.33
	V12	3.74	1.21	(0.13)	4.39	0.79	(0.10)	-0.65	6.96
	V13	3.64	1.04		4.37	0.78		-0.73	8.39
Food Quality	V14	<b>3.88</b>	1.04		<b>4.41</b>	0.79		-0.53	8.91
	V15	3.74	1.00		4.27	0.86		-0.53	7.66
	V16	3.66	1.03	3.69	4.27	0.90	4.31	-0.60	7.14
	V17	3.66	1.04	(0.13)	4.26	0.88	(0.06)	-0.60	6.94
	V18	3.53	1.07		4.34	0.86		-0.81	9.25
Responsiveness	V19	3.20	1.19		4.00	1.00		-0.80	8.11
	V20	3.47	1.10	3.30	4.12	0.85	4.06	-0.66	7.46
	V21	3.24	1.15	(0.14)	4.04	0.95	(0.06)	-0.80	8.47
Assurance	V22	3.26	1.12		4.04	0.93		-0.77	8.36
	V23	3.41	1.08		4.14	0.82		-0.73	8.46
	V24	3.25	1.14	3.32	4.07	0.95	4.11	-0.82	8.67
	V25	3.43	1.05	(0.08)	4.13	0.91	(0.05)	-0.70	7.87
	V26	3.25	1.08		4.17	0.89		-0.92	10.29
	V27	3.30	1.03		4.13	0.81		-0.83	9.99
Empathy	V28	3.28	1.10		4.09	0.86		-0.81	9.11
	V29	3.30	1.03		4.05	0.96		-0.75	8.41
	V30	3.27	1.11	3.39	4.09	0.95	4.16	-0.82	8.81
	V31	3.52	1.06	(0.15)	4.22	0.88	(0.13)	-0.70	7.96
	V32	3.58	1.12		4.37	0.83		-0.79	8.91

Table 2: Mean, standard deviation of expectations and perceptions, gap value of each attributes and dimensions at fast-food restaurants

Table 2 shows the results for the respondents' expectations and perceptions of service quality, as well as service quality gap. In order to assess whether the difference between perceived and expected quality of service, or calculated SERVQUAL scores is statistically significant, a t-test

for independent samples had been applied. The mean of the score of the consumers' expectation ranges from 3.94-4.41, and the mean of the consumers' perception rates from 2.56-3.88. The biggest expectations as well as the biggest perception regarding the dimensions of the service quality consumers have relating the quality of the food and service. The lowest value for the consumers' expectations obtained the statement *V1*. The lowest assessment relating the perception of service quality is the question *V6*. On the other hand, the highest assessment relating expectations, in terms of perceived quality is the statement *V14*, which means that the taste of food is an important attribute for attendance of a fast-food restaurant and in this case the consumers of this attribute are more satisfied in comparison with the other attributes of the service quality. All six dimensions show a negative value of SERVQUAL assessment, as the difference between perceived and expected service quality. The significance tested of the differences between them is tested using the t-test for each distinct attribute. For all the t-values the significance level is  $p=0.00$  or 0%, which is less than 0.05, which confirms statistically significant difference between perceived and expected service quality. This shows that perception of consumers is far lower than their expectations.

In the first dimension the attribute *V6*, is with the largest negative value, and *V4* has the smallest negative value of this dimension. In the second dimension *reliability* the biggest gap with negative value is *V13*, while in the third dimension, *food quality*, lowest and equal gap have the two attributes *V14* and *V15*, which means that the expectations for the service received by consumers is close to their perception of it, but it's not enough for a positive value. In the fourth dimension *responsiveness*, two of the attributes *V19* and *V21* are with the same negative value. In the fifth dimension *assurance* the attribute *V26* has the largest negative value of this dimension and in terms of *empathy* dimension the largest negative value of SERVQUAL assessments has the attribute *V30*, something as less negative value is for the attribute *V28*.

In table 3 it has been calculated the overall SERVQUAL score. All the means of the dimensions are with negative value. The first dimension with common elements has the largest negative value, and the quality of food dimension has the lowest negative value. The total overall SERVQUAL score has negative value of -0.77. This indicates that the consumers' expectations regarding service quality at fast-food restaurants are far greater than their perception of it.

Dimensions	SERVQUAL score
1. Tangible	<b>-0.98</b>
2. Reliability	-0.70
3. Food Quality	<b>-0.61</b>
4. Responsiveness	-0.75
5. Assurance	-0.79
6. Empathy	-0.77
<b>Overall SERVQUAL score:</b>	<b>-0.77</b>

Table 3: Overall service quality score for all dimensions

The graphic figure 1 shows the mean values of each and individual dimension of service quality at the fast-food restaurants starting from the highest to the lowest negative value SERVQUAL score. The common elements dimension has the highest negative value. This shows that the level of perception of tangible elements at the fast-food restaurant was the lowest in comparison with expectations of consumers who have higher expectations. The food quality dimension has the lowest negative value, which means that consumer' perception and satisfaction for the service that they had received are not very distinguished.

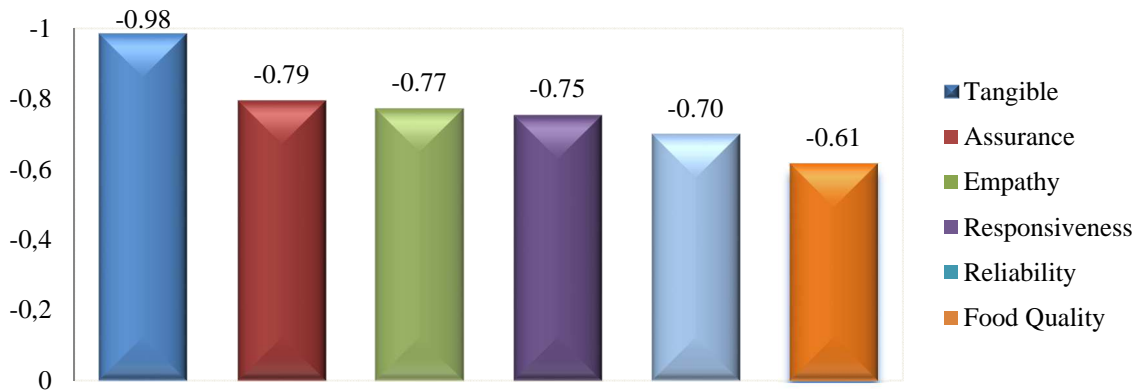


Figure 1: Mean values of dimensions from highest to lowest negative value

Figure 2 graphically displays SERVQUAL score of each fast-food restaurant. Restaurant number 3 has the most negative assessment which means the consumers' expectations were much higher than the satisfaction from the service that they received. Restaurants 4 and 5 have the lowest negative value of SERVQUAL score. This shows that the level of consumers' quality service satisfaction is approximately with the level of their expectations, but not enough for a positive SERVQUAL score.

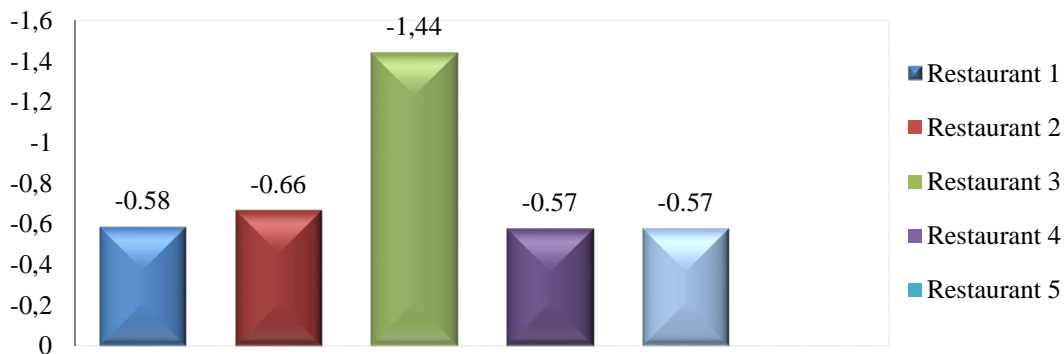


Figure 2: SERVQUAL score according to Likert's scale for each fast-food restaurant

#### 4. DISCUSSION AND CONCLUSIONS

The difference between consumer's expectations and their perception for the service received is a key indicator for assessing and evaluating service quality at fast-food restaurants. The questionnaire provided important information on how real-performance services met consumers' expectations. Therefore, it is justified in fast-food facilities the services to be measured with this questionnaire to see if the services are fulfilled, or are they over or below the consumers' expectations.

From the analysis of the obtained values for consumers' service expectations as the most important are attributes *V14*, *V4* and *V12*, which are part of *food quality*, *tangible* and *reliability*. The results show similarities to other works written by other authors [21], [22], [23]. Attributes with less value are *V19*, *V21* and *V22* of the dimensions *assurance* and *responsiveness*. These attributes are only less important in comparison with the other attributes, because on the Likert's scale of five values, the lowest is four. This indicates that the consumers' qualities of service expectations in fast-food restaurants are great. The values obtained for the perception of consumers are lower than the values of their expectations. The lowest values have the questions *V6* and *V1* of the dimension *tangible*. The highest values have the questions *V14* and *V4* which

means that consumer's perception is close to the value of their expectations for service quality. Most of the authors have obtained approximately results which point out that the food quality and the environmental elements are of significant importance for consumers' better perception [24], [25].

The calculated gap values show that the service provider does not meet the consumers' expectations. The total SERVQUAL score is -0.77 which indicates that overall service quality is below the consumers' expectations and the same can be improved. According to the data the most negative score has the tangible dimension which means that consumers prefer better environment (parking space, restrooms, comfortable seats, need and properly dressed employees etc.). The attributes with the widest significant statistical gap represent serious deficiencies and require serious investment for their resolution, improvement and overcoming. The restaurant 3 has the most negative assessment which shows that consumers' expectations are far greater than the service they had received. Perhaps this negative assessment is due to the spatial environment or the lack of staff during busy hours as well as bad communication and coordination between staff, which leads to inability to meet the consumers' needs and preferences. This paper also has its limitations. The results obtained are on the bases of small number of fast-food restaurants, only five. The measuring of service quality is limited to 32 attributes and 6 dimensions. This research has its benefits such as: the results obtained show what are the expectations and what is consumers' satisfaction with the service received in a fast-food restaurants which identified the strengths and weaknesses of service quality. These results will help managers to determine the level of service quality and its improvement by identifying the deficiencies and their monitoring, improving and removal. By measuring the service quality and the application of the appropriate measurement model, the necessary data is provided and is used for quality management, with which fast-food restaurants will be able to monitor, keep and improve the service quality.

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## Appendix1: Questionnaire

Respected,

This questionnaire is to form the assessment of customer satisfaction of the expected and received service at fast-food restaurants. The questionnaire is composed of three parts as follows: part A, part B and part C. The survey results will be used for scientific purposes only. We hope that you will help and take few minutes of your time to fill in this questionnaire.

### A) Questions from 1 to 3 are answered by completion of one of the numbers

1. Age	2. Education	3. Previous visits to the restaurant
1) $\leq 20$	1) Primary school	1) Never
2) 21-30	2) High school	2) Every day
3) 31-40	3) Degree	3) 1-2 weekly
4) 41-50	4) Degree and Master's degree	4) 1-2 in two weeks
5) 51-60		5) 1-2 monthly
6) $\geq 61$	5) PhD Studies	6) 1-2 yearly

### B) We politely ask you to answer the following statements regarding your expectations at the fast-food restaurant by completion of the number from 1 to 5 as follows: 1 (Strongly agree) - 5 (Strongly disagree).

1.	The restaurant has visually attractive parking areas and building exteriors.	1 2 3 4 5
2.	The restaurant has visually dining area.	1 2 3 4 5
3.	The restaurant has staff members who are clean, neat and appropriately dressed.	1 2 3 4 5
4.	The restaurant has a menu that is easily readable.	1 2 3 4 5
5.	The restaurant has a dining area that is comfortable and easy to move around in.	1 2 3 4 5
6.	The restaurant has restrooms that are thoroughly clean.	1 2 3 4 5
7.	The restaurant has dining areas that are thoroughly clean.	1 2 3 4 5
8.	The restaurant has comfortable seats in the dining room.	1 2 3 4 5
9.	The restaurant serves you in the time promised.	1 2 3 4 5
10.	The restaurant quickly corrects anything is wrong.	1 2 3 4 5
11.	The restaurant is dependable and consistent.	1 2 3 4 5
12.	The restaurant provides an accurate guest check.	1 2 3 4 5
13.	The restaurant serves your food exactly as you ordered it.	1 2 3 4 5
14.	The food tastes good.	1 2 3 4 5
15.	The food is served at a proper temperature.	1 2 3 4 5
16.	The food is fresh.	1 2 3 4 5
17.	The choice of food is different.	1 2 3 4 5
18.	The food is served in good portions.	1 2 3 4 5
19.	The restaurant during busy times has employees helping each other to maintain speed and quality of service.	1 2 3 4 5
20.	The restaurant provides prompt and quick service.	1 2 3 4 5
21.	The restaurant gives extra effort to handle your special requests.	1 2 3 4 5
22.	The restaurant has employees who can answer your questions completely.	1 2 3 4 5
23.	The restaurant makes you feel comfortable and confident in your dealings with them.	1 2 3 4 5
24.	The restaurant has personnel who are both able and willing to give you information about menu items, their ingredients, and methods of preparation.	1 2 3 4 5
25.	The restaurant makes you feel personally safe.	1 2 3 4 5
26.	The restaurant has employees which seem educated, competent and experienced.	1 2 3 4 5
27.	The restaurant seems to give employees support so that they can do their job well.	1 2 3 4 5
28.	The restaurant has employees who are sensitive to your individual needs and wants, rather than always relying on policies and procedures.	1 2 3 4 5
29.	The restaurant makes you feel special.	1 2 3 4 5
30.	The restaurant anticipates your individual needs and wants.	1 2 3 4 5
31.	The restaurant has employees who are sympathetic and reassuring if something is wrong.	1 2 3 4 5
32.	The restaurant seems to have the customers' best interests at heart.	1 2 3 4 5

**C) We politely ask you to answer the following questions regarding your perception of service quality at the fast-food restaurant by completion of the number from 1 to 5 as follows: 1 (Strongly agree) - 5 (Strongly disagree).**

1.	Whether the restaurant has visually attractive parking areas and building exteriors.	1 2 3 4 5
2.	Whether the restaurant has visually dining area.	1 2 3 4 5
3.	Whether the restaurant has staff members who are clean, neat and appropriately dressed.	1 2 3 4 5
4.	Whether the restaurant has a menu that is easily readable.	1 2 3 4 5
5.	Whether the restaurant has a dining area that is comfortable and easy to move around in.	1 2 3 4 5
6.	Whether the restaurant has restrooms that are thoroughly clean.	1 2 3 4 5
7.	Whether the restaurant has dining areas that are thoroughly clean.	1 2 3 4 5
8.	Whether the restaurant has comfortable seats in the dining room.	1 2 3 4 5
9.	Whether the restaurant serves you in the time promised.	1 2 3 4 5
10.	Whether the restaurant quickly corrects anything is wrong.	1 2 3 4 5
11.	Whether the restaurant is dependable and consistent.	1 2 3 4 5
12.	Whether the restaurant provides an accurate guest check.	1 2 3 4 5
13.	Whether the restaurant serves your food exactly as you ordered it.	1 2 3 4 5
14.	Whether the food tastes good.	1 2 3 4 5
15.	Whether the food is served at a proper temperature.	1 2 3 4 5
16.	Whether the food is fresh.	1 2 3 4 5
17.	Whether the choice of food is different.	1 2 3 4 5
18.	Whether the food is served in good portions.	1 2 3 4 5
19.	Whether the restaurant during busy times has employees helping each other to maintain speed and quality of service.	1 2 3 4 5
20.	Whether the restaurant provides prompt and quick service.	1 2 3 4 5
21.	Whether the restaurant gives extra effort to handle your special requests.	1 2 3 4 5
22.	Whether the restaurant has employees who can answer your questions completely.	1 2 3 4 5
23.	Whether the restaurant makes you feel comfortable and confident in your dealings with them.	1 2 3 4 5
24.	Whether the restaurant has personnel who are both able and willing to give you information about menu items, their ingredients, and methods of preparation.	1 2 3 4 5
25.	Whether the restaurant makes you feel personally safe.	1 2 3 4 5
26.	Whether the restaurant has employees which seem educated, competent and experienced.	1 2 3 4 5
27.	Whether the restaurant seems to give employees support so that they can do their job well.	1 2 3 4 5
28.	Whether the restaurant has employees who are sensitive to your individual needs and wants, rather than always relying on policies and procedures.	1 2 3 4 5
29.	Whether the restaurant makes you feel special.	1 2 3 4 5
30.	Whether the restaurant anticipates your individual needs and wants.	1 2 3 4 5
31.	Whether the restaurant has employees who are sympathetic and reassuring if something is wrong.	1 2 3 4 5
32.	Whether the restaurant seems to have the customers' best interests at heart.	1 2 3 4 5

## A CHALLENGE FOR SMALL CITIES – NEW CONCEPT OF STRATEGIC PLANNING

Šárka Tittelbachová<sup>546</sup>

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**Abstract:** *The consequences of the globalisation proces we can find in many areas: the growing uniformity, more tight, integration, interdependence of economic system with the impacts to the social sphaera, local diversity and also tourism. We can see the impacts of globalisation in the institutional changes on the tourism market and also in the strategies of enterprices and destinations. On the local level it could appear as positive thing among others: new enterpreneurial opportunities, multicultural dialog, local government reveueus. In negative sense we can talk about loss of identity, irreversible changes in the community values and outflow of local inhabitants.*

*The places which aim to use full potencial in the asset of tourism for the purpose of local development have to implement new concepts of planning in a sense of good governance and New public management. In order to implement this goal they use community planning methods, 3E methodology and managerial principles (such as a BSC method) for strategic approach and performance management systems.*

*This paper tries to clarify the grounds and process of the strategic planning in a small city in the Pilsen region that decided to accelerate its potential for local development. Possibilities and difficulties of the strategic planning process are analysed in terms of responsible public administration. Methods used in the paper are quantitative analysis, results of the surveys, focus group and a BSC method.*

*Result of the paper is a dynamic strategic plan with balanced objectives that respect the needs of local inhabitants. These goals were gained during work in focus groups in combination with the city's realistic possibilities, as well as with consideration of actual use of the potential mainly for permanent residents and also for visitors and potential residents.*

**Key words:** *Strategic planning, identity policy, BSC method, balance goals, potencial for tourism development*

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### 1. INTRODUCTION

Globalization can be defined as a change process, increase of interconnectivity and mutual dependency among countries and their economic integration. This process dramatically and quickly changes the world, influences economic, social, political, and cultural aspects of life, and brings new possibilities and challenges, but could also negatively impact life of communities within regions [3]. Consequences of the globalization process can be found in many areas: the growing uniformity, tighter integration, interdependence of economic system with impacts to social sphere, local diversity, and also tourism.

Regions and local communities are becoming important economic activity. On the local level it could appear as a positive thing among others: new enterpreneurial opportunities, multicultural dialog, local government revenues. Negative influences are significant as well, we can talk about loss of identity, irreversible changes in the community values and outflow of

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local inhabitants. Globalization impact creates pressure to apply innovative methods in planning and municipality development management when it is necessary to integrate local economies with global powers and simultaneously with fragmented interests of local communities [11].

## 2. METHODOLOGY, THEORETICAL BASE

Identity policy is a key aspect of city planning and management. Catells [4] claims that the identity policy became much more important than a formal nationality. Globalization and individualization severely disturb traditional spatial identity based on socio-historical development of local communities. Spatial identity based on iconic places and people connects local community interests and forms a basis for good governance implementation that is based on dependency, predictability, openness, transparency, responsibility and efficiency principles [6]. Weaver and Lawton [14] emphasize the vital role of community for strategic management of municipalities. Respect towards community interests and their preferences within developmental plans is a significant source and at the same time a condition determining economic growth [10].

Tourism brings an entire range of socio-economic advantages to the regions capable of taking advantage of their potential (tangible and intangible) [9]. It is a key aspect in economic development planning based on identity (identity-based economy), when on one hand the image of the region/destination strengthens for tourists but also for investors, on the other hand direct economic activities with multiplication effect in other economic sectors increase [1]. Tourism has the ability to improve lives of residents but at the same time can also negatively influence their identity [13]. Tourism is a significant economic transformation tool, it is capable to substitute missing industries and to make endogenous and sustainable development and growth possible. To ensure these above mentioned positive effects, it is important to integrate tourism into municipality strategic planning.

This article aims to show that it is possible to apply innovative approaches and methods to introduce a new strategic planning concept within the scope of good governance principles and New public management even in small towns. The article presents conclusions of a research project conducted between 2014 - 2015 in Brasy municipality, located in the Czech Republic's Pilsen region. The potentials and difficulties of the strategic planning process are analyzed in terms of responsible public administration.

Examining options how to strengthen involvement of the residents in the strategic planning process during the preparation, implementation and governance stages was particularly emphasized. The main criterion for the choice of the research and strategic planning processing methods was a collective responsibility of all the inhabitants for the development of their municipality. Methods of community planning (focus groups, survey questionnaires) and managerial methods that could be used within innovative approach also in management and evaluation strategies in a public sector (project management, strategy map, BSC methods, and strategy interim implementation evaluation methods – planned objectives and trend relationship/link/bond/dependency matrix, feedback method) were used in Brasy to compile and evaluate the strategic plan. During the strategic plan compilation, Brasy we paid attention and watched if the community recognizes its potential for tourism development and the use of it as a village development resource.

### **3. RESULTS**

It is essential for new strategic planning approaches to be applied whilst disregarding the municipality size and number of inhabitants. Brasy is located 12 km from Plzen and is a conjuncture of several smaller villages (Brasy, Darova, Krise, Stupno and Vranovice), with history reaching way back to the 12th century. This merger into Brasy had not happened until the 1960s, this has a bearing on the fragmented identity of the village. At present time Brasy is a mid-sized village with 2216 inhabitants, covering a 2149-hectare area.

The village flourished during Štemberk house period, Brasy had been a successful industrial municipality since 17th century. Next to coal mining there was also a blast furnace for iron ore processing, three sulfuric acid producing oil smelters and a rolling mill over time transformed into a sheet glass factory. Antonim Kadlec ceramics factory, " Havlovna " foundry and J. D. Starck ceramics manufactory have been in production since 1926.

Several eminent personalities are associated with the village; persons with important roles in Czech culture and globally famous ones as well, such as Ray Kroc (the founder of Mc Donalds), and Jiří Potůček – Tolar (a Silver A airdrop member who carried out radio connection with the exile government in London).

Considering that the village is situated in the Berounka river vicinity, it is most of all a region with tourist and recreational capital. Nearby Darova village is a Darovansky Court hotel with a golf course where various golf tournaments take place. A ferry across Berounka river is an unparalleled attraction; the village runs it. It is obvious the village was never short of entrepreneurial spirit and economic prosperity aspiration, and the tourism potential is considerable as well.

The effort to integrate individual parts of the village and to use the potential for development were the main reasons to put the new strategic planning concept into action. The starting point for the strategic planning was a situational analysis of all the village life areas: cumulative data, economic base and business environment, infrastructure, labour market, amenities, tourism, and environment. And additionally, basic rules for the village management that follow the requirements for usefulness, efficiency and an economy were reflected in the strategic plan.

#### **FOCUS GROUPS**

The local community was involved in the strategic plan preparations using focus groups and surveys. Four meetings with local inhabitants were conducted in total in individual parts of the Brasy municipality (Brasy, Krise, Vranovice, Stupno), where all the parties had opportunities to express their opinions on significant issues the strategic plan is supposed to be solving. Prior to discussion, all participants were familiarized with the main analytical part outcomes and with the proposed priority areas. The questions concerning residents' identity were interesting (Table 1). Local and regional identity is expressed by the strength relationship with the municipality or the region, and translates into willingness to take part in its development. That has influence on further development possibilities of municipalities and regions.

	<b>Vranovice</b>	<b>Stupno</b>	<b>Břasy</b>	<b>Kříše</b>
<b>Where is your home (Place)</b>	Vranovice	Stupno	My house	Kříše / community
<b>What in your village are you proud of?</b>	Nature, the Berounka valley, lake, swimming, history, Lady club, fairytale farm, observation tower, clean air	Nature, history, technical památky, famous people (Štemberk family, Ray Kroc, Potůček Tolar, Otčenášek), association activities, lake, observation tower, ferry boat, river, lake, church, elementary school	Observation tower, Křemelák rock, ferry boat, Berounka, mining activities, healthy air, quiet, Štemberk family, association activities, zázemí pro děti	Demarcation line, nature, mines, Berounka, ruins, chatteau, Zita Kabátová, Tolar, Kroc, Vlasta Burian, sport associations (motocross, table tennis), observation tower
<b>What kind of a village do you wish for in the future?</b>	<b>Easily accessible, more attractive for young people, more services, nice place to live</b>	<b>Lively, open, clean, more united, maintain transport accessibility</b>	<b>More attractive for tourism and more busy/lively</b>	<b>More attractive for young people and tourists, more sports fields, ensure safety, not to become a Plzen satellite</b>
<b>Autonomy?</b>	Neutral attitude/position	Physically connect (Břasy and Stupno)	Separate	To stay a autonomous
	<b>Vranovice</b>	<b>Stupno</b>	<b>Břasy</b>	<b>Kříše</b>

Table 1: Matters of Identity

The focus group arrived at a conclusion that residents identify with that portion of the village where they live. Brasy residents consider their houses to be their homes. Despite this basically negative attitude towards the village as a whole, the residents show pride in the village's cultural and historical development. This patriotism should be utilized to strengthen the Brasy village identity and to engage residents in its development. Joint conclusions from all the village parts were projected into the strategic planning goals.

## QUESTIONNAIRE SURVEY

All the residents were offered an opportunity to express their opinions on future development of their village in a survey distributed to all households. In the questionnaire survey, they returned 194 completed questionnaires total, though many of them were incomplete or incorrectly filled out; those questionnaires were excluded from the process. The final set to work in the analysis numbered 175 respondents. The questionnaire outputs were incorporated into the strategic goals.

Brasy residents want to protect natural and cultural values for the future, that is a consensus, since 98 % of the residents involved in the survey voted on it. A second area the inhabitants

would like to support are leisure and association activities (91 % total positive responses Definitely yes, Probably yes). The citizens also showed high interest in cooperation with surrounding municipalities and development of services for leisure activities. Broadening the range of cycling opportunities and cooperation with a larger city to expand leisure time offerings gained positive support as well. Even an idea to build an artificial attraction has not been rejected. The total of positive responses was 48 %. More detailed summary is shown in Table 2.

	<b>Definitely yes</b>	<b>Probably yes</b>	<b>I do not know</b>	<b>Probably no</b>	<b>Definitely no</b>
<b>Expand options for building new houses/flats</b>	29,89 %	29,31 %	13,79 %	22,41 %	4,60 %
<b>Expand business space</b>	23,26 %	37,21 %	23,84 %	9,30 %	6,40 %
<b>Expand cycling opportunities (signage, rest areas)</b>	42,29 %	34,86 %	10,86 %	8,57 %	3,42 %
<b>Protect natural and cultural values</b>	72,99 %	24,71 %	1,72 %	0,00 %	0,57 %
<b>Develop recreational and leisure services</b>	51,15 %	37,93 %	6,32 %	2,87 %	1,72 %
<b>More support for hobby and association activities</b>	50,87 %	41,04 %	7,51 %	0,58 %	0,00 %
<b>Cooperate with neighbouring villages</b>	52,05 %	35,67 %	11,70 %	0,00 %	0,58 %
<b>Cooperate with larger city nearby to expand leisure activities</b>	37,14 %	36,57 %	17,71 %	6,86 %	1,71 %
<b>Build artificial attraction, e.g. water world, motocross or bobsleigh run</b>	27,33 %	20,93 %	15,12 %	20,93 %	15,70 %

Table 2: The aspects/direction for village develop

## VISION AND MISSION

The vision for the village, its attributes and mission within public strategy discussions was based on the focus groups conclusions, surveys, and situational analysis. The Brasy village vision is built on the communities' strengths and shows the direction of development in a longer time horizon with regards to requirements of its inhabitants, combined with possibilities for development with realistic use of its potential, especially for the existing residents, with an emphasis on visitors and potential residents. To identify with the vision values is a prerequisite for the residents in order to successfully implement the strategy and strengthen the identity.

<b>VISION: THE BRASY MUNICIPALITY- A PLEASANT PLACE TO LIVE IN</b>
<b>VISION</b> expanded version:
<ul style="list-style-type: none"> <li>• High quality of educational, medical and social services</li> </ul>
<ul style="list-style-type: none"> <li>• Vibrant community activities</li> </ul>
<ul style="list-style-type: none"> <li>• Respect, maintenance and protection of cultural, historical and natural heritage</li> </ul>

<b>ATTRIBUTES (VALUES) vision:</b>
• RESPONSIBILITY
• RESPECT FOR HISTORY
• PROSPERITY, QUALITY
<b>VILLAGE MISSION:</b>
Our mission is to ensure prosperity of the village; to ensure it is pleasant for inhabitants to live in, as well as attractive for other potential residents, it is managed in a professional and friendly manner, and open towards opportunities for its future development.
<b>GLOBAL STRATEGIC OBJECTIVE:</b>
To valorize public properties, maintain association activities, sustain quality environment for residents and visitors, maintain and improve public amenities/facilities and services

Table 3: Vision, Mission, Global objective

### BSC METHOD AND STRATEGY MAP

The BSC method was another step to convert the vision and global strategic goal into material goals and a set of understandable/comprehensible financial and non-financial performance indicators that deliver an assessment tool to examine success of the strategy [8]. The goals, measures, and strategic actions were assigned to a specific point of view, the so-called perspectives. A general BSC model looks at an organization implementing the strategy from four strategic perspectives - finances, citizens, internal processes, and learning and growth, all of which must be balance [2]. This also established the direction it should take and the objectives to be achieved. Partial goals are then derived from these targeted objectives, not only at the individual necessary steps level of achievement but also at level of individual departments.

With the purpose of clarity, comprehensibility and understanding of individual strategic objectives relationships/context, a strategy map has been compiled. This map enables all stakeholders (thus even residents) to watch the process of the accepted strategy fulfillment. At the same time, it serves as an instrument to a dialogue and a possible intervention measure, in case the strategy implementation does not move in the right direction.

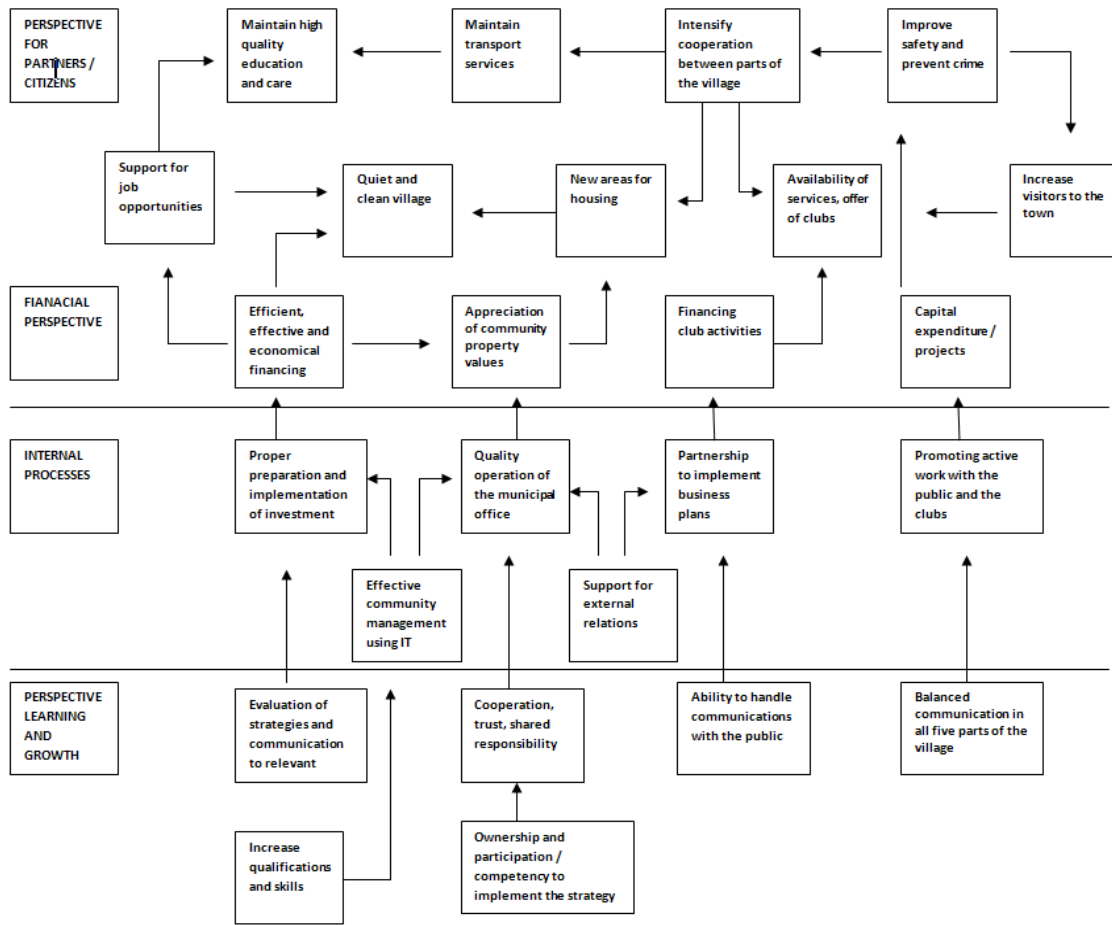


Figure 1: Strategy map

## MEASUREMENT AND EVALUATION

For the strategy, interim measurement and evaluation were chosen the following methods: goal and indicator relationship matrix (Table 5) and feedback (Figure 2).

Goal/ Table indicator	Number of projects to increase employment	Registered unemployment rate	Employment in services	Space prepared for new housing construction(m <sup>2</sup> )	Qualified estimate of prognózy vývoje počtu a struktury obyvatel v obci	Association activities quality – satisfaction of inhabitants	Availability of selected services (ATM, post office, facilities for leisure activities)	Cultural and information centre operation	Cultural monuments maintenance	Ferry schedule
<b>PERSPECTIVE OF PARTNERS/CITIZENS</b>										
<b>Goal 1.1 Support of job opportunities development</b>	++	+-	+-							
<b>Goal 1.2 New places to live</b>				++	++					
<b>Goal 1.8 Available services, offers, associations, cultural and sport opportunities</b>						++	--			
<b>Goal 1.9 Increase visitor traffic in the village (tourism)</b>								--	++	++

Table 5 – Interim strategy evaluation (example)

The matrix offers a comprehensive view of a relationship between the goal and the indicator, when the (-) sign represents a negative relationship/link and the (+) sign represents a positive one. The first sign rates the positive (+) or negative (-) objective implementation development and the other sign stands for the direction of the development.

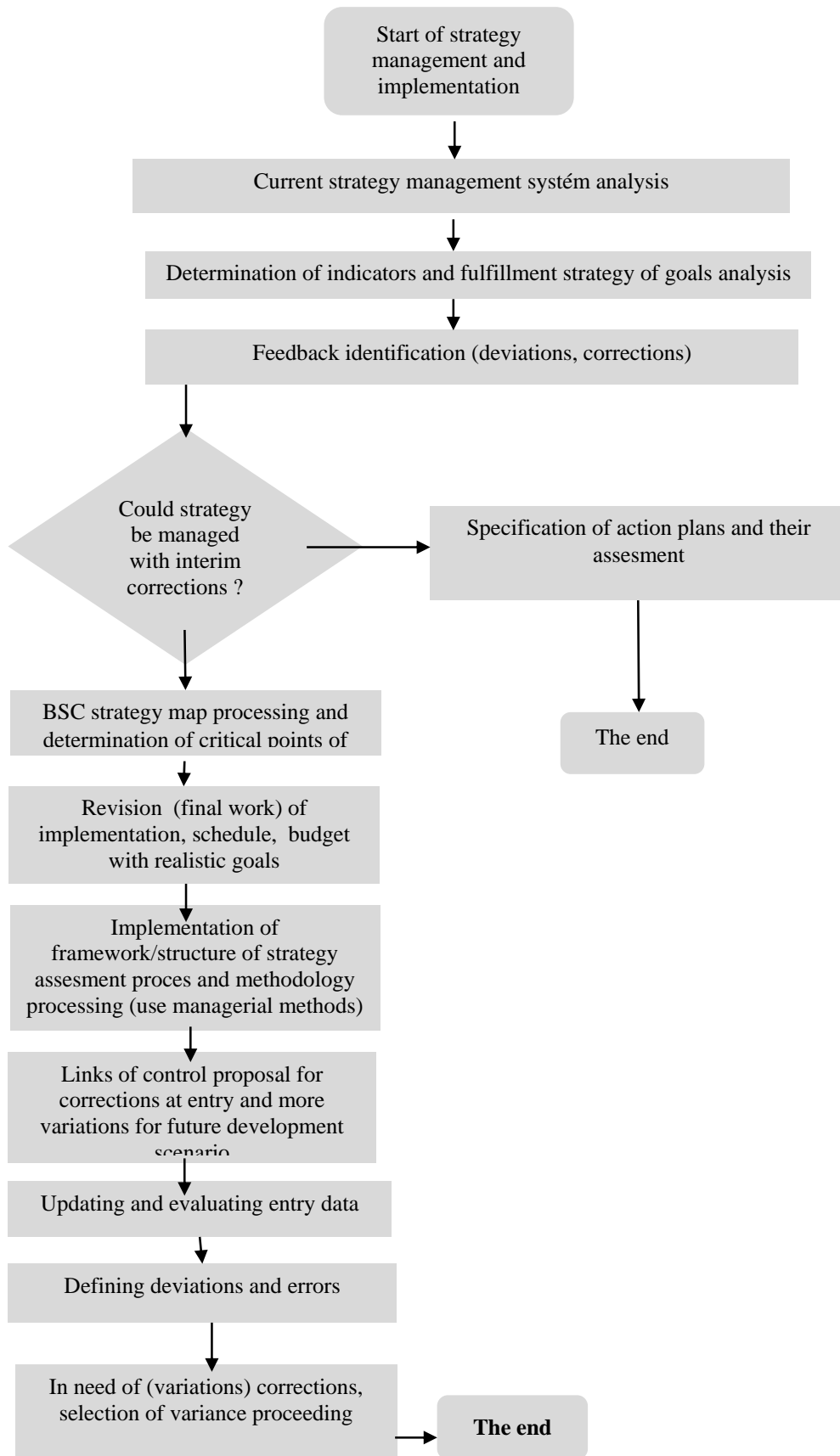


Figure 2. Management process and strategy implementation with feedback



## DISCUSSION

Critical factors for introduction of new municipality strategic management concepts are socially responsible public administration organization, community's spacial identity, and ability to capitalize on the potential of the area. The responsible public administration organization manages the village using a method that allows them to determine and mutually agree on common goals, and assess performance, usefulness and economy whilst achieving them [12], [15]. The community's spacial identity and its economic value are prime resources for prosperity of the area. The potential of the area is defined by people (their skills, abilities and insight), knowledge, natural and cultural resources, technical infrastructure, financial resources and political aspects.

The Brasy village proved that it is possible to implement new, managerial and innovative approaches to strategic management even in a small municipality. Strategic management critical factors can be applied under the presumption that the representatives of self-regulatory bodies and residents are willing to accept joint responsibility for the village development. The representatives endorsed the process to implement new methods into strategic management of the village and actively participated in each step. The local administration adopted a skeptical, almost negative position at the beginning, towards implementation of new processes ensuing from a BSC method and a 3K principal use. But the local administration changed their approach following completion of the educational course that was taking place throughout the whole strategic plan preparation process. The department/authority/agency employees gained new knowledge and skills that they, within the scope of the learning group, applied to their established operational procedures.

Residents gained a clear, well-arranged and understandable tool to validate correctness of procedures during developmental strategy implementation by means of a BSC, a strategy map, goal-indicator matrix, and a feedback method. Thus they are able to effectively influence the whole implementation process.

This new strategic management process implementation in Brasy is just the beginning of the change management. It will be necessary to overcome a whole range of problems and barriers, such as negative political decisions, especially following a change in political representation, enforcement and maintenance of the management transparency, skepticism/distrust of the residents and their reluctance to participate in the implementation and validation of the strategy, lack of finances for investments and the strategy management, lack of qualified administrative employees, continued initiative/motivation of the residents to become involved in the process, etc.

## CONCLUSION

For the citizens, the application of the New Public Management concept and implementation of Brasy management innovative methods represent an increase in transparency and openness towards their needs and requirements/wants.

It is an opportunity for an identity-based economic development. Patriotism is an important indicator for the residents from all the village parts to become involved in a joint effort towards greater prosperity. Pride in their village joins otherwise divided inhabitants from different parts of the village and creates grounds for tourism to be used as one of the tools for further development.

The implementation of new management processes in the Brasy municipality, built on efficiency, usefulness and economy is a long-term process, heavily dependent on the readiness of every person to implement steps leading to changes into their actions. But steps once started keep going, they never stop.

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# GLOBALNA EKONOMSKA KRIZA I UPRAVLJANJE ODRŽIVIM RAZVOJEM

## GLOBAL ECONOMIC CRISIS AND MANAGEMENT OF SUSTAINABLE DEVELOPMENT

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**Sadržaj:** *Savremeni uslovi poslovanja uspostavili su i usloveli novi sistem komunikacije, razvoj novih tehnologija, telekomunikacija, transporta ali i razumevanja pravila učesnika poslovanja iz različitih krajeva sveta. Reč globalizacija potiče od engleske reči „the globe“ što znači Zemlja, te se na taj način mogu posmatrati svi procesi vezani za ekonomiju i poslovanje, izvan granica matične zemlje. Aktivnosti velikog broja kompanija prevazišle su okvire matičnih zemalja dok je svet ušao u eru globalnih svetskih aktivnosti, odnosno svetsku proizvodnju, distribuciju, te veliki broj multinacionalnih spajanja i pripajanja. Globalni tokovi doveli su takođe i do pojave velikih ekonomskih kriza. Svaka kriza donosi velike promene, ali i podstiče restrukturiranje sistema, stimuliše inovacije, menjajući odnose, moći u nacionalnoj privredi, u svetu. S obzirom na činjenicu da je Zemlja kao planeta jako ugrožena kada je prirodna sredina u pitanju, te se postavlja pitanje opstanka čitave planete, neophodno je da se uvede i novi način globalnog poslovanja. Takav način u sebi podrazumeva odgovornu ekonomiju, društvenu stabilnost, uz maksimalnu zaštitu životne sredine. Cilj rada je da poveže globalnu ekonomiju sa održivom komponentom, koja u sebi sažima tri dimenzije razvoja: ekonomsku, društvenu i ekološku dimenziju.*

**Ključne reči:** *globalizacija, svetske aktivnosti, ekonomska kriza, zaštita životne sredine*

**Abstract:** *Modern business conditions are established but also caused a new system of communication, development of new technologies, telecommunications, transport as well as understanding the rules of business participants from different parts of the world. The word globalization originates from the English word "the globe" which means Earth, and on that way it can be observed all processes related to the economy and the business beyond borders of national country. The activities of many companies crossed the borders of national countries, while the world has entered the era of the world's global activities such as production, distribution, and a large number of international mergers and acquisitions. Global trends have led to the emergence of major economic crisis, too. Every crisis brings huge changes, but also encourages the restructuring of the system, stimulates innovation, changing the relations of the national economy power in the world. Given the fact that the Earth as a planet is very vulnerable when the environment is concerned, this raises the question of the survival of the entire planet, and it is necessary to introduce a new way of global business. New way assumes a responsible economy, social stability, with maximum environmental protection. The aim of this approach is to connect the global economy and a sustainable component, with all three dimensions of development: economic, social and environmental dimensions.*

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**Key words:** *globalization, global activities, the economic crisis, environmental protection*

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## 1. UVOD

O globalizaciji su pisali mnogi autori današnjice, od novinara do akademika. Mišljenja o ovom pojmu su s toga i različito opredeljena, te su pojedini za globalizaciju, dok su određeni autori protiv ovog fenomena [1]. Bilo kako bilo, globalizacija je kao proces nemonovna, te je već zahvatila svet. Mnogi smatraju da će čitav svet postati jedno globalno „veliko selo” [2]. Uz ovu konstataciju idu i pitanja i razmišljanja da li će u ovom procesu velike države progutati male, odnosno da li se to već dešava? Takođe se nameću pitanja da li će menadžeri upravljati kompanijama i privrednim subjektima, ili će to biti političari? Globalizacija predstavlja nužnost 21. veka. Možda je to i jedina mogućnost za uspostavljanje novih ekonomskih odnosa u svetu. Ipak, ostaje pitanje, koja je dalja sudbina menadžmenta na globalnom nivou? Menadžment globalnog nivoa, bez obzira da li se sastoji od političara ili ekonomista, mora biti savremen i u sebi nositi odgovornost za dalje procese, kako ekonomske tako i društvene. Kada se govori o globalnim procesima neminovno je pomenuti činjenicu vezanu za globalnu ekonomiju. Ekonomija obima na globalnom nivou doprinela je i zagađenju životne sredine na globalnom nivou. Sve više je u svetu evidentna promena klimatskih prilika, topljenje leda, porast nivoa mora i okeana, a sve ove promene zajedno mogu prouzrokovati značajne probleme u funkcionisanju ljudske civilizacije. Promene u prirodi, posebno one koje su posledica emisije gasova sa efektom staklene bašte, zahtevaju akciju na međunarodnom nivou. Na globalnom nivou, interesovanje za probleme vezane za narušavanje prirodne sredine javilo se početkom sedamdesetih godina prošlog veka. Značajne su bile mnogobrojne analize [3] čiji su rezultati upozoravali na ograničene mogućnosti eksploatacije prirodnih resursa i probleme na globalnom nivou (proizvodnja hrane, porast broja stanovnika i povećanje zagađenja životne sredine). Shodno tome, jedno od mogućih rešenja za suočavanje sa izazovima budućeg razvoja je usklađivanje privrednog rasta sa kapacitetima prirodne sredine i prelazak na koncept održivog razvoja.

## 2. EKONOMSKE I EKOLOŠKE DIMENZIJE GLOBALIZACIJE

Imajući u vidu činjenicu da se fenomen ekonomske globalizacije, s jedne i kompleks privrednog razvoja, s druge strane nalaze u složenim uzročno-posledičnim relacijama, akcentat u ovom delu rada je na apostrofiranju onih aspekata globalizacije bez čijeg poznavanja nije moguće kompetentno sagledavanje uticaja svetskog okruženja na ekonomski rast i razvoj pojedinih zemalja. Drugim rečima, uzevši u obzir činjenicu da raspoloživim faktorima ekonomskog razvoja najvećim delom upravljaju domaći subjekti, može se zaključiti da su najznačajnija pitanja rasta i razvoja u najizraženijem stepenu funkcija postojanja i realizacija adekvatnih nacionalnih strategija privrednog razvoja. Akcentat se stavlja na neophodnost postojanja nacionalnih strategija razvoja koje moraju uvažavati najrazličitije uticaje sve globalizovanijeg okruženja na privredni rast i ekonomski razvoj. O globalizaciji i njenim počecima se posebno intenzivno govorilo na početku osamdesetih godina dvadesetog veka, preciznije govoreći od 1961. godine u American English rečniku [4]. „Globalizacija se najčešće prikazuje kao kvalitativno nova etapa u razvoju svetske ekonomije koja je određena faktorima kao što je dominacija transnacionalnih korporacija, finansijskog kapitala i na toj osnovi preraspodela ekonomskih i političkih funkcija između nacionalnih država transnacionalnih korporacija i međunarodnih organizacija. Na taj način, nacionalno regulisanje dobija glavni i odlučujući značaj u odnosu na nacionalno“ [5]. Može se reći da proces globalizacije označava savremeni trend koji već nekoliko decenija dizajnira aktuelne privredne tokove. Takođe, ovaj trend

pokazuje da nije više moguće postojanje izolovanih prostora i da samo istorijsko kretanje vodi u pravcu nastajanja globalnog društva i globalne privrede. "Globalizacija se dakle mora posmatrati kao multidimenzionalni fenomen koji će usloviti promene u svim oblastima društva. Ne zalazeći u politički aspekt, globalizacija je takođe dugoročna, zakonita ekonomska tendencija kojoj se ne treba suprotstavljati jer su savremenom društvu imanentni procesi povezivanja, internacionalizma i integracija na svetskom polju" [6]. Globalizacija predstavlja kompleksan fenomen čiji se efekti odražavaju na sve sfere društvenog, a posebno ekonomskog života. Američki ekonomista Džozef Štiglic (Jozef Stiglic) pod globalizacijom podrazumeva čvršću integraciju zemalja i naroda do koje se dolazi smanjivanjem troškova transporta i komunikacija kao i rušenja veštačkih barijera za protok roba i usluga, kapitala, znanja a u određenoj meri i ljudi preko granica. Nekada se smatralo da su tri najvažnije oblasti globalizacije: finansije, tržište i tehnologija, dok danas pojedini autori na prvom mestu stavljaju vlasništvo (titulare vlasti) [7]. Međutim, kada se govori o globalizaciji, ne sme se zaboraviti činjenica evidentnih globalnih narušavanja životne sredine. S toga je bitno fenomen globalizacije vezati i za pokušaj usklađivanja odnosa ekonomije, društva i ekologije na globalnom nivou. Na slici 1 predstavljeni su domeni ekonomije i ekologije, te se jasno vidi da ekonomski i ekološki sektor na kraju čine Ekološku ekonomiju [8].

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**Slika 1.** Različiti domeni ekonomije i ekologije

Izvor: [8]

Bliže poređenje ovih tipova ekonomija predstavljeno je slikom 2. Suština ovog procesa svodi se na ostvarivanje održivog razvoja kao nužnosti koja se više ne sme zanemarivati.

	"Konvencionalna" ekonomija	"Konvencionalna" ekologija	Ekološka ekonomija
Osnovni pogled na svet	Mehanistički, statički, atomistički	Evolucijski, atomistički	Dinamički, sistemski, evolucijski
Vremenski okvir	Kratak	Širok raspon	Širok raspon
Prostorni okvir	Lokalni do internacionalnog	Lokalni do regionalnog	Lokalni do globalnog
Okvir vrsta	Samo čovek	Sve sem čoveka	Ceo ekosistem, uključujući i čoveka
Primarni makro ciljevi	Rast nacionalne ekonomije	Opstanak vrsta	Održavanje ekološkog sistema ekonomskog sistema
Primarni mikro ciljevi	Maksimalan profit (firme) Maksimalna korisnost (pojedinci)	Maksimalan reproduktivan uspeh	Mora biti prilagođen da odražava ciljeve sistema
Pretpostavke o tehničkom napretku	Veoma optimistične	Pesimističke ili bez stava	Mudro skeptične
Akademski stav	Disciplinaran	Disciplinaran	Transdisciplinaran

Slika 2. Poređenje „konvencionalne” ekonomije i ekologije sa ekološkom ekonomijom  
Izvor: [8]

### 3. GLOBALNA EKONOMSKA KRIZA I ODRŽIVI RAZVOJ

Globalizacija kao proces vezuje se i za pojavu svetske ekonomske krize. Nakon najnovije svetske ekonomsko-finansijske krize, mnogi smatraju da ništa više neće biti kao ranije. Ekonomska struktura ne može se zanemariti kada su u pitanju strukturne promene vezane za krizne situacije. Drugim rečima, razvojne strategije u ekonomskom sistemu su značajnije nego što se pretpostavljalo. Finansijski sistemi, banke, kao i javne finansije igraju ključnu ulogu u kriznim situacijama, antikriznim strategijama i politikama. Kao što je već naglašeno svaka kriza donosi velike promene, podstiče restrukturiranje sistema, stimuliše inovacije, ali i menja odnose moći kako u nacionalnoj privredi tako i u svetu. Robert Zelik, predsednik Svetske banke je 2009. godine izjavio da se zbog uticaja globalne ekonomske krize odnos moći u svetu menja. S toga bi, po njegovom mišljenju svetski državnici, trebali da se zalažu za odgovornu globalizaciju [9]. Razmišljanja o globalnoj odgovornosti na najvišim državnim nivoima mogla bi značiti da dolazi vreme odgovornijeg odnosa prema globalnim dešavanjima, ekonomskim kretanjima kao i prema izazovima globalnih finansija, svetske trgovine, energetike, a posebno zaštite životne sredine. Iako su pomenute sfere života pod tenzijom globalnih tokova, iste su jako bitne na planetarnom nivou, za život, ekonomiju, politiku i dalju ekološku budućnost.

Ono što je bitno u vezi postizanja globalnih ciljeva odgovornosti to je pitanje pristanka zamalja na planiranje takozvanog „zelenog razvoja“ i saniranje efekata staklene bašte, koje su u vezi sa revizijom Kjoto protokola. Pitanje zaštite životne sredine na globalnom nivou postaje urgentno.

Autor Biljana Jovanović Gavrilović je u tekstu „Globalna kriza, kvalitet ekonomskog rasta i tranzicija u Srbiji“ pokazala da je najnovija svetska kriza potvrdila visoku međuzavisnost svetske ekonomije, krhkost procesa globalizacije, odnosno nemogućnost svetskog tržišta da garantuje prilikom ostvarivanja opštih održivih interesa [10]. Kada se govori o globalnoj odgovornosti, kao savremenom pojmu, neminovno je u razmatranje uključiti i pojam održivog razvoja. Šta se podrazumeva pod pojmom održivi razvoj? Filozofija savremenog društva shvata koncept održivosti kao sasvim novu strategiju razvoja. Održivi razvoj se vezuje za zaštitu životne sredine, ali uz planiranje društvenog razvoja, kao i uz sagledavanje ekološke i političke situacije. Održivi razvoj podrazumeva brigu za ceo živi svet na planeti Zemlji, odnosno brigu za očuvanje njenih prirodnih sistema, uz usklađivanje savremenih ljudskih aktivnosti.

Usklađivanje aktivnosti predstavlja proces u kome se, pored ekonomske strane industrijske proizvodnje posmatra i ekološka strana, odnosno, uticaj koji ljudska ekonomska i proizvodna delatnost imaju na prirodno okruženje.

Zbog sve većih prirodnih katastrofa koje pogađaju Zemlju, o problematici održivog razvoja diskutovano je na najvišim, svetskim nivoima, čemu svedoče razna dokumenta od primarnog značaja za održivost čitave zajednice [11]. Dokument UN, pod nazivom „Report of the World Commission on Environment and Development: Our Common Future”, odnosno Izveštaj o zajedničkoj budućnosti, iz 1987. godine, koji

je sačinila Svetska komisija za životnu sredinu i razvoj, predstavlja jedan od takvih dokumenata. Iste godine je u ovom Izveštaju Gro Harlem Brundtland navela osnovne preporuke održivog razvoja, koje obuhvataju dugoročne ekološke strategije održivog razvoja do 2000. godine i šire, kao i načine zaštite životne sredine koje je moguće ostvariti boljom saradnjom između zemalja u različitim fazama ekonomskog i društvenog razvoja (1939). Gro Harlem Brundtland je istaknuta Norveška političarka, lekarka i internacionalna liderka politike održivog razvoja i javnog zdravlja. Iako ne postoji opšteprihvaćena i jedinstvena definicija održivog razvoja, najčešće je navođena ona iz Izveštaja o zajedničkoj budućnosti: „Održivi razvoj jeste razvoj koji zadovoljava potrebe sadašnjice, a da ne dovodi u pitanje sposobnost budućih generacija da zadovolje vlastite potrebe“. Po drugom određenju, održivi razvoj podrazumeva ravnotežu između potrošnje resursa i sposobnosti prirodnih sistema da zadovoljavaju potrebe budućih generacija [12]. Nekontrolisano korišćenje prirodnih resursa ostavilo je velike globalne posledice na planetu Zemlju. Došlo je do deficita energetske izvora, pitke vode i drugih važnih sirovina. Ekonomija obima pod jakim ekološkim pritiskom bi na jedan novi način trebalo da posmatra prirodne resurse, kao izvore snabdevanja prirodnim dobrima [13]. U okviru koncepta održivosti planete Zemlje, mnoge države se podvrgavaju institucionalnom regulisanju, ograničenjima i zaštiti prirodne sredine i resursa. U Srbiji se, kao u zemlji tranzicije krajem XX veka aktivno deluje na zaštitu i kontrolu prirodnog bogatstva, vode, kao i biljnih i životinjski retkih vrsta. Razvoj usklađen sa potrebama i ograničenjima prirode podrazumeva povezanost ekonomske i ekološke politike na svim društvenim nivoima i njenu integrisanost u savremene međunarodne tokove [14].

Sistemi koji su usmereni ka neograničenom razvoju sa ograničenim resursima, kakvi su resursi koji imaju karakteristiku neobnovljivosti su dugoročno neodrživi. Nekontrolisana eksploatacija prirodnih resursa u cilju ostvarivanja što većeg ekonomskog efekta, vodi degradaciji životne sredine i smanjenju prirodnih bogatstava. Odnosi između ekologije i ekonomije su složeni i zavise od mnogih faktora kao što su [15]: odnosi ekonomskih dobara i ekonomskih procesa, odnosi ponude i tražnje, proizvodnja i potrošnja različitih dobara, ljudske aktivnosti – koje predstavljaju odnos čoveka prema prirodnoj sredini, ekološko obrazovanje, svesnost o tome da je potrebno prirodu čuvati i sl.; prirodne katastrofe.

Dakle, može se zaključiti da je kriza na globalnom nivou zehtevala i globalni odgovor [16]. Nobelovac Džozef Štiglic smatra da dolazi vreme novih izazova za globalni ekonomski svet

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koji treba da se prilagodi zajedničkim potrebama regulacije ekonomske, socijalne i ekološke ravnoteže. Postavlja se pitanje da li će budući razvoj biti u stanju održivosti ili ne? Nažalost, postoje mnogi indikatori da će se sadašnja intervencija mnoštva razvijenih svetskih ekonomija orijentisati na kratkoročne mere koje donose rast i zaposlenost, ne vodeći mnogo računa o održivosti i usaglašenosti svih razvojnih aspekata: ekonomskog, socijalnog i ekološkog, koji čine koncept održivog razvoja. Od paketa državnih investicija u cilju prevazilaženja krize mnogi „zeleni paketi“ poklanjaju nedovoljnu pažnju održivosti [17]. Postoji opasnost da bi plan stimulacije izlaska iz krize, mogao da podstakne zemlje na rapidni rast emisije gasova staklene bašte i da utiče na povlačenje tzv. „zelenih inicijativa“. Može se postaviti pitanje odgovornosti da li su stimulatívni paketi koji uključuju smanjenje poreza, davanje kredita i stimulaciju dodatne potrošnje, zaista ekološki opravdani? Ovakve mere su opravdavale i stimulisale vlade mnogih zemalja, sa ciljem postizanja veće globalne odgovornosti. Naime, detaljnija analiza podataka govori da je „zelena“ potrošnja (sredstva usmerena ka održivom razvoju) činila samo mali deo velikog finansijskog kolača [18]. Kao primer za ovu tvrdnju može poslužiti Japan, koji je od ukupnog stimulatívno paketa u visini od 468 milijardi američkih dolara, za zelene projekte odvojio samo 2,6%. Takođe, primer je i velika Kina koja je od 586 milijardi dolara, trebalo da prema procenama stručnjaka odvoji sredstva od 38% za zelene investicije, izdvojila skroman paket od nekoliko procenata za projekat niskougljeničnih aktivnosti. Ono što ohrabruje proces globalne odgovornosti i budućeg održivog razvoja su zemlje koje malo prednjače kada su u pitanju paketi zelenih investicija. Tu se trebaju pomenuti zemlje EU i SAD. Bivši Američki predsednik Obama, je svoju politiku velikim delom usmerio ka novim milionskim „zelenim radnim mestima“, kroz projekte rekonstrukcije federalnih zgrada kako bi bile energetske efikasnije.

Kada su zemlje Evropske Unije u pitanju, konstatacija je da su Nemačka i Francuska ispred ostalih po učešću u projektima „zelenih investicija“. Nemačka je 13% svog paketa usmerila ka niskougljeničnim industrijama („How green is my stimulus“) [18]. Da li su građani gore navedenih zemalja dovoljno svesni globalnih posledica ekonomskog i privrednog nekontrolisanog rasta, ili se to može pripisati dovoljno izraženoj edukaciji za održivi razvoj? Bilo kako bilo, ostaje nada da će se ekološka svest stanovništva na globalnom nivou podići za onoliko stepenika koliko je potrebno da se minimiziraju negativne posledice savremene globalne ekonomije.

## ZAKLJUČAK

Na kraju svega iznetog u ovom preglednom radu, u kome je dat skroman doprinos povezivanja fenomena globalizacije, odnosno globalne ekonomije i odgovornosti za održivi razvoj, može se zaključiti da je globalizacija nezaustavljiv proces. Neminovno je međutim, u okviru preuzimanja globalne odgovornosti za budući opstanak čovečanstva istaći činjenicu da je

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prateći proces globalizacije i proces ekologizacija svesti. Unapređenje poslovanja, u smislu uvođenja dimenzije održivosti u savremenom poslovanju, predstavlja dobru šansu za budućnost. Iako se globalizacija vezuje za negativnosti u smislu kriza i pretnji uništenja na globalnom nivou, ostaje tračak nade da će se iz svega pretećeg, na kraju izroditi zajednička briga za budućnost. Nju svakako treba da imaju oni koji razmišljaju daleko, imaoći dugoročne vizije odnosno znanja o mogućim trendovima u budućoj nauci, tehnologiji i kulturi. Krajnji cilj svih ekonomskih aktivnosti trebao bi biti poboljšanje opšteg blagostanja i kvaliteta života svih građana na Zemlji. Kako bi se kvalitet života zaista unapredio, neophodno je da ekonomski rast i razvoj budu i pravilno raspodeljeni. Na pravilnoj raspodeli se u današnje vreme mora raditi, jer su evidentne razlike između bogatih i siromašnih. Kako bi i oni koji nisu dovoljno jaki, odnosno oni mali imali šansa za napredak i održivost, moraju se u praksi na globalnom nivou izraditi strategije razvoja, zasnovane na vlastitim nacionalnim interesima. Dakle, ne treba živeti u mašti da će globalno tržište ukoliko je prepušteno samo sebi pokrenuti razvoj u željenom smeru i rešiti globalne ekonomske i društvene probleme, već se za to treba zalagati i boriti na globalnom nivou.

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## ZNAČAJ UPOTREBE PAPIRNE AMBALAŽE U USLUŽNOJ DELATNOSTI

### THE IMPORTANCE OF THE USE OF PAPER PACKAGING IN THE SERVICE SECTOR

Pavle Brzaković<sup>550</sup>  
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Aleksandra Kuprešanić<sup>552</sup>

**Sadržaj:** Rad će se baviti štetom koja nastaje odlaganjem plastičnih kesa kao najpokretnijeg oblika smeća. Ministarstvo životne sredine i prostornog planiranja Republike Srbije je najavilo donošenje Uredbe o zabrani proizvodnje i korišćenja plastičnih kesa. Umesto toga doneta je Uredba kojom se oporezuje proizvodnja i uvoz plastičnih kesa, čime država nije zabranila upotrebu takve ambalaže, ali je podstakla proizvođače biorazgradivih kesa i njihove uvoznike. Zbog toga treba istaći značaj upotrebe papirne ambalaže, mogućnosti njene primene i prednosti njenog korišćenja u svakodnevnom životu.

Najveći problem vezan za proizvodnju i prodaju plastičnih kesa je njihovo deponovanje. Kesama je potrebno između 400 i 1000 godina za razgradnju, a i tada se razlažu na manje, toksične delove koji su uzrok kontaminacije zemljišta, zagađenja vode i trovanja životinja. Evropski parlament je 2015. godine usvojio konačnu verziju Direktive 94/62/EZ koja ograničava upotrebu plastičnih kesa u zemljama EU. Smatra se da će smanjenje proizvodnje i upotrebe praktično nerazgradivih plastičnih kesa doprineti smanjenju zagađenja životne sredine, flore i faune.

Radom se želi ukazati na značaj povećanja ekološke svesti stanovnika i da se ukaže na veliki ekološki problem koji nastaje upotrebom plastičnih kesa. Takođe ukazaće se na pozitivne strane recikliranja i kako recikliranje može da utiče na smanjenje zagađenja životne sredine. Istraživači Centra za održive tehnologije Univerziteta u Ilinoisu su otkrili način da se upotrebene plastične kese pretvore u gorivo, čime bi se ne samo smanjilo zagađenje, već bi kese dobile i praktičnu upotrebnu vrednost nakon uobičajenog korišćenja.

**Ključne reči:** plastične kese, kontaminacija zemljišta, papirne kese, ekološka svest, recikliranje

**Abstract:** This paper is about the damage caused by disposal of plastic bags as the most mobile form of garbage. Ministry of Environment and Spatial Planning of Republic of Serbia has announced the adoption of the Regulation to ban the production and use of plastic bags. Instead they rated the decree which taxed the production and import of plastic bags, so the state has not banned the use of such containers, but they encouraged manufacturers of biodegradable bags and their importers. Therefore, we should emphasize the importance of the use of paper packaging, its application possibilities and advantages of its use in everyday life.

The biggest problem related to the production and sale of plastic bags is their disposal. Bags need between 400 and 1,000 years to decompose, and even then they decompose into smaller

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*toxic components that are the cause of contamination of soil, water pollution and poisoning of animals. The European Parliament in 2015. adopted the final version of Directive 94/62/EC which restricts the use of plastic bags in the EU. It is believed that the reduction of production and use of virtually non-degradable plastic bags will contribute to the reduction of environmental pollution, flora and fauna.*

*The paper seeks to highlight the importance of increasing environmental awareness of the inhabitants and to draw attention to a major environmental problem that occurs because of use of plastic bags. Also, it will point out the positive aspects of recycling and how recycling can affect the reduction of environmental pollution. Researchers at the Center for Sustainable Technology at the University of Illinois have found a way to turn used plastic bags in the fuel, which would not only reduce pollution, but it would give practical use value to the bags after normal use.*

**Key words:** *plastic bags, soil contamination, paper bags, environmental awareness, recycling*

**K**orišćenje plastičnih kesa je izuzetno rasprostranjeno u našoj zemlji. Procenjuje se da svaki stanovnik Srbije iskoristi najmanje 150 plastičnih kesa tokom jedne godine. Jedan deo njih završi u parkovima, na drveću ili pored puta, zbog nedovoljne svesti o važnosti odlaganja smeća u mesta koja su za to predviđena.

U svetu se proizvodi oko 13 milijardi kesa godišnje, što je oko 220 kesa po stanovniku. Prosečna upotreba jedne kese vremenski je 12 minuta, nakon čega se ona baca i ostaje u prirodi hiljadama godina polako se razgrađujući i ispuštajući toksični materijal prilikom tog procesa. Najveću štetu trpe životinje u čijem telu se mogu naći najrazličitiji ostaci plastike. Takođe, dešava se da plastični otpad iz prirode prouzrokuje trovanje ili čak smrt manjih životinja, sve zbog ljudskog nemara i neadekvatnog odlaganja smeća.

Ministarstvo životne sredine i prostornog planiranja Republike Srbije je najavilo donošenje Uredbe o zabrani proizvodnje i korišćenja plastičnih kesa. Umesto toga doneta je Uredba kojom se oporezuje proizvodnja i uvoz plastičnih kesa, čime država nije zabranila upotrebu takve ambalaže, ali je podstakla proizvođače biorazgradivih kesa i njihove uvoznike. Zbog toga treba istaći značaj upotrebe papirne ambalaže, mogućnosti njene primene i prednosti njenog korišćenja u svakodnevnom životu.

Najveći problem vezan za proizvodnju i prodaju plastičnih kesa je njihovo deponovanje. Kesama je potrebno između 400 i 1000 godina za razgradnju, a i tada se razlažu na manje, toksične delove koji su uzrok kontaminacije zemljišta, zagađenja vode i trovanja životinja. Evropski parlament je 2015. godine usvojio konačnu verziju Direktive 94/62/EZ koja ograničava upotrebu plastičnih kesa u zemljama EU. Smatra se da će smanjenje proizvodnje i upotrebe praktično nerazgradivih plastičnih kesa doprineti smanjenju zagađenja životne sredine, flore i faune.

Razgradnja različitih materija je prikazana na sledećoj tabeli:

Materijal	
Hrana, cveće, organski proizvodi	1-2 nedelje
Papir	10-30 dana

Pamučna odeća	2-5 meseci
Drvo	10-15 godina
Konzerve, limenke	100-500 godina
Plastika, PET boce, kese	Od nekoliko stotina do 1000 godina
Staklene flaše	nikad

Iz ovoga vidimo koliko su limenke, plastične boce i kese, kao i staklene flaše, štetne za okolonu, čak i kada se bacaju na mesta koja su za to predviđena, njima je potrebno u proseku nekoliko stotina godina da bi se razgradili.

Više od tri Srbije mogle bi da se prekriju plastičnim kesama koje njeni građani u toku jedne godine upotrebe i bace. Naime, prema nekim procenama, u našoj zemlji se tokom jedne godine baci oko dve milijarde najlon-kesa koje iz kontejnera i s deponija obično završe u krošnjama drveća, javnim zelenim površinama i u koritima reka. Površina jedne plastične, treger kese koju dobijemo u samoposluzi iznosi 0,16 kvadratnih metara. Ako se ovaj broj pomnoži s brojem bačenih kesa, dobićemo cifru od 240 miliona kvadratnih metara, odnosno 240.000 kvadratnih kilometara, što je skoro tri puta više od ukupne teritorije Srbije. Ali, iz godine u godinu ta površina se rapidno uvećava jer se plastične kese sporo razgrađuju tek kroz nekoliko stotina godina.

I dok svet polako "proteruje" plastične kese iz upotrebe smatrajući ih jednim od najvećih zagađivača životne sredine, u Srbiji se one nemilice troše - počevši od samousluga koje ni ne nude druge vrste ambalaže za prenos robe. Skoro nigde u Evropi kupljena roba ne može se odneti kući u plastičnim kesama jer je zabrana njihove upotrebe u Evropskoj uniji stupila na snagu 2010. godine. Mnoge zemlje EU umesto plastičnih uvode u upotrebu papirne kese. Kako bi rešile problem plastičnog otpada, većina zemalja Evropske unije uvela je porez na plastične kese, koji pada na teret prodavca. Takođe i u regionu postoji tendencija izbacivanja plastične ambalaže iz upotrebe.

### **Pavle Brzaković**

Rođen je 24.06.1989. godine u Banja Luci. Osnovnu i srednju školu završava u Zemunu, sa odličnim uspehom. Nakon završene srednje ekonomske škole „Nada Dimić“, 2008. godine upisuje Ekonomski fakultet, Univerziteta u Beogradu, smer računovodstvo i revizija i završava ga 2014. godine. Tokom studija aktivno učestuje u radu Studentskog parlamenta kao predsednik nadzornog odbora Studentske unije Ekonomskog fakulteta. Učestvovao u organizaciji konferencije studenata ekonomije na Zlatiboru 2012. i 2013. godine kao koordinator i vodič projekta. Master studije završio je 2015. godine na Fakultetu za primenjeni menadžment, ekonomiju i finansije, Univerzitet Privredna akademija u Novom Sadu, smer primenjena ekonomija i finansije. Učestvovao u organizaciji međunarodne naučno-stručne konferencije „Inovacije u funkciji privrede“ na Fakultetu za primenjeni menadžment, ekonomiju i finansije u decembru 2014. Od 2015. godine izabran u zvanje asistenta na Fakultetu za primenjeni menadžment, ekonomiju i finansije, nakon upisanih doktorskih studija iz oblasti menadžmenta.



Pa tako u Bosni i Hercegovini Centri civilnih inicijativa (CCI) zajedno s ministarstvima u FBiH i RS-u razvili su projekt koji ima za cilj smanjivanje upotrebe plastičnih kesa, a koji razmatraju nadležna ministarstva. Ovim projektom predviđeno je uvođenje naknade za plastične kese, kojima bi se smanjila upotreba plastičnih kesa koje su u ovom trenutku, kako tvrde, jedan od najvećih zagađivača životne sredine. Crna Gora se još od 2008. godine priprema za uvođenje mera za manju upotrebu plastičnih kesa s krajnjim ciljem da se zakonski zabrani njihova upotreba.

U Makedoniji je u cilju očuvanja javnog interesa u području upravljanja otpadom, kao i zaštite životne sredine i smanjenja otpadnih plastičnih kesa, Ministarstvo životne sredine i prostornog planiranja, u saradnji s Ministarstvom zdravlja, Ministarstvom ekonomije i Ministarstvom poljoprivrede u 2008 god. donelo Uredbu kojom se zabranjuje upotreba plastičnih kesa za prenošenje robe u trgovinama, skladištima, poslovnim prostorima. Koliko je štetna upotreba plastičnih kesa zbog nemogućnosti brze razgradnje i zagađenja zemljišta, toliko je štetna i njihova proizvodnja. Za razgradnju plastičnih kesa je potrebno između 400 i 1000 godina. Prema svim ovim podacima možemo zaključiti da postoji veliki potencijal za sve veću upotrebu papirnih kesa, tačnije papirne ambalaže. Prema podacima Republičkog Zavoda za Statistiku, rast proizvodnje, kao i upotrebe papirne ambalaže (papirnih kesa) se beleži iz godine u godinu. Prema tim podacima, kao i podacima o podizanju svesti o zaštiti životne sredine, predviđa se da će trendovi upotrebe papirnih kesa biti u stalnom porastu.

Kao što je već rečeno, teži se ka zabrani proizvodnje plastičnih kesa, što je i podržano od Ministarstva zaštite životne sredine, a zamena za njih su upravo papirne kese. Time se ukazuje na veličinu potencijalnog tržišta za papirnu ambalažu. Podaci govore da se po glavi stanovnika prosečno godišnje utroši do 300 plastičnih kesa, a znamo da naša zemlja broji oko sedam miliona stanovnika, što nam ukazuje na količinu papirnih kesa koja bi bila potrebna usled stupanja zakona o zabrani proizvodnje i uvoza plastičnih kesa na snagu. S obzirom da na teritoriji Srbije ima oko dvadeset proizvođača ovih vrsta kesa (papirne kese sa ručkom), postoji šansa za ostvarivanje velikog tržišnog učešća, jer potrebe za njima, postojeći proizvođači ne mogu pokriti. Pa srazmerno broju proizvođača, moguće ostvarljivo tržišno učešće se procenjuje od 8-10%.

### **Dina Lazarević**

*Rođena je 20.05.1991. godine u Beogradu. Osnovnu i srednju školu završila je u Lazarevcu, sa odličnim uspehom. Nakon gimnazije, 2010. godine upisuje Fakultet organizacionih nauka, Univerziteta u Beogradu, smer menadžment i organizacija i završava ga u oktobru 2014. Master studije je završila 2016. godine na Fakultetu za primenjeni menadžment, ekonomiju i finansije, Univerzitet Privredna akademija u Novom Sadu, smer plansko-procesni menadžment. Volontirala u Fondaciji „Ana i Vlade Divac“ i bila koordinator u okviru projekta „Divac omladinski projekti.“ Tokom rada u fondaciji stiče praktična znanja iz oblasti menadžmenta. Učestovala na dve konferencije u organizaciji Fondacije „Ana i Vlade Divac“- Slavimo raznolikost i Divac omladinski fondovi, u Beogradu 2015. godine. U novembru 2016. godine izabrana u zvanje saradnika u nastavi na Fakultetu za primenjeni menadžment, ekonomiju i finansije. U maju 2016. godine učestvuje na međunarodnoj naučno-stručnoj konferenciji „Kako do kvalitetnijeg života“ u organizaciji Fakulteta za primenjeni menadžment, ekonomiju i finansije, sa temom „Uticaj modernih bolesti na kvalitet života“. Planira nastavak akademskog obrazovanja iz oblasti menadžmeta.*



Osim skupljanja kesa i njihove prerade (reciklaže), koji se uglavnom smatraju najvećim problemima, još veći problem predstavlja supstitucija plastičnih kesa ili adekvatna i ekološki prihvatljiva zamena istih. Sve ovo bi trebalo da dovede do hitne zabrane upotrebe plastičnih kesa. Mnoge zemlje objavljuju zabranu korišćenja plastičnih kesa, a mere i metode su različite, od potpune zabrane do poreza i takse za njihovo korišćenje.

Naša država nema dovoljno novca za proizvodnju papirnih kesa koje se razgrađuju, međutim, ukoliko bi uveli zakon o zabrani distribucije i proizvodnje plastičnih kesa, našlo bi se neko drugo rešenje za njihovu zamenu. U izveštaju „Otvorene inovacije i javna politika u Evropi“ grupa autora je dala preporuke za politiku otvorenih inovacija u Evropi u okviru kojih se govori o finansiranju otvorenih inovacija, podsticaju saradnje i konkurencije i proširenju otvorenosti vlade. U Srbiji je Zakonom predviđen Fond za inovacionu delatnost, koji obavlja poslove u vezi sa finansiranjem pripreme, realizacije i razvoja programa, projekata i drugih aktivnosti, sprovođenja nacionalne inovativne politike. Sredstva Fonda se mogu koristiti za finansiranje inovacione delatnosti, a naročito za podsticanje inovativnosti sa ciljem ukupnog održivog privrednog razvoja.<sup>553</sup>

Zanzibar je bila prva država u svetu koja je zabranila njihovu distribuciju. Sledili su Bangladeš, Butan i Ruanda. Danas, širom sveta, kese od plastike su ili zabranjene ili im je nametnuta taksa koju plaćaju potrošači.<sup>554</sup>

Prema najsavremenijim podacima, većina zemalja u svetu se bori da reši problem upotrebe plastičnih kesa - Australija radi na tome da ih izbacila iz upotrebe do kraja godine, a Kina do 21. juna. U Irskoj kupci plaćaju plastične kese 22 centa po komadu, što je rezultiralo smanjenjem njihove upotrebe za 90 posto. Neki evropski gradovi su takse na kese uveli još 80-ih godina prošlog veka. U Velikoj Britaniji, gde se troši 13 milijardi jednokratnih kesa godišnje ili više od 200 po osobi, premijer Gordon Braun je apelovao na vodeće trgovačke lance da smanje upotrebu kesa brže nego što je planirano. Plastične kese više nisu dobrodošle ni u Poljskoj. Grad Lođ je prvi krenuo u akciju - svaki prodavac koji zapakuje robu u najlon kesu platiće 1300 eura kazne, a za plastičnu kesu građani plaćaju čak 1,7 eura. Rešenja su

### **Aleksandra Kuprešanić**

*Rođena je 3.2.1989. godine u Gospiću. Završila je IV gimnaziju u Beogradu. Nakon gimnazije upisuje Filološki fakultet 2008. godine, smer Srpska književnost i jezik sa opštom književnošću. Završila je Operativno-primenjeni menadžment na Fakultetu za primenjeni menadžment, ekonomiju i finansije 2015, gde je sada druga godina mastera na smeru Bankarstvo i osiguranje. Završila je dodiplomski program Ženske studije na Fakultetu političkih nauka 2012. godine, a trenutno pohađa dvosemestralni program Kričička škola kapitalizma na Fakultetu za medije i kulturu u Beogradu. Volontirala je u Centru za integraciju mladih na pripremno-predškolskom programu i u Svratištu za decu ulice. Radila je na dva projekta opismenjavanja odraslih Roma i Romkinja, koja su organizovale Građanske inicijative. Izabrana je za saradnika u nastavi na Fakultetu za primenjeni menadžment, ekonomiju i finansije 2016. godine. Objavila je svoj rad na međunarodnoj naučno-stručnoj konferenciji „Kako do kvalitetnijeg života“, sa temom „Uticaj modernih bolesti na kvalitet života“. U slobodno vreme objavljuje knjige poezije i dobitnica je više književnih nagrada.*



<sup>553</sup> Đ. Vukajlović, M. Stamatović, O. Kamatović, Inovativna privreda u funkciji zaštite životne sredine

<sup>554</sup> [http://ekospark.com/info/04\\_reciklaza\\_i\\_otpad/ponesi\\_torbu\\_2/ponesi\\_torbu\\_2.html](http://ekospark.com/info/04_reciklaza_i_otpad/ponesi_torbu_2/ponesi_torbu_2.html)

takođe različita, zamena za plastične kese mogu da budu lanene, papirne ili biorazgradive (od šećera i kukuruza) od kojih se kasnije može napraviti kompost.<sup>555</sup>

Eksploatacija prirodnih resursa i razvoj industrije su doveli do sve većeg zagađenja životne sredine. Međutim, stepen zagađenja nije isti u svim zemljama – „Kod slabo razvijenih privreda, ekonomski rast dosta ugrožava životnu sredinu. Razlog je nedovoljno finansijskih sredstava za kupovinu ili razvoj savremenih tehnologija, jer privrede se uglavnom bave prerađivačkom industrijom, pa svaki rast ide na štetu određenog resursa, a u ovom slučaju je to životna sredina.“<sup>556</sup>

Jedan od načina na koji se možemo boriti sa ovim problemom jeste recikliranje. Recikliranje predstavlja pretvaranje otpadnog materijala u novi proizvod i njegovo ponovno korišćenje, što pospešuje poboljšanje životne sredine i smanjuje zagađenje prirode.<sup>557</sup> Istraživači Centra za održive tehnologije Univerziteta u Illinoisu su otkrili način da se upotrebljene plastične kese pretvore u gorivo, čime bi se ne samo smanjilo zagađenje, već bi kese dobile i praktičnu upotrebnu vrednost nakon uobičajenog korišćenja.<sup>558</sup> Osim goriva, plastične kese je moguće pretvoriti i u prirodni gas, naftu, benzin, ulje... Za recikliranje plastike se koristi proces poznat kao piroliza. To predstavlja transformaciju plastičnih kesa u naftu, zagrevanjem plastičnih kesa u komori bez kiseonika, čime se prvo dobija ulje. Usavršavanjem procesa, naučnici su uspeali da proizvedu dizel.

Iz ovoga možemo da vidimo koliko je značajno da se i dalje vrše istraživanja na ovu temu i da se usavršava proces recikliranja, kojim bi se ne samo rešio problem otpadnih materijala i njihovog deponovanja, već bi se potencijalno stvorili novi izvori goriva koji će nam u budućnosti biti preko potrebni. U suprotnom, trovanje biljnog i životinjskog sveta će imati dugoročne posledice za budućnost budućih pokolenja i naš život na zemlji.

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<sup>556</sup> Đ. Vukajlović, M. Stamatović, O. Kamatović, Inovativna privreda u funkciji zaštite životne sredine

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## **ВЛИЯНИЕ ФАКТОРОВ ОКРУЖАЮЩЕЙ СРЕДЫ НА СОЦИАЛЬНО-ЭКОНОМИЧЕСКОЕ РАЗВИТИЕ РЕГИОНОВ В УСЛОВИЯХ РЕИНДУСТРИАЛИЗАЦИИ**

### **ENVIRONMENTAL INFLUENCES ON THE SOCIO-ECONOMIC DEVELOPMENT OF THE REGIONS UNDER THE CONDITIONS OF REINDUSTRIALIZATION**

**Oksana Gaifutdinova<sup>559</sup>**

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*Одним из современных явлений глобализации является то, что при выборе местожительства люди все больше внимания обращают на состояние окружающей среды и экологическую обстановку в местах проживания и работы. Однако в процессе индустриализации и реиндустриализации экономик, многие показатели качества жизни населения не только не улучшаются, но и ухудшаются. В соответствии с этим, важным является отслеживание основных характеристик состояния окружающей среды территорий в динамике с целью своевременного выявления проблем в данной области и корректировки мероприятий, направленных на улучшение данных социальных условий проживания человека.*

*Целью исследования является выявления в рамках конкретной территории - Пермского края - зон наиболее комфортных условий для проживания людей. Для достижения этой цели использованы методы сравнительного и статистического анализов, что позволяет выделить территории с наилучшими и наихудшими показателями качества среды проживания людей. С помощью метода факторного анализа выделены основные факторы конкурентных преимуществ различных регионов в контексте решения вопросов улучшения состояния и охраны окружающей среды и обеспечения высокого качества жизни населения. Использование методов экономико-математического моделирования, в частности, эконометрического анализа, позволило выявить взаимосвязи между мероприятиями, направленными на улучшение окружающей среды и фактическим ее состоянием по отдельным факторам, а также проранжировать исследуемые регионы и территории по показателям социальной составляющей уровня и качества жизни населения на конкретной территории. Исследование проведено на примере территорий Пермского края с численностью населения более 1 тыс. человек (всего таких территорий в пределах Пермского края выделено около пятидесяти).*

*В результате исследования доказано, что при формировании стратегии социально-экономического развития регионов и территорий, все более важное значение занимают мероприятия, связанные с улучшением состояния окружающей среды, которые непосредственно отражаются на повышении качества жизни населения. На основе оценки динамики и фактического значения основных показателей состояния и охраны окружающей среды по конкретным территориям Пермского края и в сравнении с другими анализируемыми территориями края, сделан вывод об их привлекательности и пригодности для проживания с точки зрения безопасности для здоровья и жизни человека. Оценка проведена с учетом нормативных значений базовых показателей.*

*В результате исследования в контексте решения вопроса повышения качества жизни населения за счет улучшения состояния и охраны окружающей среды выявлены основные проблемные места в политике региональных властей в отношении вопросов*

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*охраны окружающей среды конкретных территорий региона и предложены мероприятия, направленные на устранение неблагоприятной ситуации.*

*Исследование проведено в рамках задания на выполнение государственных работ в сфере научной деятельности в рамках базовой части государственного задания Минобрнауки России ФГБОУ ВО ПНИПУ (тема № 26.6884.2017/БЧ «Устойчивое развитие урбанизированных территорий и улучшение среды обитания человека»)*

**Ключевые слова:** *улучшение среды обитания человека, устойчивое развитие территорий, экологические проблемы, факторы роста.*

**Abstract:** *Every year the people selecting place of residence pay more and more attention to the state of the environment which parameters characterize the social context that defines the standards of living and quality of life of the population of a particular territory (region). Therefore, environmental improvement activities play a role in building a strategy of social and economic development of the region. However, these parameters often get for the worse instead of improving. In this connection, it is important to monitor the main environmental characteristics of the territory (region) so as to detect problems in this area in time and to coordinate the activities aimed at improving the social living conditions of people. To identify the most comfortable living areas in the Perm Krai in terms of conditions and protection of the environment, we will use the methods of comparative and statistical analysis that will make it possible to identify the areas having the best and worst parameters, as well as to rank the areas and districts under survey, as well as to determine what factors give particular territories advantage over other. Besides, we will use methods of mathematical modelling in economics, such as econometric analysis that will help to identify the relationship between the activities undertaken to improve the environment and its actual state in terms of certain factors. In the course of our survey we will focus on urban districts and municipal areas (regions) of the Perm Krai with the population over 1000. The total number of such territories in the Perm Krai is about 50. The selected territories will be analyzed according to the following statistical indicators: current (operating) expenditures on environmental protection, including payment for ecological services; number of facilities having fixed sources of air pollution; total amount of contaminant emissions into atmosphere from the fixed sources; total amount of contaminants released from all fixed sources; total amount of trapped and neutralized discharged by the fixed sources. Most of the indicators will be analyzed in dynamics for eight years, which will allow us to obtain system data on the state of the environment in a particular territory. Based on the econometric methods, we will establish presence or absence of relationship between the indicators of the conditions of the environment and the desire of people to choose a particular territory for long-term residence as the main factor of production.*

*Based on the survey of the main indicators of the conditions and protection of the environment in the dynamics of particular territory and in comparison with similar territories, we will be able to draw a conclusion regarding its suitability for living in terms of safety for human health and life, taking into account the normative indicators. We will also detect the main problems related to the policy of environmental protection of particular region, and offer measures to improve the unfavorable situation. And finally, we will answer the question of how much the environmental conditions influence the personal choice of place of residence in the territory of the Perm Krai.*

**Key words:** *indicators of the conditions and protection of the regional environment, social and economic development of the region, innovative development of the region, standards of living and quality of life, reindustrialization.*

## 1. ВВЕДЕНИЕ

В современных условиях функционирования территорий одной из актуальных проблем социально-экономического развития регионов является проблема ухудшения состояния окружающей среды человека. Высокий уровень урбанизации в большинстве регионов России приводит к формированию крупных мегаполисов, которые могут кардинально изменить экологические условия проживания населения, что, в свою очередь, влияет на показатели здоровья и качества жизни человека, оказывая негативное воздействие на его организм в целом. Значимость вопросов сохранения и улучшения состояния окружающей среды повышается еще больше в связи с реиндустриализацией – пути, который был выбран российской экономикой в качестве приоритетного в рамках социально-экономического развития страны. Поскольку на сегодня конкурентоспособность производств на мировом рынке обеспечивается, в том числе, процессами реструктуризации, протекающими внутри страны, то модернизация экономики и отраслей народного хозяйства в соответствии с требованиями инновационной экономики, является необходимой для всех территорий [1], [2].

Реиндустриализация ассоциируется с идеей резкого скачкообразного роста промышленного потенциала территории за счет модернизации и глубокой перестройки экономики на основе качественного технологического обновления материального производства, а также приоритетного развития современных высоких технологий, что не может осуществляться без интеграции образовательной, научной и производственной сфер [3]. При этом процессы реструктуризации, связанные с восстановлением структуры ряда производств, ранее пришедших в упадок, с уменьшением влияния сырьевого сектора на формирование российской экономики, с увеличением значимости высокотехнологичных отраслей, с проектированием и развертыванием внутренних индустриально-технологических цепей, должны осуществляться параллельно с мероприятиями, направленными на сохранение и улучшение показателей окружающей среды и других факторов [4], [5]. Наибольшие же

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В 2003 году с отличием окончила экономический факультет Пермского государственного университета по специальности «экономическая теория». В 2007 году защитила кандидатскую диссертацию по теме «Управление инновационной конкурентоспособностью промышленных предприятий». В 2009 году присвоено ученое звание доцента по кафедре «Национальная экономика и экономическая безопасность».

Сфера научных интересов: инновационное развитие хозяйствующих субъектов различных иерархических уровней, в том числе вопросы управления инновационной конкурентоспособностью; урбанизационные процессы территорий; особенности формирования и функционирования инновационных кластеров; устойчивое развитие и экономический рост территорий. Автор более семидесяти научных и учебно-методических работ, в том числе монографий и учебных пособий, более сорока публикаций, включенных в РИНЦ, около двадцати статей в журналах, включенных в текущий перечень ВАК, статей в журналах, входящих в Web of Science, Scopus.

усилия по возрождению производственной базы, по формированию производственных кадров должны приложить регионы, поскольку являются достаточно самостоятельными территориями, способными наращивать и использовать инвестиционный, инновационный, технологический и человеческий потенциалы [6], [7]. Более того, именно регионы, в большей степени, создают комфортные условия для проживания и труда человека.

Пермский край отличается тем, что является высокоурбанизированным регионом с концентрацией большинства населения в одном городе Перми (см. рис.1) [8]. Представленная диаграмма наглядно демонстрирует формирование и развитие крупных городов в исследуемом регионе, поскольку большая часть населения территории (39%) сосредоточена в краевом центре – городе Перми, 35% населения проживают в городах с численностью более 50 000 человек (таких в регионе насчитывается порядка 10) и остальная часть населения распределена по городам с численностью менее 50 000 человек. На данной территории наблюдаются миграционные процессы в направлении краевого центра, поскольку население выбирает место для постоянного проживания, исходя из вопросов трудоустройства, наличия социальных учреждений и состояния жилищного фонда.

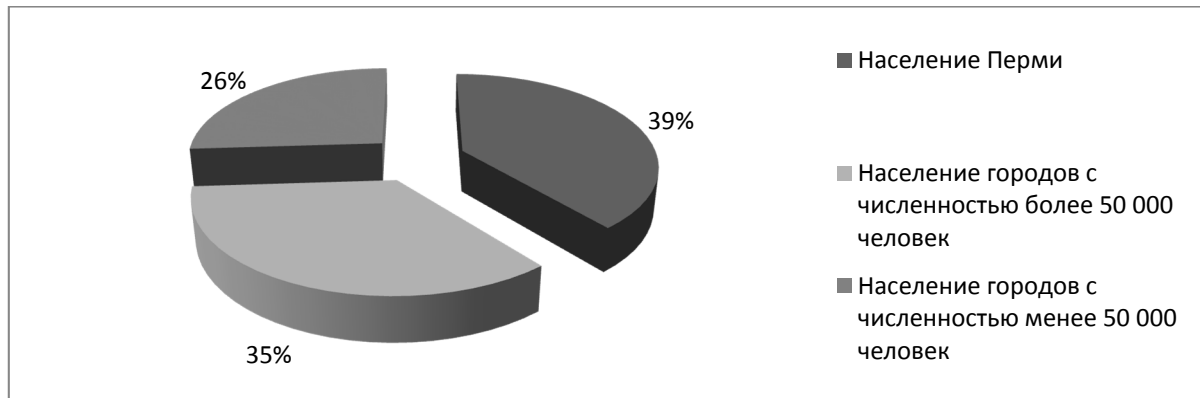


Рисунок 1: Распределение населения по городам Пермского края

Также среди особенностей исследуемой территории нужно выделить большое количество крупных промышленных предприятий, распределенных по многим районам Пермского края (см. рис.2). Это оказывает негативное воздействие на состояние окружающей среды за счет неконтролируемых выбросов в атмосферу и в водные акватории вредных веществ.

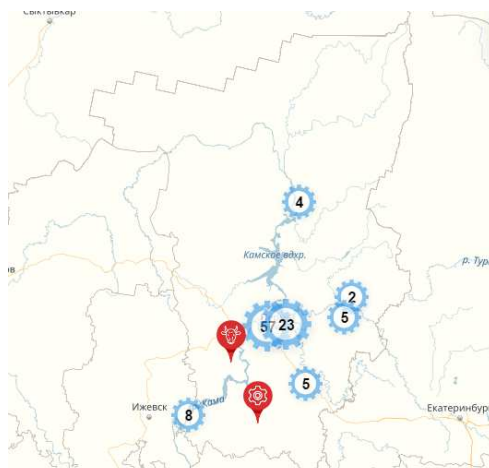


Рисунок 2: Промышленная карта Пермского края, 2017 год [9]

Всего на промышленной карте Пермского края в 2017 году обозначено 105 промышленных предприятий, производств, фабрик, заводов, ферм. Большинство из них (около 70 организаций), согласно представленным данным, сосредоточены в пределах города Перми (см. рис.3).



Рисунок 3: Промышленная карта Перми, 2017 [10]

Принимая во внимание приведенные факты, проблема сохранения окружающей среды на данной территории должна быть достаточно острой, поскольку имеется концентрация населения в крупных городах региона и сосредоточение большого количества промышленных предприятий на небольшой территории. Мониторинг основных показателей состояния и охраны окружающей среды позволит выделить наиболее загрязненные зоны и обозначить проблемы конкретных районов.

## 2. ТЕОРИЯ И МЕТОДОЛОГИЯ

Окружающая среда региона характеризуется природными условиями конкретной территории. В свою очередь, охрана окружающей среды подразумевает комплекс мер и мероприятий, направленных на сокращение отрицательного воздействия человеческой деятельности на эти условия. Каждый регион имеет свою специфику, проявляющуюся в наличии природных ресурсов, в наращивании и использовании производственного и трудового потенциалов, в формировании и функционировании промышленных отраслей, что делает необходимым разработку для каждой конкретной территории собственной стратегии в области охраны и защиты состояния окружающей среды.

Пермский край является достаточно большой территорией, включающей в себя 337 муниципальных образований. Для анализа состояния окружающей среды были выбраны 48 городских округов и муниципальных районов, население которых превышает 1 тыс. человек. Выбранные территории, с целью определения зон наиболее комфортных для проживания человека, с точки зрения показателей охраны и состояния окружающей среды, будут проанализированы по следующим статистическим показателям: текущие (эксплуатационные) затраты на охрану окружающей среды, включая оплату услуг природоохранного назначения; количество объектов, имеющих стационарные источники загрязнения атмосферного воздуха; общее количество выброшенных в атмосферу загрязняющих веществ, отходящих от стационарных источников; общее количество загрязняющих веществ, отходящих от всех стационарных источников; общее количество уловленных и обезвреженных загрязняющих веществ; общее количество уловленных и обезвреженных веществ в процентах от общего количества загрязняющих

веществ, отходящих от стационарных источников. Большинство указанных статистических данных будет проанализировано в динамике за восемь лет, выявлены изменения по годам, что позволит получить системные данные по состоянию и охране окружающей среды на конкретной территории. По каждому показателю исследуемые районы будут проранжированы с целью определения территорий с наилучшими и наихудшими условиями. На основе всех данных будет построен итоговый рейтинг по состоянию и охране окружающей среды, представленный в виде рисунка с выделением наиболее проблемных районов.

### 3. РЕЗУЛЬТАТЫ

Согласно расчетам, основанным на статистических данных за 2008-2015 гг. [11] – [13] наибольшее количество объектов, имеющих стационарные источники загрязнения атмосферного воздуха имеются в Перми (149 единиц), Березниках (44 единицы), Пермском муниципальном районе (29 единиц) (см. рис 4). При этом необходимо обратить внимание на то, что Пермский муниципальный район находится в 35 км от города Перми, Добрянский муниципальный район находится на расстоянии 73 км, а Кунгурский муниципальный район на расстоянии 100 км от Перми. Таким образом, сосредоточение такого большого количества источников выбросов ухудшает экологическую обстановку и состояние окружающей среды в административном центре Пермского края.

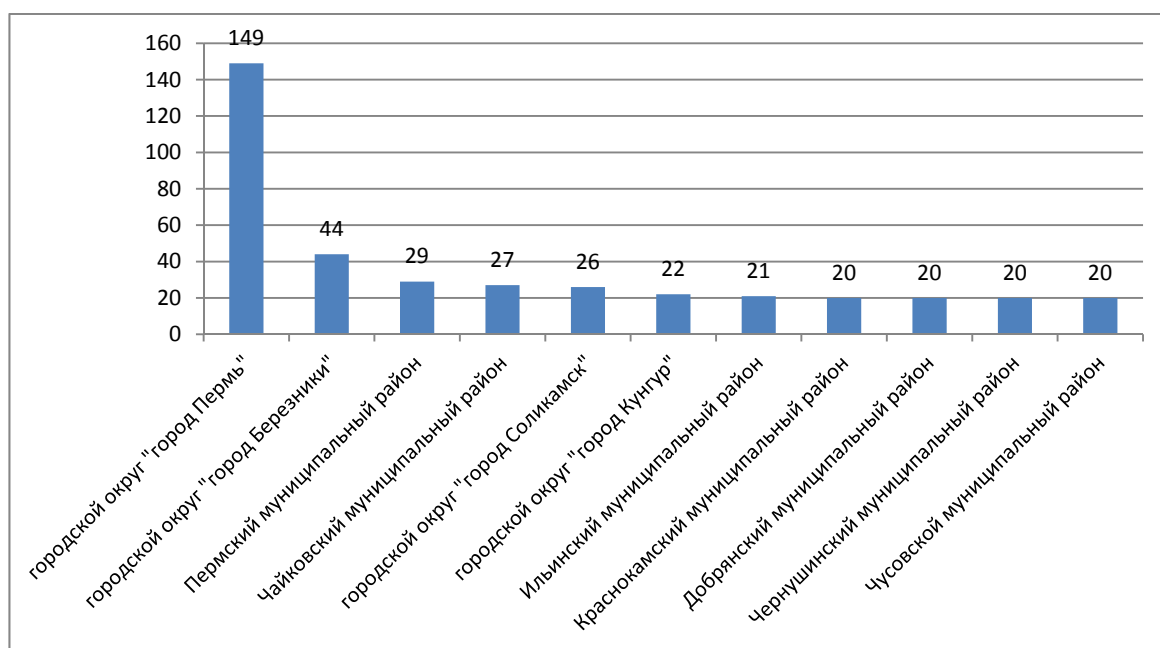


Рисунок 4: Количество объектов, имеющих стационарные источники загрязнения атмосферного воздуха по городам Пермского края [11]

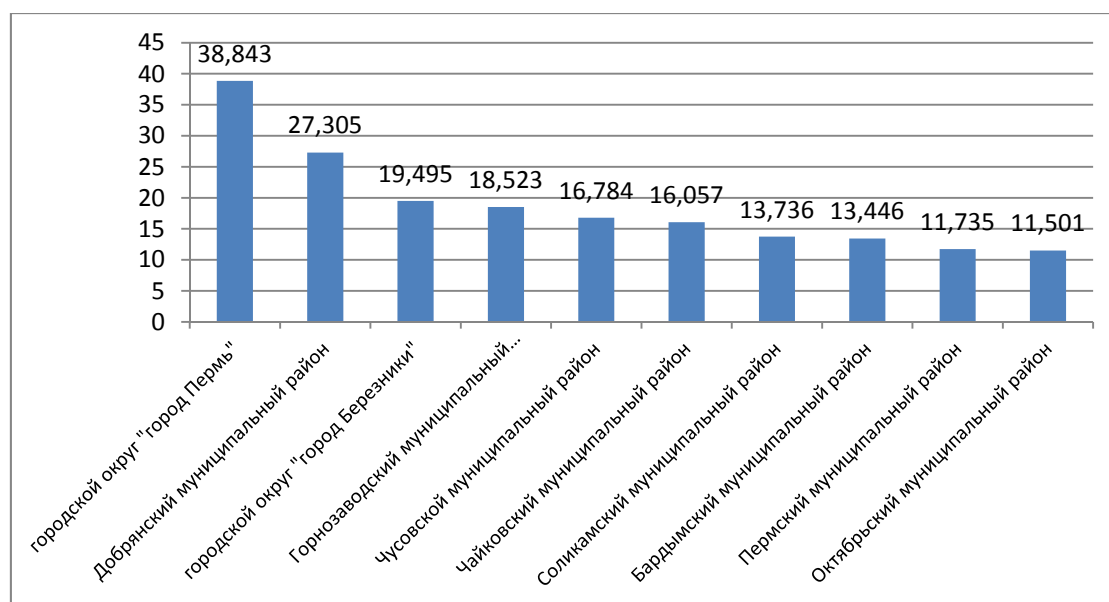


Рисунок 5: Выброшено в атмосферу загрязняющих веществ, отходящих от стационарных источников – всего, тыс тонн [11]

Анализ данных, характеризующих объем выброшенных в атмосферу загрязняющих веществ, отходящих от всех стационарных источников, показал, что наибольшие выбросы наблюдаются в городе Перми, Добрянском муниципальном районе и городе Березниках (см рис.5).

Если же брать общее количество загрязняющих веществ, то по данному показателю очень сильно выделяются: город Березники (604 тыс. тонн), Горнозаводский муниципальный район (258 тыс. тонн), город Пермь (71 тыс. тонн).

Однако развитие экономики не может осуществляться без функционирования предприятий, поэтому в данном случае будет немаловажным отследить расходы на охрану окружающей среды и процентное содержание количества уловленных и обезвреженных загрязняющих веществ (см рис.6). Анализ затрат на охрану окружающей среды, включая оплату услуг природоохранного назначения, показал, что, во-первых, данные затраты являются текущими (эксплуатационными), то есть позволяют устранять проблемы, возникающие в настоящем времени, без задела на будущее; во-вторых, подобные расходы полностью отсутствуют в 20 районах из исследуемых. Лидером в осуществлении подобных затрат являются: город Пермь (однако, как видно из следующей диаграммы, этих сумм недостаточно), город Березники и город Соликамск. Именно в двух последних городах имеются предприятия, выпускающие свою продукцию для международных рынков, возможно поэтому экологические стандарты соблюдаются здесь более серьезно и выбросы обезвреживаются практически на 100%.



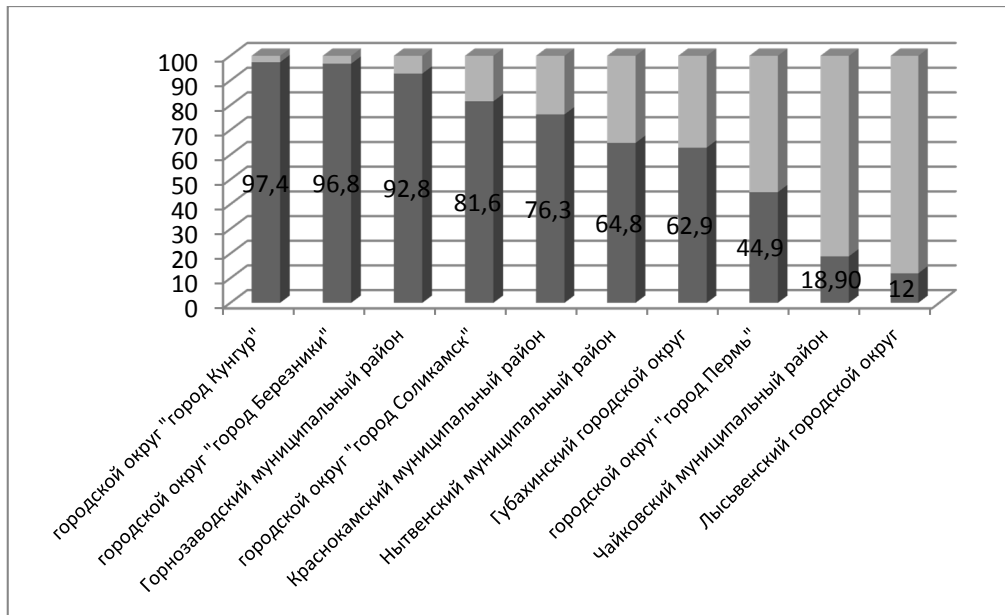


Рисунок 6: Уловлено и обезврежено загрязняющих веществ в процентах от общего количества загрязняющих веществ, отходящих от стационарных источников [11]

#### 4. ВЫВОДЫ

Таким образом, Пермский край, являясь достаточно динамично развивающейся территорией, с большим количеством различных предприятий, представляющих свою продукцию не только на внутреннем рынке, но и успешно конкурирующих на международных рынках, мало уделяет внимания вопросам сохранения и сбережения окружающей среды, практически игнорируя эти проблемы. Судя по данным по обезвреживанию загрязняющих веществ ситуация по охране окружающей среды в Пермском крае достаточно плачевная, потому что во многих районах такая работа просто не ведется (таких больше половины), а в тех, в которых работы по сохранению экологической обстановки имеются, осуществляются не в полном объеме. Ярким примером этому служит административный центр края – город Пермь, где улавливается и обезвреживается всего 45 % всех загрязняющих веществ. При этом необходимо отметить, что имеются районы (Березники и Горнозаводск) с большими объемами выбросов загрязняющих веществ, но при этом работа по устранению последствий функционирования предприятий ведется достаточно неплохо. Наиболее проблемными зонами являются: город Пермь, Пермский муниципальный район, Кунгурский муниципальный район, Чайковский муниципальный район, Лысьвенский городской округ (см. рис.7).

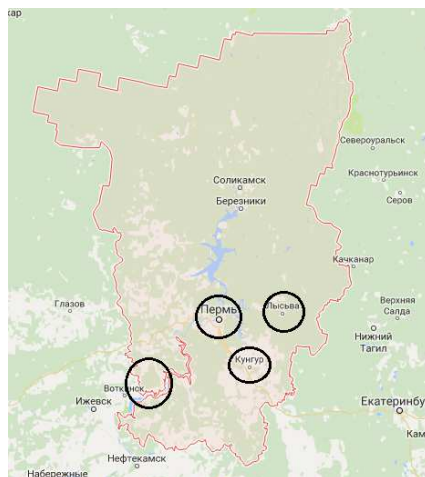


Рисунок 7: Наиболее проблемные зоны Пермского края с точки зрения охраны окружающей среды

Все это может негативно отразиться на показателях здоровья населения, проживающего на данной территории, и в целом на показателях качества жизни, а значит и на конкурентных возможностях региона. Поэтому с целью сохранения трудового потенциала и привлечения новых трудовых ресурсов, проблемы экологической обстановки в регионе должны решаться более эффективными методами.

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## САВРЕМЕНИ ИЗАЗОВИ ЕКОЛОШКИХ МИГРАЦИЈА

### CONTEMPORARY CHALLENGES OF ECOLOGICAL MIGRATION

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**Апстракт:** *Интеракцијом живе и неживе природе становништво опстаје годинама у назад. Међутим, у антропоцентризму природа је постала само средство које је човек користио како би побољшао квалитет живота. Овакво опхођење довело је до промена у животној средини које се, данас, као бумеранг враћају човечанству. Са растом и развојем светске популације капацитети који су били потребни да се задовоље потребе људи су се константно повећавали, највише на рачун природе. Одрживи развој доводи се најчешће у везу са заштитом животне средине, планирањем друштвеног развоја, еколошким, економским и политичким питањима. Концепт одрживог развоја представља нову развојну парадигму, нову стратегију и филозофију друштвеног развоја те бригу за очување капацитета природних система (природних ресурса) са друштвеним и еколошким изазовима који стоје пред сваким друштвом, државом и човечанством као целином.*

*Деградација животне средине је глобални проблем и напредује ритмом који је без преседана. Већа експлоатација природних ресурса, изумирање животињских врста и загађење ваздуха условили су развој начина којима се различите, финансијске организације, као и приватне и државне институције, суочавају са еколошким проблемима. У том смислу је од општег значаја обезбеђење финансијских средстава за потребе заштите животне средине, са посебним освртом на финансирање еколошких иновација.*

*У раскораку „комуникације“ деловања животне средине и човека дошло је до нарушавања еколошке равнотеже. Бројни примери говоре о описаном процесу, временом постају све чешћи на становништво мора ефикасније да реагује на настале промене и да пронађе адекватан начин адаптације. У највећем броју случаја решење је миграција, мада тип миграције се разликује од степена угрожености животне средине и капацитета да издржи промене. Овим радом биће приказани начини на које се светска популација адаптира и каква решења проналази у борби против проблема које је, делимично, сама изазвала.*

*Неопходно је да корпоративна друштвена одговорност у заштити животне средине постане интегрални елемент стратегије компанија и финансијских организација; изазов представља могућност истовремене профитне оријентисаности и еколошке одговорности пословања. Како су промене у животној средини бивале „гласније“ и временом се у већој мери одражавале на становништво, чешће је разматран просечан еколошки отисак појединца у некој земљи.*

*Становништво је одраз прошлости, чинилац садашњости и субјекат будућности. Због своје динамичности, која се стално мења у времену и простору на различитим нивоима геопросторног система, оно представља везу између природне и друштвене основе. Главно питање савремене екологије је како да организује становништво у околини која се стално мења, али која истовремено постаје ограничавајући фактор развоја.*

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**Кључне речи:** одрживи развој, екологија, животна средина, клима, становништво, миграције, геопросторни систем, друштвена одговорност.

**Abstract:** *The population survives years back by interaction of living and non-living nature. However, the nature of anthropocentrism became the only means that man used to improve the quality of life. Such behavior led to changes in the environment which, today, as a boomerang come back to humanity. With the growth of world population and development, the capacities that were needed to meet people's needs have constantly been increasing, mostly at the expense of nature. Sustainable development is most often connected with environmental protection, social development planning, environmental, economic and political issues. The concept of sustainable development is a new paradigm, a new strategy and philosophy of social development and concern for the preservation of the capacity of natural systems (natural resources), social and environmental challenges faced by every society, the state and humanity as a whole.*

*Environmental degradation is a global problem and is progressing at a pace that is unprecedented. Increased exploitation of natural resources, extinction of species and air pollution caused the development of ways in which different financial organizations as well as private and state institutions, faced with environmental problems. In this context, it is of general interest providing of financial resources for environmental purposes, with particular reference to the financing of eco-innovation.*

*At variance of "communication" of operation of the environment and a man, there was a disruption of the ecological balance. Many examples talk about the described process, and during the time become more common and the population must effectively respond to the occurred changes and must find an adequate adaptation. In most cases the solution is migration, although the type of migration is different from the vulnerability of the environment and the capacity to withstand changes. This paper will present ways in which the world's population adapts and finds solutions to combat the problem, which is, in part, caused itself.*

*It is essential that corporate social responsibility in environmental protection becomes an integral element of the strategy of companies and financial organizations; challenge represents the ability to simultaneous profit orientation and environmental business responsibility. As the changes in the environment has become "louder" and in time to a greater extent reflect the population, the average ecological footprint of individuals has often been considered in a country.*

*The population is a reflection of the past, present factor and the subject of the future. Due to its dynamic nature, which is constantly changing in time and space at different levels of geospatial system, what it represents the link between natural and social base. The main issue of modern ecology is how to organize the population in an environment that is constantly changing, but which at the same time becomes a limiting factor of development.*

**Keywords:** *sustainable development, ecology, environment, climate, population, migration, geospatial system, social responsibility*

## УВОД

**М**огућност перцепције геопростора дата је човеку као свесном бићу који је током еволуције спознао себе и своје место у њему. Да би преживео, човек је морао да се прилагоди природи па тек онда да постане "културно биће". Значи, природа је та која је човека образовала. Директно или не, показала му је начине прилагођавања, сазнања и створила повољне услове живота. Међутим, када је човек

довољно ојачао, створио је нову културу живљења која се заснивала само на задовољењу сопствених потреба и која је временом постала све јачег интензитета тако да је произвела деструкцију геопростора. Из тог разлога, човечанство поседује одређену дозу одговорности за промене које се дешавају у геопросторном систему. Проучавање геосистема, неретко, представља мозаичну слику на којој се не приказују јасно везе између узрока и последице, што додатно компликује истраживање.

Развој еколошке свести човечанства утицао је на напредак у решавању проблема животне средине преузимањем активне и пасивне улоге људи за бригу о животној средини. Такође, доношењем прописа ограничено је коришћење штетних супстанци. Сам концепт „одрживог развоја“ је релативно нов. Након Конференције о животној средини и развоју, одржане 1992. године у Рио де Жанеиру, термин "Sustainable Development" постао је водећи појам у области политике о животној средини. То свакако представља напредак за еколошку политику јер се на тај начин појашњава веза између еколошких, економских, демографских и социјалних проблема унутар којих се морају поставити питања заштите животне средине, ако их желимо решити стручно и на друштвено прихватљив начин. Неопходне су промене у области економије, политике и промене са социјалног аспекта.

Могућности за инвестирање које се везују за климу настале су као одговор на захтеве инвеститора у различитим категоријама капитала. Овај тренд се огледа и у порасту броја инвеститора који у своје анализе уврштају и еколошке, друштвене критеријуме и критеријуме у управљању (ESG). Многи ће направити корак даље од ESG приступа и посебно развијених стратегија заштите животне средине тако да приликом доношења одлука имају на уму и климатске промене. Посматрање климе као део инвестиционог процеса има потенцијалне краткорочне и дугорочне импликације, као и дугорочне последице по човечанство.

#### **Mr Жељко Бабић**

Рођен је 2. априла 1974. године у Београду, где је завршио основну и средњу школу.

Основне академске студије Техничког факултета завршио је у области система управљања квалитетом а основне академске студије Правног факултета завршио је у привредноправној области а потом стекао и академски назив мастер економиста као и академски назив магистар наука из правно-економске области.

Првобитно је ангажован на пословима финансијске оперативе а потом и руководиоца финансијске службе у приватном сектору. На Вишој пословној школи из Београда (сада Београдској пословној школи – високој школи струковних студија) засновао је радни однос у Служби за правне и кадровске послове, где ради и данас на пословима наставника у звању предавача. У међувремену, обављао је послове шефа Службе за правне и кадровске послове, сарадника за нормативно-аналитичке послове као и послове стручног сарадника у настави.

Учествовао је у реализацији више пројеката. Аутор је више научно-истраживачких радова објављених у домаћим стручним часописима и зборницима радова међународних конференција, из области финансија, права и заштите животне средине.

Именован је од стране Министарства правде Републике Србије за судског вејтака за економско-финансијску област – ужа специјалност: утврђивање вредности и порекла имовине и капитала.

Служи се немачким и енглеским језиком.



## ПИТАЊЕ ОДРЖИВОГ РАЗВОЈА

Однос живих бића и средине је двосмеран. Састоји се од низа адаптација које се јављају на различитим нивоима организације. На степен адаптације утичу антропогени и биогени фактори. Човек се издваја као антропогени фактор јер се налази на врху трофичке пирамиде и индикатор је многобројних промена које утичу на функционисање осталих екосистема. Сваки екосистем има свој капацитет. Да би екосистем био у равнотежи треба да постоји кружење материје и енергије у њему, међутим деловање човека управо ту има свој најзначајнији утицај. Развој индустријализације у први план је стављао бројне повољности и олакшице за човеков даљи развој што је имплицирало раст целокупне популације. До проблема долази јер човек не поштује капацитет екосистема већ се понаша као да су природна богатства неисцрпна. Промене које се дешавају услед поремећаја у екосистемима огледају се кроз појачан ефекат стаклене баште, стварање озонских рупа, појава киселих киша а на регионалном нивоу долази до изумирања флоре и фауне.

Са еколошке тачке гледишта човек је злоупотребио свој положај и друштвену одговорност на начин да је постао највећи катализатор свих промена које се дешавају у екосистему чиме постаје угрожен живот свих бића на планети укључујући и самог човека. Дуготрајно обликовање геопростора по жељи и потреби човека довело је до угрожавања капацитета животне средине и одразило се на условни хаос у интеракцији између човека и природе. Веровање да су земља, море и атмосфера неуништиви, митови о неисцрпним изворима и непрестаној регенерацији природних ресурса стављали су на маргине друштвеног живота питања о еколошкој безбедности човечанства. Данас, када се зна да су веровања била потпуно погрешна човек се бори са еколошком кризом која је исказана кроз неравнотежу у екосистему.

Развој еколошке свести човечанства утицао је на напретке у решавању проблема животне средине зато што су људи узимали и активно и пасивно учешће у бризи о животној средини. Један од највећих проблема данашњице јесте проналажење оптималног решења како би се задовољиле потребе све бројније популације, са једне стране и очување равнотеже екосистема, са друге стране. У циљу решавања наведеног проблема развио се концепт одрживог развоја који спаја уједно бригу за живи свет на планети Земљи и за очување капацитета природних система (природних ресурса) са друштвеним и еколошким изазовима који стоје пред сваким друштвом, државом и човечанством као целином. Актуелности појма одрживог развоја нарочито доприносе изазови који долазе са угроженошћу животне средине. Неки од тих изазова су: глобално загревање, смањивање озонског омотача, „ефекат стаклене баште“, нестанак шума, претварање плодног земљишта у пустиње, појава киселих киша, изумирање животињских и биљних врста. Најчешће навођена дефиниција одрживог развоја налази се у извештају „Наша заједничка будућност“, који је, на позив Уједињених нација, сачинила Светска комисија за животну средину и развој (тзв. Bruntland комисија) 1987. године. Дефиниција гласи:

*„Одрживи развој јесте развој који задовољава потребе садашњице, а да не доводи у питање способност будућих генерација да задовоље властите потребе.“<sup>562</sup>*

Суштина концепције одрживог развоја заснива се на принципу интергенерацијске правде тј. интергенерацијске једнакости. Овај принцип се односи на наслеђивање истог стања

<sup>562</sup> World Commission on Environment and Development (WCED), Our Common Future, Oxford 1987, p. 43.

животне средине са једне на другу генерацију. Непоштовањем овог принципа, штета коју животnoj средини учини једна генерација преноси се на будуће генерације (Петровић Н. (2007). Чињеница је да су данас питања одрживог развоја, заштите и очувања животне средине постала доминантна питања на светској сцени, са посебним акцентом на примени принципа превенције.

Другим речима, према моделу еколошког отиска ресурси које становништво троши и просек коришћења ресурса по особи је изузетно велики и ако се овакав тренд настави до 2030. године, за потребе човека, биће неопходне две планете Земље! Ови подаци нису у највећој мери поуздани, више се односе прогнозе, али ипак указују на проблем прекомерног искоришћавања природе и нуде евентуална решења како би се проблем смањило. Овде се првенствено мисли на редуковање раста светског становништва, прелазак на коришћење других врста горива као и смањење отпада. Ако је еколошки отисак по особи земље већи од његовог биолошког капацитета, може се рећи да је земља има еколошки дефицит. Ако је обрнуто, земља има еколошки кредит или резерву (G. Tyler Miller, Scott E. Spoolman, 2010).

Place	Per Capita Ecological Footprint (hectares per person)	Per Capita Biological Capacity (hectares per person)	Ecological Credit (+) or Debit (-) (hectares per person)
World	2.2	1.8	- 0.4
United States	9.8	4.7	
China	1.6	0.8	
India	0.8	0.4	
Russia	4.4	0.9	
Japan	4.4	0.7	
Brazil	2.1	9.9	
Germany	4.5	1.7	
United Kingdom	5.6	1.6	
Mexico	2.6	1.7	
Canada	7.6	14.5	

Табела бр. 1: Преглед еколошког отиска у односу на биолошки капацитет одабраних земаља према подацима за 2006. годину

Извор: G. Tyler Miller, Scott E. Spoolman, 2010.

Како питања о еколошком отиску не треба да буду занемарена нити олако схваћена, организација Мрежа за глобални еколошки отисак сваке године прати и репрезентује податке на нивоу света или земаља. Подаци који се тичу Републике Србије у раздобљу од 1961-2012. године показују да је Србија имала најнижи еколошки отисак (2,7 глобалних хектара по становнику) у односу на земље из региона, а највећи имала је Словенија (5,8 гха). Због могућности детаљног праћења потрошње природних ресурса које направи човек у односу на способност природе да их обнови, поражавајућа чињеница је брзина потрошње ресурса, те је Република Србија 2016. године 5 дана раније него претходне потрошила свој овогодишњи буџет ([www.rts.rs](http://www.rts.rs)).



Величина	Повећање у периоду 1900.- 2000. године
Светско становништво	× 3,8
Градско становништво	× 12,8
Индустријска производња	× 35
Потрошња енергије	× 12,5
Производња нафте	× 300
Потрошња воде	× 9
Површине које се наводњавају	× 6,8
Потрошња ђубрива	× 342
Улов рибе	× 65
Производња органских хемикалија	× 1.000
Број аутомобила	× 7.750
Емисија CO <sub>2</sub> у атмосферу	30%

Табела бр.2. Одабрани показатељи раста антропогеног притиска на планетарни геопростор током 20. века  
Извор: Понтинг, 2009. у Милинчић М., и др., 2010.

Наиме, уколико имамо у виду еколошки ризик морамо знати да је он комплексна величина којом се описује производ вероватноће настанка штетних догађаја који утичу на загађење основних чинилаца животне средине, безбедност и здравље људи и очекивана величина последица тих догађаја у једном затвореном (заокруженом) систему животне средине током одређеног временског интервала или током одређене мисије. Друштво мора бити свесно еколошког ризика. (Благојевић, М., Галић, В. (2010). Са растом и развојем светске популације капацитети који су били потребни да се задовоље потребе људи су се константно повећавали и то највише на рачун природе. Како су промене у животној средини биле све "гласније" и временом све више почеле да се одражавају на становништво – научници су почели да разматрају колики је просечан еколошки отисак појединца у некој земљи. Закључци до којих су дошли говоре да човечанство живи неодрживо.

## КЛИМА КАО ПОКРЕТАЧ

Клима представља скуп временских процеса који карактеришу стање атмосфере изнад одређеног дела Земљине површине. Током последњих 10.000 година клима је била веома погодан фактор за развој људске популације, али данас представља све већу бригу за његов опстанак у многим деловима планете. До тих промена је дошло наглим растом светске популације и развојем индустријализације која је темељена на коришћењу фосилних горива и неконтролисаним загађењу ваздуха, воде и земљишта. Такво понашање људи утицало је на животну средину и као последице јавиле су се промена климе, подизање нивоа мора, слабљење озонског омотача, деградације биолошке разноврсности итд. (Јовановић Ј. и др. 2015.). Издавање утицаја климатских фактора у односу на остале (економске, демографске, социјалне, политичке и др.) који покрећу миграцију и проучавање понашања становништва у односу на промену животне средине је веома тежак задатак. У кораку са догађајима од фундаменталног карактера за глобалну популацију, климатске промене захтевају добро припремљене стратегије које ће одговорити на настале последице.

Дефиниција која је прихваћена Оквирном конвенцијом Уједињених нација о промени климе гласи: „Климатске промене представљају оне промене које се директно или индиректно приписују људским активностима које мењају састав атмосфере и које се за разликују од климатских варијабилности бележе током дужег временског периода.“

(Међународни уговори, 2/97). Још 1990. године Међувладин панел о климатским променама уочио је да највеће последице од климатских промена могу утицати на људске миграције, нарочито услед приобалне ерозије, поплава и деградације земљишта. Из тог разлога акценат се ставио на промене настале под утицајем климе, које треба редовно пратити, јер управо оне постају једне од највећих покретача просторне мобилности становништва.

Можда и не би биле климатске промене у тој мери алармантне да се не дешавају највише на територијама где становништво константно расте. Према подацима УН региони са највише израженим климатским променама су региони у којима настају конфликти због суша, несташице воде, крчења шума, ерозије земљишта, поплава и других непогода. Судан, Источна Африка, Блиски Исток, Авганистан, Папуа Нова Гвинеја и многе друге земље бележе управо велики раст популације као и висок степен ризика од климатских промена па се за последицу таквих догађаја очекује велики талас еколошких избеглица (McLeman R., 2011).

### ЕКОЛОШКИ МИГРАНТИ - САВРЕМЕНИ НОМАДИ?

Миграције су саставни део живота читаве људске популације. Током еволуције мењали су се фактори који на њих утичу, али у основи су климатски фактори јер су у највећој мери определили данашњи размештај светског становништва. У оквиру миграционог система, глобалне климатске промене могу директно или индиректно утицати на кретање људи кроз интезивирање природних катастрофа, промене у доступности воде, пораст нивоа мора или недостатак природних ресурса. Међународна организација за миграције (ИОМ) покушала је да дефинише мигранте који настају под утицајем животне средине као *„особе или групу људи која из убедљивих разлога, услед промена у окружењу која негативно утичу на њихов живот, напусте привремено или трајно место боравка а који се селе у оквиру своје земље или у иностранство“*. Ова дефиниција је имала за циљ да олакша индентификацију ове врсте миграната и да уведе у науку термин еколошке избеглице као један од доминантнијих на данашњој сцени миграционих кретања. Међутим, термин није наишао на прихватање шире јавности, са једне стране закона који га сматра необавезујућим, а са друге стране миграната који не желе да се категорису као еколошке избеглице управо због законске „неприхватљивости“ и мишљења да нису заштићени овим термином (Adamo B.S., 2010).

Још једна важна чињеница приликом дефинисања еколошких избеглица јесте доступност података. Како је тешко пратити ток већ познатих и разрађених категорија миграната, још теже је приступити прикупљању података о еколошким мигрантима. Фактори животне средине не делују самостално, односно без утицаја других фактора који иницирају миграцију (образовање, старост, култура...) што представља још једну отежавајућу чињеницу у процесу прикупљања података. И даље, најпоузданији извор података јесу пописи становништва који пружају највише могућности за истраживање различитих фактора, као и њихово укрштање. Такође, напредак технологије омогућио је развој ГИС-а који је од велике важности за просторну анализу.

Због недостатка адекватног дефинисања овог типа миграната у складу са међународним правом, они су готово „невидљиви“ у међународном систему (ниједна организација није одговорна за прикупљање података о њима, као ни за пружање заштите). Дефинисање овог појма је тешко јер се прави разлика између миграната и избеглица који присилно напуштају територију на којој живе, а међународно право не препознаје овакве промене

места боравка као избеглиштво. Прву дефиницију еколошких избеглица дао је Ел-Хинави 1985. године која гласи: „Они људи који су принуђени (приморани) да напусте своје традиционално место боравка-станишта, привремено или трајно, услед изражених промена у животној средини (природних и/или антропогених) при чему им је угрожено постојање и/или озбиљно утиче на њихов квалитет живота.“ На основу ове дефиниције прави разлику између три врсте избеглица:

- Оних који су се привремено изместили услед промена у животној средини (земљотрес, поплава..)
- Оних који су се за стално иселили из места боравка при чему им је обезбеђен нов смешај (приликом изградње великих инфраструктурних објекта)
- Оних који мигрирају повремено или за стално у потрази за бољим условима живота. (Остојић Д. Г., 2014.)

Данас све већи притисци индустрија, пољопривреде, урбаних средина, загађивања, деградације животне средине и еколошких катастрофа доводе до пораста броја еколошких избеглица. Највећи извор еколошких миграција у свету су регион сахелске Африке и Рог Африке. Климатске промене које су утицале на велике периоде суша, прекомерна испаша стоке, крчење шума довеле су до промене биолошке разноврсности екосистема што је условило промене у току воде, повећану седиментацију у рекама и деградацију земљишта (Мешић М., Жупанић-Илић Д, 2015). Ако се овоме још дода да се велики број земаља у развоју налази управо у овом појасу, долази се до закључка да земља трпи велики притисак услед убрзаног раста популације на овим просторима. Осим Африке, велики извор еколошких миграната имају и НР Кина у којој се процењује да би око 6 милиона становника требало да добије овај статус јер су интерно расељени услед великих инфраструктурних радова, затим Бангладеш у коме је због изградње система за наводњавање дошло до премене тока реке Ганг настао је велики талас еколошких избеглица које су своје уточиште нашле у суседним државама Асаму и Трипури. Такође, познато је да су шуме Амазоније „плућа планете“, међутим крчење тих шума и деградација земљишта довела је појаве сиромаштва и глади што је узроковало појаву еколошких избеглица и на територији Јужне Америке (Остојић Д. Г., 2014.).

### ***MSc Бојана Живковић***

*Рођена је 26.11.1992.*

*године у Смедеревској*

*Паланци, где је завршила*

*основну школу и гимназију.*

*Основне академске*

*студије Географског*

*факултета завршила је у области*

*демографија, а академски назив мастер*

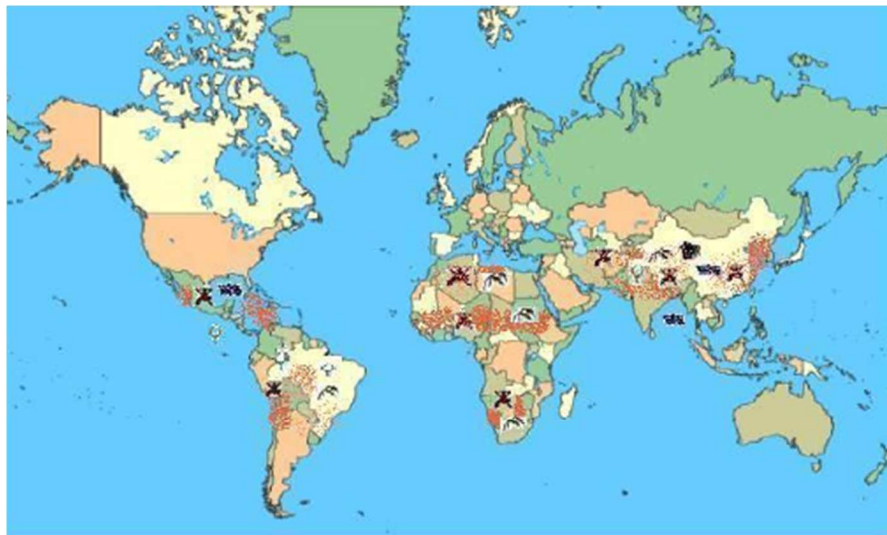
*стекла је у истој области.*

*Студент је основних академских студија*

*из области права.*

*Служи се шпанским и енглеским језиком.*





- Растућа еколошка жаршита
- ✕ Недостатак воде
- ✕ Недовољна производња хране услед детертификације
- ⚡ Повећана учесталост елементарних непогода
- 🌳 Дефорестација
- 🏗️ Велики инфраструктурни радови

Сл.бр.1: Растућа еколошка жаршита у свету (Остојић Д. Г., 2014.)

Ипак, још увек не постоји добра база статистичких података којима би се увидела веза између климатских промена и миграција, али постоје истраживања која се односе на проучавање климе у прошлости и садашњости и њихове интеракције са миграцијама на основу којих добијамо податке како климатске промене у будућности могу утицати на миграционе токове. На местима где ће доћи до деградације земљишта, исушивања воде и разних процеса који су од акутне важности за рањивост популације очекивано је да ће становништво подлећи миграцијама као адаптивном решењу на постојеће проблеме (McLeman R., 2011).

## РАЊИВОСТ И АДАПТАЦИЈА СВЕТСКЕ ПОПУЛАЦИЈЕ

Низ климатских промена као што су олује, суше и др. имају моћ да стимулишу велики талас еколошких миграција. Понекад их је веома тешко разликовати од економских и социјалних миграција јер у основи им је потрага за бољим квалитетом живота. Зато се уводи термин *рањивости популације* којим се мисли на рањивост услед климатских промена, тј. рањивост становништва или регије који су изложени одређеној климатској промени и (не)способност становништва да се на њу прилагоди. Рањивост становништва омогућава схватање одређених миграција које су се десиле управо због утицаја климе (нпр. ураган Катарина) (McLeman R., 2011).

Очекиване физичке промене	Региони изложени ризику	Потенцијалне миграције
Отапање снега и леда	Арктик	Економски мигранти долазе да искористе новонастале ресурсе
Виши водостај реке	Тропски предели	Миграције услед поплава

Велике суше	Континентална подручја	Услед несташице воде долази до смањивања усева што изазива велику миграцију становништва
Приморска ерозија, пораст нивоа мора	Приобални региони, делте, острвске државе	Пресељавање читавих насеља

Табела 3. Очекиване климатске промене и потенцијално расељавање становништва

Извор: Adapted from McLeman and Hunter, 2009.

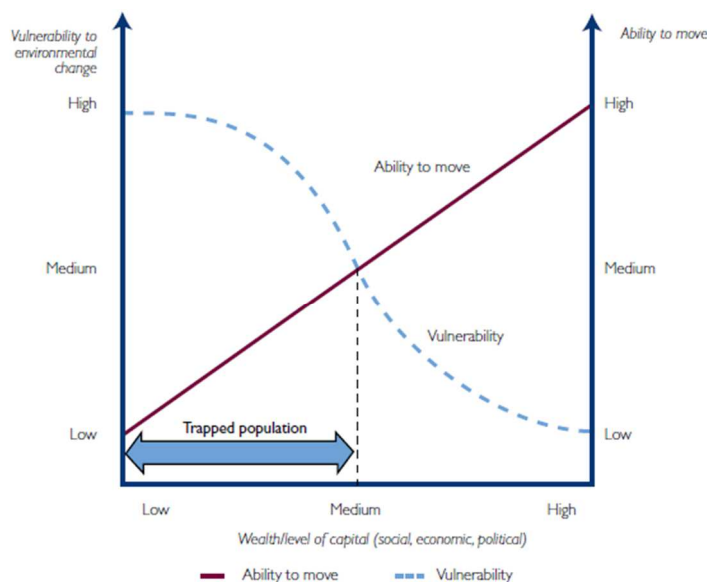
Са друге стране имамо и адаптивност популације на климатске промене. Процена климатских промена на адаптивност становништва подразумева различите приступе којима се на основу идеја или мера могу пратити миграциони токови. Такве процене подразумевају идеју рањивости, адаптивни капацитет и критеријуме ризика, а методе које се користе разликују се у својим циљевима, скали мотивације и нивоу стреса друштва. Анализа рањивости је покретач са којим се идентификује локација која ће највероватније бити климатски угрожена на основу које је могуће одредити регионе рањивости и на основу њих проучавати адаптацију становништва (Laczko F., Aghazarm S., 2009). Рањивост се дефинише као „степен до којег је систем изложен и не може се више изборити са насталим климатским променама“, а различито се и карактерише у зависности од фактора климатских утицаја, степена изложености, осетљивости људских система на промене и капацитет популације која је изложена променама да се прилагоди. У овом случају миграције представљају једну од мера адаптивности као одговор на промену у постојећем систему. Тамо где је систем рањив, где не постоје или су мале шансе за промену у животној средини за бољи животни стандард (а то су нарочито пољопривредне ниско приобалне територије) становништво мигрира (McLeman R. A., Hunter L. M., 2009).

Можда највећа улога животне средине између миграције и климе је могућност адаптације. Еволуција показује да је животна средина човеку омогућила да се прилагоди на постојеће климатске услове како би он преживео и имао могућност репродукције. Ипак, постоје простори на планети у којима владају веома ригорозни климатски услови на које човек годинама није успео да се прилагоди. То је у великој мери постављало границу насељавања становништва (Piguet E., Réscoud A., Paul de Guchteneire, 2011). Миграција се често посматра као негативан исход - нешто што треба спречити. Али миграција, било да се ради о унутрашњој или међународној, може да послужи као стратегија за ублажавање утицаја климатских промена. Планирана миграција може олакшати притисак на осетљиве области кроз имплементацију стратегија миграција или добровољно пресељење, а становништво из дијаспоре може бити вредан извор додатних новчаних средстава или других ресурса како би се олакшала адаптација. Недостатак веродостојних податка - како тренутне процене и пројекције - о броју или карактеристика особа које мигрирају углавном је велика препрека за животну средину, тј. за политику планирања (Martin F.S., 2013).

Просторна мобилност становништва која се јавља као могуће решење за побољшање животних услова представља важан одговор на еколошке промене и научници прогнозирају да ће се наредних година све чешће појављивати. Постоје докази да је миграција највише појачана у регионима где су људи угрожени потенцијалним поплавама или ураганима, односно услед подизања нивоа мора. На пример, у Њу Орлеансу због урагана Катарине у периоду од 2005-2010. године се у Тексас одселило око 250 000 људи, тако да је претрпео губитак 25% становништва само за 5 година!

Многе студије су указале на јаку везу између миграција и социјалног капитала, а са друге стране рањивост је у негативној корелацији са богатством (Black R., Adger N. i dr., 2011). Становништво са нижим социјалним могућностима суочава се са два проблема: променом животне средине и немогућношћу да реагује на ту промену што их чини још више рањивим јер ће бити приморани да остану у местима променљиве животне средине (Black R., Adger N. i dr., 2011).

Спор почетак климатских промена може довести само до добровољних миграција јер еколошке ефекте је теже открити и издвојити од осталих покретача миграције. Ефекти на демографску слику одређене територије огледају се кроз праћење миграционих токова породица или њихових чланова. Такође, део демографске слике једне територије чини и праћење старог становништва које мигрира и у којој мери се то дешава. Дефицит становништва који настаје услед одласка радне снаге у великој мери отежава адаптацију старије популације на настале еколошке промене (Yongjin Li , David López-Carr, Wenjiang Chen, 2014).



Сл.бр.2: Шематски приказ „заробљене“ популације (Black R., Adger N. i dr., 2011)

Еколошке катастрофе доприносе већ постојећем високом нивоу сиромаштва, тако да су миграције изражене у великој мери. Подаци показују да је 2009. године 10% становништва било ван земље, а промене у животној средини изазивају велики удео интерно расељених лица. Сматра се да повећање температуре мора за само 1 степен може изазвати стварање јачих олуја и урагана, што ће додатно повећати број миграната. У складу са ситуацијом на глобалној сцени развијају се методологије и базе података како би се прецизније добијали подаци о жртвама услед климатских промена и промена у животној средини. Према подацима разних невладиних организација у периоду од 2008-2014. године расељено је 28.000.000 људи просечно на годишњем нивоу, а број је осцилирао у зависности од утицаја природне катастрофе. Ипак, ови подаци не говоре где се сели становништво због чега се сматра да многи остају у границама своје државе или, у најгорем случају, немају могућности за миграцију због сиромаштва (Ionesco D., Mokhnacheva D., Gemenne F., 2016).

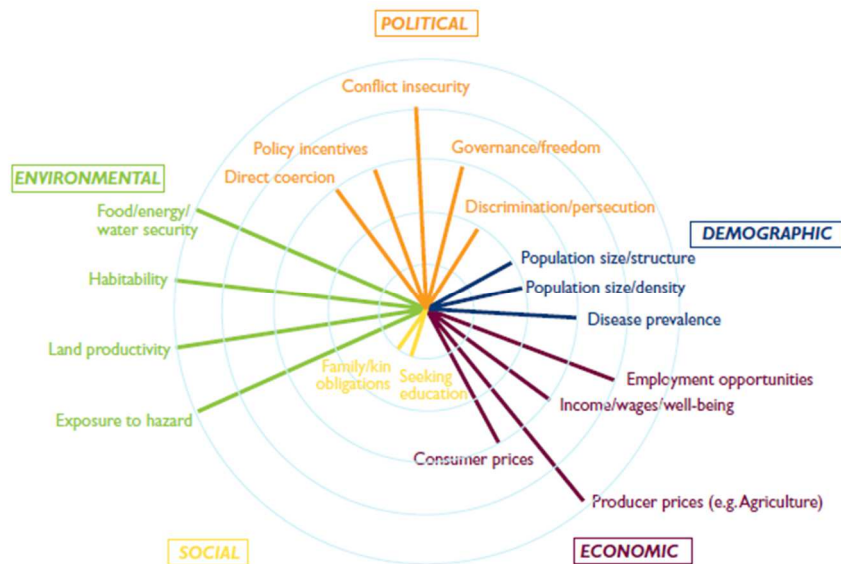
## МИГРАЦИЈА КАО ОДГОВОР НА ГЛОБАЛНЕ ПРОМЕНЕ

Да би се сагледао утицај животне средине на миграције неопходно је миграције посматрати кроз теорију пуш и пул фактора. Пуш фактори су везани за регион или земљу порекла и односе се на политичке нестабилности или конфликте, недостатак економских могућности или недостатак ресурса, а пул фактори се односе на земљу дестинације и представљају супротност претходно наведених фактора. Међутим, наведена теорија не даје конкретан увид у еколошке миграције што додатно отежава њихову анализу.

И поред свих набројаних објашњења еколошких миграната, научници као да ни са једним нису у потпуности задовољни већ увек изнова траже начин како да их дефинишу и напишу. Миграције је иначе тешко пратити због природе њиховог деловања, али еколошке мигранте је још теже пратити због нејасноће питања али и одговора у попису. Постоји читав спектар недоумица ко треба да се дефинише као еколошки мигрант а ко не. Да ли у ту категорију треба сврстати људе који су се преселили услед суша, поплава, урагана или на пример екстремних временских услова последњих неколико година или можда богати пензионери који се из Канаде и северне Америке преселе у сунчане области Флориде и Аризоне? Такође, треба напоменути да нису све катастрофе природног фактора.<sup>563</sup>

Упркос недостатку јединствене дефиниције еколошких миграната, многи аутори су покушали да одреде њихов број у свету. Подаци Комесеријата Уједињених Нација за избеглице процењују да би око 25 милиона људи на свету побегли због поплава, суша, глади и других фактора животне средине, уз потенцијал да се тај број повећа на 200 милиона до краја 21. века услед глобалног загревања (Black R., Adger N. i dr., 2011).

Петерсон је дефинисао ову врсту миграцију као кретање услед еколошки ризичне области на сигурније локације. На основу тога животна средина се дефинисала као стрес који може бити узрок миграционих кретања, са једне стране, и место сигурне локације, са друге стране.



Сл. бр. 3: Релативан утицај промена животне средине на миграције (Black R., Adger N. i dr., 2011)

<sup>563</sup> На пример, пожар који се десио у Канади 2011. године и који је условио на хиљаде људи да се евакуише на неколико недеља уопште не мора да значи да се пожар десио природним путем (муњом), већ услед неке паљевине. Да ли су и у том случају људи који су евакуисани еколошки мигранти?

На слици број 3 показана је шема утицаја фактора који делују као покретачи миграционих кретања. Иако се на први поглед не уочава јака повезаност између демографских, политичких и социјалних фактора никако их не треба занемарити, већ напротив, да би се разумео утицај промене животне средине на миграције морају се добро познавати и претходно набројани фактори.

Неопходно је направити разлику између следећих миграната како би увидели у којој мери животна средина утиче на миграцију, а то су: еколошки мотивисани мигранти, еколошки присилни мигранти и избеглице под утицајем животне средине. *Еколошки мотивисани мигранти* су они који добровољно пожелеле да мигрирају привремено или трајно – пример су депопулација старих индустријских и рударских подручја, *еколошки присилни мигранти* су они који морају да оду како би избегли неку природну катастрофу и то је начешће трајно – миграције услед подизања нивоа мора или због ширења пустиње. Ове две наведене категорије миграната имају могућност да одлуче да ли ће отићи или остати, док *избеглице под утицајем животне средине* су приморане да побегну уколико дође до поплава, суша, урагана...итд. Следећа табела има за циљ да категоризује мигранте и расељена лица у случају када је деградација животне средине главни катализатор мигрирања (Renaud F., Bogardi J.J., Dun O., Warner K., 2007.).

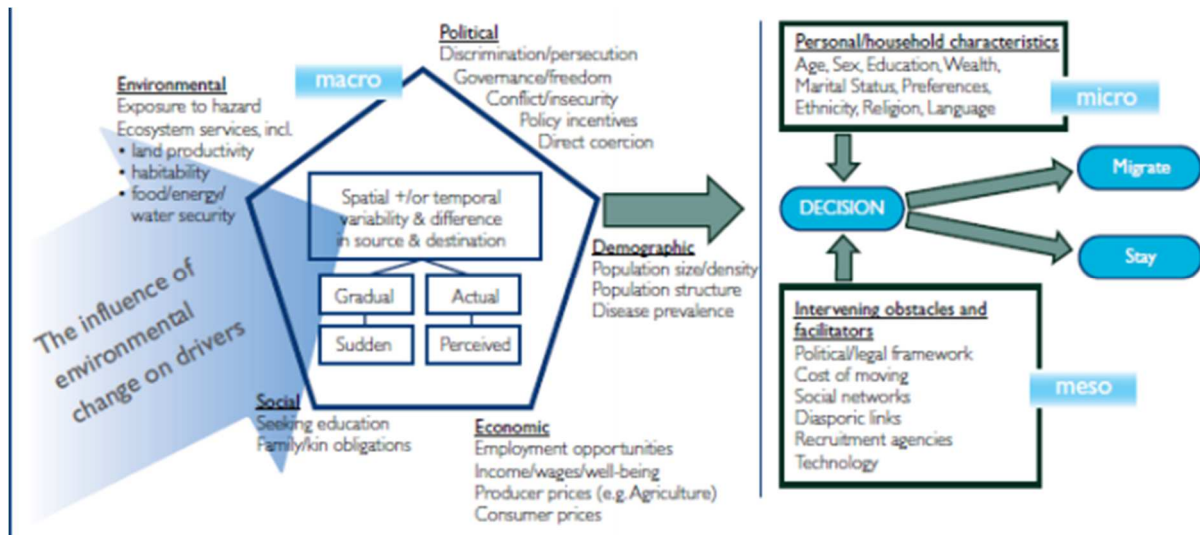
		Nature of Environmental Degradation				
		Inherent Vulnerability of Affected Communities/ Persons	DIRECT, GRADUAL (e.g. land degradation, pollution)	INDIRECT, GRADUAL (e.g. sea-level rise)	DIRECT, SUDDEN (e.g. flood, typhoon, earthquake)	INDIRECT, SUDDEN (e.g. volcanic ash fallout, drought)
Type of assistance or help available/needed/executed to cope with environmental degradation at point of origin	Self-Help (skills/financial)	Low	III	III	II	II
	State Assistance	Medium	III	III	I-II	II
	International Assistance	High	II-III	III	I-II	II
	No Assistance Expected	Very High	II	II	I	I-II

Key: I = Environmental Refugee, II = Environmentally Forced Migrant, III = Environmentally Motivated Migrant

Табела бр.4: Дефинисање категорије еколошких миграната  
Извор: Renaud F., Bogardi J.J., Dun O., Warner K. (2007)

Веза о промени климе, заштити животне средине и миграције је веома јака и важна. Миграција је најчешће резултат многобројних економских, социјалних или политичких фактора али сви су јаком везом повезани са променом климе. У почетку су се ова истраживања односила на ризик деградације животне средине и вероватноће да становништво мигрира, међутим данас се велика пажња поклања адаптивним способностима лица са ниским приходима и факторима који стоје иза одлуке да се мигрира. Следећи дијаграм јасно описује везу и утицај деградације животне средине на одлуку да лице мигрира и то не само на директан начин преко промене у животној средини већ и на индиректан путем утицаја на друге покретаче миграција као што су нпр. економски фактори (Commission staff working document, 2013).





Сл. бр. 4: Миграција и глобална промена животне средине  
(An EU strategy on adaptation to climate change, 2013.)

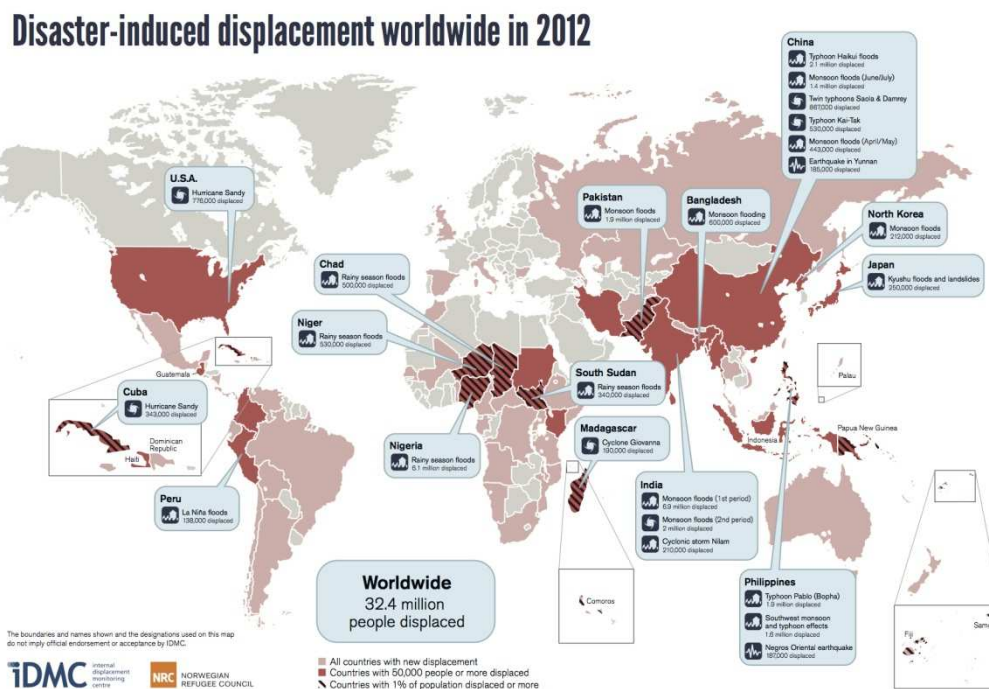
Још једна чињеница која се не треба никакo запоставити, а то је да велики део светске популације живи у приобалном појасу који је изложен највећем степену рањивости. Процес литорализације, који је био изражен у 20. веку, сада представља озбиљан проблем због климатских промена. Наиме, процене говоре да ће се ниво светског мора до 2100. године повећати у интервалу од 30 центиметара до једног метра. Локализација пораста нивоа мора је лака због конфигурација обала, њихових висина па је уз помоћ ГИС система могуће добити податке о бројности становништва који живе у потенцијално рањивим зонама. Ове зоне чине 2,2% територије ипак оне представљају дом за више од 10,5% светске популације. Уколико је немогуће утицати на климатске процесе, владе ових земаља треба да се залажу за смањење миграција ка приобалним центрима (иако се у њима, у највећем броју случајева, налазе велики градови) како би се смањио даљи раст популације управо у ризичним деловима света (Ionesco D., Mokhnacheva D., Gemenne F., 2016).

Миграције се сматрају најбољим адаптивним решењем. Међутим, да би се заиста постигло адекватно решење миграције треба плански усмеравати, финансирати и искористити. Оне могу да представљају једнократно решење на начин да тренутно смање притисак животне средине или дугорочно тако да се улаже у очување безбедности места у коме се више не живи како би се спречило ширење нових проблема у екосистему.

Климатске промене су евидентна појава која све чешће подсећа на неодговорно понашање човечанства према природи. Социјална, економска и еколошка криза постали су део наше свакодневнице и човек треба да искористи стечено знање у циљу ефикасније борбе за ублажавање последица и спречавања стварања нових. У складу са ситуацијом на глобалној сцени развијају се методологије и базе података како би се прецизније добијали подаци о жртвама услед климатских промена и промена у животној средини. Према подацима разних невладиних организација у периоду од 2008-2014. године расељено је 28.000.000 људи просечно на годишњем нивоу, а број је осцилирао у зависности од утицаја природне катастрофе. Ипак, ови подаци не говоре где се сели становништво због чега се сматра да многи остају у границама своје државе или, у најгорем случају, немају могућности за миграцију због сиромаштва (Ionesco D., Mokhnacheva D., Gemenne F., 2016).

## ЕКОЛОШКА БЕЗБЕДНОСТ

Последица климатских промена, константан раст светског становништва као и пораст сиромаштва су најзначајнији фактори који креирају број будућих еколошких миграната. Према званичним подацима до 2050. године доћи ће до повећања светске популације на 9 милијарди, нарочито на територији Африке, централне Америке и индијског потконтинента. Управо су то региони који су и данас подложни еколошким катастрофама.



Сл.бр.5: Расељавање становништва због природних катастрофа у 2012. години ([www.internal-displacement.com](http://www.internal-displacement.com))

На основу претходне слике, лако се може закључити које су територије најугроженије биле 2012. године а процене указују на то да ће се такав тренд наставити. НР Кина ће повећати број еколошких миграната јер у њеном приобалном појасу се налазе највећи градови, тако да се процењује да ће око 73 милиона људи бити угрожено због подизања нивоа мора. Слична је ситуација и у Бангладешу који ће изгубити 10% своје територије што ће проузроковати 23 милиона еколошких миграната, затим у Египту због делте Нила, али и у Индији. Следећи проблем који ће покренути и утицати на повећање еколошких миграната је недостатак воде за пиће. То ће нарочито погодити подсахарску Африку. Људи на овој територији живе најчешће од пољопривреде тако да недостатак пијаће воде директно ће утицати на смањење хране што условљава миграцију. Смањење ресурса пијаће воде услед климатских промена представља све већи притисак на ове пределе. Пример хималајске државе Непала и раста броја еколошких избеглица услед претеране деградације животне средине најбољи је пример. Због нестајања шумских ресурса, насталих претераним крчењем и сечом дрвета, а због немогућности запослења у другим гранама привреде расте број еколошких миграната у планинским пределима ове државе (Остојић Д. Г., 2014).

Једна од незаобилазних и, могло би се рећи главних, чињеница тематике о којој се у овом раду говори јесте да колико год су еколошке миграције условљене природним

катастрофама скоро исто толико значајан утицај има и човек на њихово постојање и повећање. Постоје бројни примери антропогеног деловања на деградацију животне средине што условљава и појаву ове врсте миграција. Пример који је, можда, задобио највише пажње је расељавање становника Кине како би се реализовао пројекат „Три клисуре“ приликом кога је расељено више од 10,2 милиона Кинеза. Неки од њих су економски мигранти, али већина спада у групу еколошких, сиромашних миграната која је била приморана да напусти место становања и пресели се на неку другу локацију. Због оваквог расељавања становништва може доћи до разних проблема као што су конфликти, проблеми са адаптацијом на нову околину, лошији квалитет воде и природних ресурса него у месту у којем су живели и таква правилност важи за сваки део света у коме се оваква ситуација деси, Кина је само један од примера (Остојић Д. Г., 2014).

Антропоцентризам је дуго био доминантан, нарочито за време развоја и успона индустријализације, међутим може се рећи да је он довео делимично до нарушавања еколошке безбедности. Данас када се све чешће говори о питању егзистенције човечанства, геопросторна безбедност је постала интересовање научне и друштвене праксе. Еколошка безбедност човека, нације па и глобална безбедност животне средине су све више угрожени. Под овим појмом се подразумева управо та адаптација човека да одоли оскудицама животне средине, ризицима или евентуалним сукобима. Да би се еколошка безбедност постигла, човек као главни индикатор њене нарушености, преузима бројне мере којима би ублажио већ постојеће проблеме.

Растући безбедносни ризици и досадашње неефикасно решавање проблема довело је до промене угла посматрања а све у циљу што ефикаснијег сагледавања и санирања последица. Првенствено, решења су се тражила на глобалном нивоу, међутим то се показало неуспешним тако да се сматра да ће промена угла посматрања од локалног ка глобалном нивоу донети више успеха. На основу тога, интереси геопростора морају да се тичу локалне заједнице, друштвених, економских, политичких и других безбедносних потреба исте (Миљинчић М. и др, 2010). Питања еколошке безбедности и заштити животне средине не треба да се посматрају одвојено, већ као јединствен подсистем биосфере чије промене у било којем од система могу изазвати дестабилизацију режима и узроковати масовне миграције становништва. Ово су питања којима треба да се баве сви, од локалног до глобалног нивоа, како би пронашли адекватна решења и смањили несигурност која долази услед постојећих еколошких претњи.



Сл. бр.6: ПUTEВИ еколошког сукоба (Elizabeth L. Chalecki, Pacific Institute for Studies in Development, Environment and Security у Бакрач С. и др., 2010)

Слика број 6 указује на потенцијални процес индустријских активности које изазивају промене у животној средини чији би крајњи исход могао бити глобални сукоб. Еколошку безбедност не треба схватити само као појам који је проистекао из проучавања процеса животне средине, већ као стање које произилази из интеракције између човека и екосистема. Тако посматрано стање указује на постојање механизма за решавање еколошких криза и конфликта, као и на адекватне превентивне мере којима би се на време спречили такви проблеми.

Било да се говори о средини која је деградирана или оној у коју одлазе еколошки мигранти, конфликт је неизоставан уколико капацитет и способност адаптације животне средине није у могућности да задовољи потребе еколошких миграната. У зависности од интензитета и еколошког узрока за настанак еколошких миграната разликује се њихов број и потенцијални узрок конфликта. Оно што је значајно нагласити је да нису све еколошке избеглице повод за настанак конфликта. У случају када и дође до њега, не може се узрок приписати само климатским и еколошким променама (присутни су и узроци економске, социјалне, верске, политичке и друге природе). Како би се избегло стварање сукоба било које врсте, Владе земаља треба да предузму мере планирања миграција и смањење притиска на животну средину, као и смањење антропогеног утицаја на климатске промене. Безбедност популације треба да буде оквир за адаптацију, а миграције усмеравати ка мање рањивим животним срединама. Да би се ово постигло неопходно је дефинисати области које су у будућности потенцијални правци великих миграција а у исто време и сами воде борбу са проблемима животне средине, затим ефикасна решења у виду капацитета који ће примити велики број еколошких избеглица услед неке катастрофе. Како су природне катастрофе непредвидиве, талас миграција може да буде стихијски или изузетно брз чиме би опремљеност и постојање довољног броја капацитета за пријем миграната смањило могућност стварања конфликта (Warnecke A., Tänzler D., Vollmer R., 2010).

## ЕКОНОМСКИ ОКВИР ЗАШТИТЕ ЖИВОТНЕ СРЕДИНЕ

Посебан изазов пред друштвено одговорним доносиоцима одлука представља избор таквих економских мера у области заштите животне средине чија би примена довела до еколошких побољшања. Основни извори финансирања у области заштите животне средине потичу из јавног и приватног сектора а могу бити и средства из јавно-приватног партнерства, посебно где је то омогућено одговарајућом регулативом. Да би једно друштво на прави начин одговорило на еколошке изазове, неопходно је да има снажан ослонац у сарадњи јавног, приватног и цивилног сектора. То је посебно важно за друштва која се налазе у развоју.

Очекује се да општи циљ буде примена глобалне одрживости. Међутим, пренаглашену академску и стручну реторику на тему друштвено одговорног понашања треба превести у конкретне финансијски подржане акције. У том контексту, значајно је напоменути да је важно пројектовати раст фондова за заштиту животне средине и извршити избор одговарајућих економских инструмената за заштиту животне средине.

Бројне су финансијске организације и програми који су од посебног значаја за финансирање пројеката у функцији заштите животне средине (Европска инвестициона банка, Међународна банка за обнову и развој (при Светској банци), Програм за развој Уједињених нација, Климатски инвестициони фондови и др.).

Према проценама Светске банке, за ублажавање ефеката климатских промена потребно је приближно 200–1000 милијарди америчких долара годишње. Овај ризик је превисок да би га владе преузеле на своја плећа у потпуности, што је посебно карактеристично за земље у развоју. Поставља се питање да ли ће бити могуће повећавати средства за улагање у заштиту животне средине или ће то неизбежно морати да се деси, посебно у еколошке иновације, или ће се тај волумен средстава под притиском негативних ефеката економске кризе смањивати. Значајна "инјекција" се очекује од приватних инвеститора који би допунили ограничена јавна финансијска средства.

Различити су типови еколошких пројеката а они који се односе на Светску банку класификовани су у две групе, и то: на пројекте чија је сврха ублажавање климатских промена и пројекте са циљем да се изврши прилагођавање климатским променама.

Примери прихватљивих пројеката у области ублажавања климатских промена	Примери прихватљивих пројеката у области прилагођавања климатским променама
<ul style="list-style-type: none"> <li>• Инсталирање соларних система и система на ветар;</li> <li>• Пројекти којима се смањују емисије <i>GHG</i> применом нових технологија, рехабилитацијом електрана и постројења за трансмисију;</li> <li>• Смањење емисије угљеника пошумљавањем и спречавањем нестанка шумског фонда;</li> </ul>	<ul style="list-style-type: none"> <li>• Побољшање безбедности хране и пољопривреда ослобођена притисака;</li> <li>• Заштита од поплава;</li> <li>• Одрживо управљање шумама и избегавање страдања шумског фонда;</li> </ul>

Табела бр. 5: Пројекти светске банке

Извор: Lora-Ann'Chiginsky

<http://treasury.worldbank.org/cmd/pdf/InvestinginLowCarbon.pdf>

Промене температуре, количине падавина, нивоа мора и учесталост катастрофа изазваних временским приликама представљају веома велики ризик за пољопривреду, инфраструктуру, снабдевање храном и водом. У наредним деценијама се очекује највећи пораст емисије гасова са ефектом стаклене баште у земљама у развоју. Стога, од посебне је важности у овим земљама без одлагања обезбедити инвестиције за прелаз на модел развоја који подразумева нижи ниво емисије угљеника и прилагођавање клими. Ако се томе још додају пратећи ефекти економске кризе на глобалном нивоу, ситуација постаје још комплекснија. На глобалном нивоу је постигнута сагласност да се криза може превазићи применом одређених мера, а међу тим мерама налази се, између осталог, и примена еколошке ревитализације.

## ЗАКЉУЧАК

Човек својим начином живота и понашањем, као што је већ речено, делује на животну средину и то не увек позитивно. Развој технологије и промена начина живота у савременом смислу, довела је до појаве различитих процеса производње и производа који за пратећи ефекат управо имају загађење животне средине. Захваљујући свом интелектуалном капацитету човек треба да преузме одговорност како за свој, тако и за опстанак екосфере.

Садашње знање и искуство истраживача само је врх леденог брега од обима информација које су недовољно истражене и којима човек тек треба да да акценат. На овакав на начин размишљања сусрећемо се још код Аристотела, како наводи Војковић Г., који је универзум поредио са живим организмом, у коме сваки део има своје место и функцију тако да све ради заједно обликовано у једну целину. Ако се и геопростор на тај начин посматра долази се до закључка да су и животна средина и клима његови подсистеми. Користећи се методологијом нове научне парадигме морамо разумети динамику целине да би разумели и својство њених делова (Војковић Г., 2007).

Концепт одрживости потиче из природних наука и изворно се везује за управљање природним ресурсима на начин који обезбеђује очување њихове репродуктивне способности. Тако се одрживи развој дефинише као употреба ресурса на начин који омогућује задовољавање потреба садашњих генерација без угрожавања способности будућих генерација да задовоље сопствене потребе. Укратко, способност одржавања неоппадајућег дохотка по становнику кроз време.

Одрживи развој као циљ политике и права животне средине формулисан је у различитим документима и изворима права. Већи број међународних уговора, нарочито оних закључених у последњој деценији двадесетог века, позива се на одрживи развој као свој циљ. Најшири смисао одрживог развоја дат је у Рио декларацији о животној средини и развоју. Принцип 3 Рио декларације о животној средини и развоју прокламује да се „право на развој мора остварити како би се равномерно задовољиле потребе развоја и животне средине садашњих и будућих генерација“.

На нивоу пословних система финансирање заштите животне средине значи: повећано издвајање средстава (повећавање трошкова) за елиминисање штетних дејстава технолошког процеса на природу и хумане ресурсе; смањење могућности изазивања еколошких и пословних ризика кроз повећану еколошку одговорност; прилагођавање целокупног пословања захтевима еколошких стандарда и захтевима система управљања квалитетом (QMS) према ISO 9001/2008; повећавање еколошких инвестиција и друго.

Дуготрајна ентропија система се продубљује а кумулативни ефекти промена постају толико јаки да доводе у питање њен опстанак. Постизање својства равнотеже биће омогућено једино кроз развојне процесе као што су: запосленост, производња, организовање и уређење простора, постизање социо-економске сигурности итд. Заправо, Владе треба да спроведу радикалан заокрет у односу на досадашњи економски и еколошки начин живота, проблеми се не могу решавати трансфером у туђе двориште јер је екосфера заједнички дом (Милинчић М., 2009).

Уколико се на време буде бавио питањима екосистема и еколошких миграција може утицати да се оне ублаже, али уколико климатске промене буду преузеле иницијативу у креирању слике света доћи ће до великих проблема са еколошким мигрантима који ће постати у будућности главна тема светске политике.

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## OSNOVNI PRINCIPI PROCENE EKOLOŠKOG RIZIKA

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**Apstrakt:** *U radu je prikazan metodološki postupak procene ekološkog rizika, kao instrument koji pomaže određivanju prioriteta među problemima i ukazuje na to gde treba usmeriti resurse kako bi se obezbedilo adekvatno upravljanje kvalitetom životne sredine. Informacije koje nastaju tokom rangiranja ekološkog rizika, mogu da dovedu direktno do određivanja prioriteta u okviru koga se informacije o ekološkom riziku mogu integrisati sa drugim faktorima kako bi se razvojni plan zaštite životne sredine ispravno definisao.*

**Ključne reči:** *ekološki rizik, zaštita životne sredine.*

**Abstract:** *The paper describes the methodological process of environmental risk assessment. This process is a tool that helps prioritize the issues. It also indicates where to focus resources to ensure the proper management of environmental quality. Information, generated during the ranking of environmental risk, could lead directly to important conclusions. These conclusions along with other factors can be combined into the development of an efficient program of environmental protection.*

**Key words:** *ecological risk, environmental protection.*

### UVOD

Procena ekološkog rizika predstavlja sistemski pristup kategorizaciji rizika izlaganja određenoj ekološkoj opasnosti. Ona obuhvata kvalitativnu i kvantitativnu procenu rizika za životnu sredinu od aktuelnog ili potencijalnog prisustva određenih faktora ekološke opasnosti.

U procesu procene ekološkog rizika tim za procenu stanja životne sredine primenom različitih metoda identifikuje i analizira aspekte i uticaje na životnu sredinu, procenjuju posledice zagađenja životne sredine i procenjuje rizike po: osnovne činioce sistema životne sredine (vazduh, voda, zemljište), bezbednost i zdravlje ljudi, prirodne i radom stvorene vrednosti i kvalitet života.

Karakteristične faze procene ekološkog rizika su:

- identifikacija ekološke opasnosti,
- analiza odnosa doze i efekta,
- analiza izlaganja ekološkoj opasnosti,
- karakterizacija ekološkog rizika.

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Kvalitetno sprovedene faze procene ekološkog rizika daju osnovu za upravljanje ekološkim rizikom, slika 1.



**Slika 1.** Faze procene ekološkog rizika

Upravljanje ekološkim rizikom je proces odabira između određenih alternativnih regulativnih i neregulativnih instrumenata za reagovanje na ekološki rizik. Za ocenu određenih alternativa donosioci ekoloških odluka pored informacija iz analize i procene rizika, razmatraju i tehnološku izvodljivost, troškove sprovođenja politike i ostale ekonomske, socijalne i političke posledice.

## 1. IDENTIFIKACIJA EKOLOŠKE OPASNOSTI

Za sveobuhvatno sagledavanje ekološkog rizika, neophodno je, najpre, identifikovati faktore ekološke opasnosti.

Identifikacija ekološke opasnosti obuhvata:

- prikupljanje i analizu podataka o svim izvorima faktora ekološke opasnosti,
- otkrivanje i utvrđivanje faktora ekološke opasnosti,
- formulisanje scenarija i puteva delovanja elemenata ekološke opasnosti i
- izbor kodova prioriteta.

Prikupljanjem i analizom podataka dobijaju se opširne i kompleksne informacije o izvorima faktora ekološke opasnosti, kao i obimu emisija koji su neophodni da bi se nadalje mogli utvrditi putevi širenja i delovanja zagađujućih materija u konkretnim sistemima ili regionima.

Nakon prikupljanja i analize podataka vrši se uopštavanje celokupne dostupne informacije, koja se tiče konkretnog regiona, izvora faktora ekološke opasnosti i njihove prirode, a zatim se izrađuje mogući scenario njihovog ponašanja i širenja u životnoj sredini.

Scenario se može iskoristiti kako za prognozu mogućih koncentracija materija u istraživanom objektu životne sredine u budućnosti, tako i za utvrđivanje i praćenje trenutnih koncentracija. Pri formulisanju scenarija veoma važan je i put delovanja faktora ekološke opasnosti. To je put faktora ekološke opasnosti, najčešće zagađujuće materije, od izvora do eksponiranog organizma. Opisuje jedinstveni mehanizam, kojim se individua ili populacija izlaže njenom dejstvu, „tačku dejstva“ u put dospevanja. Ako je tačka dejstva udaljena od izvora, onda put delovanja obuhvata i transportnu sredinu (u slučaju prenosa između sredina) i sredinu dejstva. Svaki put delovanja karakteriše mehanizam delovanja istraživanih faktora na stanovništvo,

povezanih sa određenim izvorima zagađenja životne sredine. Ocena puta delovanja obuhvata karakteristike: izvora zagađenja, emisije, ispuštanja zagađujućih materija u životnu sredinu, mesta gde se ona zadržavaju u životnoj sredini (perzistentnost, distribucija, transport prenose između sredina); mesta boravka i vrste delatnosti eksponiranih populacija, kao i način njihovog kontakta sa njima (putem ishrane, disanja, kože i dr.).

Pošto je u praksi obično nemoguće izvesti dovoljno kompletnu procenu rizika za sve faktore ekološke opasnosti, koje se nalaze u istraživanom regionu, a usled ogromnog obima neophodnih analitičkih podataka i odsustva adekvatnih podataka o njihovim svojstvima, vrši se smanjenje broja faktora koji se uzimaju u obzir, izborom kodova prioriteta. Izbor za istraživanje prioriteta faktora, samo po sebi, je složen postupak koji zavisi od učestalosti i težine nepovoljnih efekata, koji se zapažaju kod ispitivane populacije; veličine populacije izložene delovanju; otpornosti zagađujuće materije na delovanje drugih faktora; stabilnosti i akumulaciji u elementima životne sredine, uključivanje u lanac ishrane ili u proces kruženja materije; transformacije hemijske materije u elemente životne sredine, koja dovodi do obrazovanja produkata koji imaju veću toksičnost od osnovne materije i dr.

Za identifikaciju, analizu i ocenu faktora ekološke opasnosti primenjuju se različite metode. Sve metode su specifične, na svoj način, a njihova primena, pre svega, zavisi od načina funkcionisanja tehnoloških ili prirodnih sistema, etape sprovođenja analize i kriterijuma ocene.

S obzirom na kriterijume, metode za analizu i ocenu elemenata opasnosti možemo podeliti na:

- **Kvantitativne metode** - baziraju se na detaljnim analizama materijalnih, energetskih i eksergetskih tokova sistema, gde se na osnovu matematičkih proračuna procenjuje nivo ekološkog rizika.
- **Kvalitativne metode** - zasnivaju se na kvalitativnoj analizi, najčešće, fizičko-hemijskih i bioloških karakteristika posmatranih sistema, tj. poređenjem sa odgovarajućim pokazateljima koji karakterišu opasnost po životnu sredinu, kao što je GVE, GVI, MDK i sl. Kod ovih metoda se instrumentalno, putem eksperimenata, laboratorijskih ispitivanja ili merenjem određuju vrednosti parametara na osnovu kojih se sagledava nivo ekološkog rizika.

## 2. ANALIZA ODNOSA DOZE I EFEKTA

U drugoj fazi vrši se utvrđivanje odnosa doza/efekat ili odnos izlaganje/reagovanje.

Značajan segment ove faze je identifikacija “bezbednog” nivoa izlaganja ekološkoj opasnosti. To je tzv. **ekotoksikološki prag** (EtP) izloženosti koji predstavlja nivo izlaganja opasnosti do kojeg ne postoji negativan efekat na određene ekološke receptore. Ako koncentracija zagađujuće materije na nekom mernom mestu prevazilazi koncentraciju EtP, to je znak da se mora sprovesti ekološka procena rizika na tom području.

Toksičnost mnogih zagađujućih materija zavisi od fizičkih i hemijskih uslova koji vladaju u sredini u kojoj se nalaze (vodi, vazduhu iiii zemljištu). Na primer, u vodi su toksični samo teški metali koji se nalaze u njoj kao joni, ali, ne i kao suspendovane teško rastvorne soli. To ukazuje, da su za vodu značajni parametri, kao što su: vrsta i koncentracija rastvorenih soli (što se najbolje može opisati tvrdoćom vode), zatim, kiselost (pH), sadržaj organske supstance (najbolje opisan sadržajem organskog ugljenika) i redoks potencijal (Eh). Ovi parametri utiču na distribuciju koncentracija teških metala između frakcija: u jonskom stanju, u obliku teško rastvorne soli i u obliku vezanih jona za organsku supstancu itd. Promenom temperature, pH,

Eh ili jonske sile rastvora, menja se koncentracija teškog metala po pomenutim frakcijama. To ukazuje da pomenuti parametri utiču na dostupnost teškog metala određenom ekološkom receptoru, odnosno da se u zavisnosti od njih menja koncentracija biodostupne i biološki aktivne frakcije teškog metala od ukupne njegove koncentracije u određenoj sredini.

Sve ovo ukazuje da na bioaktivnu koncentraciju zagađujuće materije i određivanje EtP vrednosti mogu da utiču razni faktori kao:

- karakteristike površinskih voda: tvrdoća, pH, suspendovana ili rastvorena organska materija, jonska sila rastvora, temperatura i protok;
- karakteristike sedimenata: pH, sadržaj organskih materija (izraženo preko sadržaja organskog ugljenika), tip i sadržaj glina, granulometrijski sastav, Eh;
- zatim odnos površinskih i podzemnih voda;
- kao i prisustvo:
  - a) ugroženih i retkih biljnih ili životinjskih vrsta,
  - b) vrsta koje su posebno osetljive na prisustvo određenog zagađivača,
  - c) vrsta od ekonomskog značaja i
  - d) osetljivog ekosistema i drugog.

Obzirom na raznolikost ekoloških receptora, određivanje EtP vrednosti je znatno otežano, za razliku od referentne doze (RfD) koja se odnosi na ljude.

U slučajevima kada je ustanovljena egzaktna vrednost za EtP, onda se može reći da za vrednosti iznad EtP postoje evidentni dokazi o negativnim efektima neke zagađujuće materije na preživljavanje, rast ili reprodukciju posmatrane biljne ili životinjske vrste.

Ukoliko za zagađujuće materije ne postoje egzaktne EtP vrednosti uzimaju se njihove srednje koncentracije u određenoj sredini, pa, kada izmerena maksimalna vrednost na nekom određenom mestu prevazilazi ovu vrednost, zaključuje se da je ekotoksikološki prag premašen i da je neophodno preduzeti korake u cilju smanjenja ekološkog rizika.

Vrednosti za ekotoksikološki prag za većinu zagađujućih materija u ambijentalnim vodama se izračunavaju pri ukupnoj tvrdoći vode, iskazanoj kao karbonatna tvrdoća, čija vrednost iznosi  $100 \text{ mg/dm}^3$ . Iz literature *US Environmental Protection Agency* [1], je uzet primer za nekoliko teških metala čije se empirijske vrednosti za EtP za različite vrednosti tvrdoće vode izračunavaju prema jednačini 1, a koja predstavlja pravu koja opisuje linearnu zavisnost EtP od tvrdoće vode, s tim što se potrebne konstante mogu naći u tabeli 5.1:

$$EtP = e^{[m_c \cdot \ln(\text{tvrdoća}) + b_c]} CF \dots\dots\dots 1.$$

gde je:

$m_c$  - nagib empirijske kalibracione krive,

$b_c$  - odsečak na y osi,

CF - faktor konverzije koji opisuje odnos ukupnog sadržaja zagađujućeg metala i njegovog rastvornog dela.

Metal	Nagib ( $m_c$ )	Y odsečak	Konverzioni faktor (CF)	EtP za tvrdoću $100 \text{ mg/dm}^3$
Cd	0,7852	-3,490	0,909	$1,0 \text{ } \mu\text{g/dm}^3$
Cu	0,8545	-1,465	0,960	$11,0 \text{ } \mu\text{g/dm}^3$
Cr(III)	0,8190	+1,561	0,860	$180,0 \text{ } \mu\text{g/dm}^3$
Pb	1,2730	-4,705	0,791	$2,5 \text{ } \mu\text{g/dm}^3$

Ni	0,8460	+ 1,1645	0,997	160,0 µg/dm <sup>3</sup>
Zn	0,8473	0,7614	0,986	100,0 µg/dm <sup>3</sup>

**Tabela 1.** Konstante za izračunavanje *EtP* za sveže vode različite tvrdoće za pojedine metale

Iz tabele se vidi da se sa promenom tvrdoće vode menja i vrednost ekotoksikološkog praga, što potvrđuje činjenicu uticaja fizičko-hemijskih parametara na *EtP* vrednost.

Kao kriterijum za sedimente u vodi uzima se odnos koeficijentata raspodele za štetnu organsku materiju u sistemu oktanol/voda ( $K_{ov}$ ) i u sistemu voda/organski ugljenik u sedimentu, čiji je koeficijent raspodele definisan kao  $K_{ou}$ , dat je sledećom jednačinom [2]:

$$\log K_{ou} = 0,00028 + 0,9831 \log K_{ov} \dots\dots\dots 2.$$

Ova linerana jednačina daje vrlo dobru aproksimaciju za vrednost raspodele zagađujuće organske materije između vode i sedimenta obogaćenog organskim jedinjenjima.

Sledeći važan parametar je sorpcioni kapacitet sedimenta koji je determinisan masenom frakcijom organskog ugljenika u sedimentu  $f_{ou}$  (1% odgovara masenoj frakciji od 0,01).

Polazeći od jednačine 2. putem koje se izračunava  $K_{ou}$ , može se izračunati ekotoksikološki prag za sedimente  $EtP_{sediment}$  :

$$EtP_{sediment} = f_{ou} \cdot K_{ou} \cdot HV \dots\dots\dots 3.$$

gde je:

$K_{ou}$  - koeficijent raspodele zagađujuće organske materije u sistemu organski ugljenik/sediment,

$f_{ou}$  - masena frakcija organskog ugljenika u sedimentu. Treba napomenuti da najčešći sadržaj organskog ugljenika u sedimentu ne odstupa značajno od 1%, pa se sva izračunavanja uvek normalizuju na vrednost od 1% organskog ugljenika u sedimentu,

$HV$  - dozvoljena vrednost hronične koncentracije za neku zagađujuću organsku materiju u ambijentalnim vodama, tabela .2.

Supstanca	HV (µg/dm <sup>3</sup> )	Supstanca	HV (µg/dm <sup>3</sup> )
As(III)	190,0	Cu	11,0
Cd	1,0	Fe	1000,0
Cr(III)	180,0	Pb	2,5
Cr(VI)	10,0	Hg	1,3
Ni	160,0	Se	5,0
Zn	100,0	CN <sup>-</sup>	5,2
Diazinon	0,043	Dieldrin	0,062
Endrin	0,061	Fluornaften	8,1
Lindan	0,08	Pentahlorofenol	0,47
Fenantren	6,3	Acenaften	23,0

**Tabela 2.** Kriterijum za kvalitet slatkih ambijentalnih voda za neke neorganske i organske supstance i njihove maksimalne dozvoljene koncentracije značajne za *EtP*

Ukoliko je sadržaj zagađujuće organske materije u sedimentu veoma visok, iznad ravnotežnog  $EtP_{sediment}$  to znači da će sediment postati izvor zagađenja jer emituje zagađujuću materiju u

koncentracijama koje su iznad dozvoljenih *HV* vrednosti. Ravnoteža između vode i sedimenta je, kako se vidi, veoma složena. U početku sediment vezuje zagađujuću materiju iz vode i time je prečišćava, ali, s vremenom može da postane i sam izvor te iste zagađujuće supstance.

Ekotoksikološki prag zagađujućih materija u vazduhu određuje se graničnom vrednosti imisije (GVI). To je veličina koja predstavlja najviši dozvoljeni nivo koncentracije zagađujućih materija u vazduhu životnog prostora [3].

Vrednosti GVI se orijentaciono mogu izračunati korišćenjem MDKrp prema sledećim jednačinama:

$$\text{Log GVIkratkotrajna (logMDKkr)} = -1,78 + \text{logMDKrp}$$

$$\text{Log GVIsrednja dnevna (logMDKsd)} = -2,00 + 0,86 \text{ logMDKrp}$$

Za približno izračunavanje ovih koncentracija umesto MDKrp mogu se koristiti vrednosti LC50, kao i neke fizičke konstante kao što je, na primer temperatura ključanja [4].

Pri određivanju ekotoksikološkog praga potrebno je znati minimalnu smrtnu dozu ili kako se uobičajeno kaže letalna doza (LD ili LDLO), koja predstavlja minimalnu količinu materija koja može da izazove smrt eksperimentalne životinje. Osim minimalne letalne doze, kao merilo toksičnosti se još češće koriste vrednosti srednje letalne doze, skraćeno LD-50, a u slučaju kada se toksična materija nalazi u gasovitom obliku, koristi se izraz LC i LC-50 za letalnu koncentraciju. Broj 50 se odnosi na procenat u kome je ta doza smrtonosna.

U tabeli 3. dati su izvori podataka koji se mogu koristiti prilikom izbora koncentracija od značaja u procesu upravljanja rizikom od hemijskih udesa.

Izvor podataka	Skraćenica	Definicija
"Uputstvo za planiranje u hitnim slučajevima" (AIHA) <sup>568</sup>	EPRG	Maksimalne koncentracije u vazduhu ispod koje se veruje da bi skoro svi pojedinci mogli da budu izloženi do 1 sata, a da nemaju (1) ništa osim blagih, prolaznih neželjenih posledica ili da oseće jasno neprijatan miris (EPRG-1), (2) ireverzibilne ili kakve druge nepovoljne ozbiljne posledice po zdravlje, koje bi mogle da utiču na sposobnost jedinke da preduzme zaštitne mere (EPRG-2), ili (3) da imaju zdravstvene posledice opasne po život (EPRG-3)
"Uputstvo za kratkotrajne vanredne situacije u opštoj populaciji" (NRC) <sup>569</sup>	SPEGL	Prihvatljiva koncentracija za neočekivanu, jednu, kratkotrajnu ekspoziciju opšte populacije u vanrednim situacijama. Može da se definiše za različite periode ekspozicije (npr. 1, 2, 4, 8, 16 ili 24 sata)
"Uputstvo za slučaj akutne ekspozicije" (EPA/NRC/AEGL) <sup>570</sup>	AEGL	Preporučena vrednost ekspozicije, namenjena zaštiti opšte populacije, uključujući tu osetljive osobe ali ne i one koji su hipersenzitivne. Predstavlja koncentraciju neke supstance u vazduhu, za koju se predviđa da bi opšta populacija mogla da ima (1) znatnu nelagosnost (AEGL-1) pri izloženosti istoj, (2) ireverzibilne ili druge ozbiljne dugotrajne posledice ili umanjenu sposobnost da pobegne (AEGL-2), (3) posledice opasne po život ili i smrt (AEGL-3). Preporučene vrednosti ekspozicije su definisane za sledeće periode ekspozicije: 30 min i 1,4 i 8 sati. Ove vrednosti su jednake onima koje daje NAS <sup>571</sup> (CEEL).

**Tabela 3. Granične vrednosti ekspozicije opšte populacije [5]**

<sup>568</sup> American Industrial Hygiene Association-Američka asocijacija stručnjaka za industrijsku higijenu

<sup>569</sup> National Research Council-Nacionalni savet za naučnoistraživački rad

<sup>570</sup> EPA National Advisory Committee/AEGL Committee - EPA Nacionalni savetodavni komitet/Komitet AEGL

<sup>571</sup> National Academy of Sciences-Nacionalna akademija nauka

### 3. ANALIZA IZLAGANJA EKOLOŠKOJ OPASNOSTI

Značajan parametar faze analize izlaganja ekološkoj opasnosti je **vreme ekspozicije**<sup>572</sup> jedinke ili populacije, ili, drugim rečima, određuje se vreme izloženosti pri određenoj dozi hemijskog, fizičkog ili biološkog agensa.

Ova faza obuhvata sledeće aktivnosti:

- analiza istraživane oblasti izloženom ekološkom opasnošću;
- utvrđivanje puteva delovanja i sredine koja prenosi ekološku opasnost;
- utvrđivanje koncentracije, vremena i učestalosti delovanja.

Analiza istraživane oblasti izloženom ekološkim rizikom zahteva stvaranje baze podataka koja sadrži informaciju o geografiji regiona, meteorologiji, topologiji, infrastrukturi, rasporedu stanovništva i demografiji, razmeštaju industrijskih i drugih potencijalno opasnih tehnoloških sistema, osnovnih saobraćajnih pravaca, odlagalištima industrijskog i komunalnog otpada, podaci monitoringa zagađenja vazduha: prosečne i maksimalne koncentracije SO<sub>x</sub>, NO<sub>x</sub>, CO, prašine i drugih zagađujućih materija iz tehnoloških sistema i dr.

Identifikacija puteva delovanja i potencijalnih puteva širenja ekološke opasnosti od izvora do eksponiranog organizma ili populacije obuhvata karakterizaciju izvora zagađenja, mehanizma emisije zagađujućih materija u životnu sredinu, sredine širenja (na primer, vazduh, voda), mesta potencijalnog kontakta organizma ili populacije sa zagađenom životnom sredinom (tačka delovanja).

Kvantitativna karakteristika ekspozicije određuje se utvrđivanjem vremena i učestalosti delovanja, kao i koncentracijom zagađujućih materija koje deluju na organizam ili populaciju za svaki analizirani put. To se postiže stalnim monitoringom i/ili modelovanjem širenja i ponašanja zagađujućih materija u životnoj sredini, pomoću empirijskih ili teorijskih proračuna. Modelovanje može biti korišćeno kako za prognoziranje mogućih koncentracija materija u istraživanom objektu životne sredine, tako i za utvrđivanje trenutne koncentracije. Primenjuje se ukoliko je nemoguće direktno utvrđivanje koncentracije, ili ukoliko je nemoguće direktno definisanje sredine u tački potencijalnog zagađenja radi prognoziranja budućih koncentracija.

### 4. KARAKTERIZACIJA EKOLOŠKOG RIZIKA

Karakterizacija je završni deo procene ekološkog rizika i početna faza upravljanja rizikom. U ovoj fazi se integrišu svi podaci dobijeni u procesu identifikacije ekološke opasnosti, ocene zavisnosti “doza-efekat” i analize izlaganja ekološkoj opasnosti; vrši se ukupna analiza stepena pouzdanosti dobijenih podataka; opisuju se rizici za pojedine faktore i njihove kombinacije, a takođe se karakteriše verovatnoća i težina mogućih nepovoljnih efekata po ekološke receptore [6].

To znači da karakterizacija ekološkog rizika obuhvata kompletan opis forme i dimenzije očekivanog rizika na osnovu rezultata izvršene identifikacije ekološke opasnosti i analize izlaganja toj opasnosti.

<sup>572</sup> Veličina ekspozicije utvrđuje se kao izmerena ili izračunata količina agensa u konkretnom objektu životne sredine u toku tačno utvrđenog vremenskog perioda. Ekspozicija se može izraziti i kao ukupna količina materije u životnoj sredini (u jedinicama mase, na primer, mg/m<sup>3</sup>) ili kao veličina delovanja – masa materije u odnosu na jedinicu vremena (na primer, mg/dan), ili kao veličina delovanja, standardizovana u odnosu na masu tela (mg/kg-dan).

Opis obuhvata kvantitativnu i kvalitativnu ocenu rizika, u mnogo većoj meri od obrade i analize podataka u prethodnim fazama procene.

*Kvantitativna komponenta* karakterizacije rizika olakšava utvrđivanje nivoa ekološkog rizika i obezbeđuje mogućnost poređenja dva rizika. Rizik može biti izražen kao verovatnoća da će se određena ekološka opasnost dogoditi korišćenjem numeričkih vrednosti koje kvantifikuju verovatnoću događanja opasnosti u određenom vremenskom periodu.

Verovatnoću koja je utvrđena na osnovu stvarnih podataka pokazuje statistički rizik. Pokazatelj statističkog rizika dobija se izračunavanjem broja žrtava date opasnosti u odnosu na ukupan broj izlaganja opasnosti. Na primer: verovatnoća prevremene smrti od prirodne opasnosti udara groma je 0,00005% ili 5 ljudi na svakih 10.000.000 stanovnika.

Druga vrsta određivanja verovatnoće može biti bazirana na osnovu bio istraživanja. Na primer, verovatnoća obolevanja od kancera usled izlaganja određenoj hemikaliji.

*Kvalitativna komponenta* karakterizacije ekološkog rizika daje kontekst numeričke vrednosti rizika. Ona daje opis ekološke opasnosti, ocene izlaganja njoj, korišćenih podataka i metoda.

Pri karakterizaciji ekološkog rizika uzima se u obzir:

- nesigurnost koja, između ostalog, nastaje zbog promjenljivosti osnovnih podataka ili zbog promena unutar populacije;
- prirodu i jačinu dejstva faktora ekološke opasnosti;
- populacija na kojoj se primjenjuju kvantitativni i/ili kvalitativni podaci o izloženosti.

Na osnovu uporedne analize kvantitativne ili kvalitativne komponente karakterizacije ekološkog rizika dobijaju se uslovi normiranja, tj. određivanja nivoa ekološkog rizika. Osnovni problem koji se tu javlja je *koji nivo ekološkog rizika proglasiti prihvatljivim za upravljanje?!*

Karakterizacija prihvatljivog nivoa ekološkog rizika trebalo bi da bude rezultat ekspertske procene, saglasno predmetu i cilju istraživanja.

Stepen tačnosti u konačnoj proceni ekološkog rizika zavisi od varijabilnosti, stepena nesigurnosti i pretpostavkama koje su načinjene u svim fazama, a koje su od velike važnosti za donosioce odluka prilikom upravljanja ekološkim rizikom.

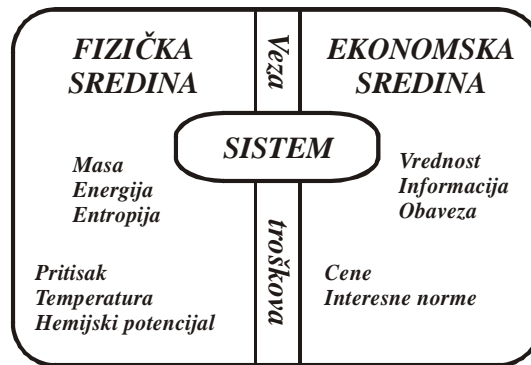
Ukoliko se karakterizacijom ekološkog rizika utvrdi da rizici nisu dovoljno definisani potrebno je ponoviti jednu ili više faza procene.

Karakterizacija ekološkog rizika može dobiti i ekonomski karakter, ako se uzima u obzir eksploatacija resursa, energije i monetarni troškovi, tzv. **eksergo-ekološko-ekonomska analiza**. Tako su *Frangopoulos* i *Spakowski* uveli novčane nadoknade za one koji prouzrokuju zagađenje, tj. predložili tzv. **kaznene poene**, koji bi se sračunavali u skladu sa povećanjem nivoa ekološkog rizika i preko količine eksploatisanih nepovratnih resursa [7].

Osim kaznenih poena moguće je uvesti i takse kako bi se stimulisalo i poboljšalo korišćenje obnovljenih resursa. To se može postići uvođenjem konverzionih faktora kojima se vrednosti eksergetskih gubitaka pretvaraju u monetarne jedinice.



Sistem možemo posmatrati iz fizičkog i ekonomskog okruženja koji su povezani cenom (troškom), slika 2.



**Slika 2.** Povezanost sistema sa fizičkom i ekonomskom sredinom

Ova taksa treba da bude u nadležnosti jedne svetske organizacije kao što su UN jer su efekti obično globalne prirode.

U skladu sa tim eksergetske vrednosti dobijaju ekonomsku vrednost, odnosno cenu. Ovaj proračun razvio je Gaggioli [8], a Evans i Tribus [9] su pripisali ekonomskim vrednostima eksergetske.

## ZAKLJUČAK

U sistemskoj analizi rizika tehnoloških sistema posebnu celinu obuhvata analiza rizika koja se odnosi na kvalitet životne sredine, tzv. ekološki rizik, kojim se opisuje verovatnoća ugrožavanja ljudi i životne sredine koji su izloženi faktorima ekološke opasnosti i očekivana veličina posledica tih događaja. Za određivanje nivoa ekološkog rizika, definisani su kriterijumi na osnovu kojih se ekološki rizik može iskazati kvantitativno i kvalitativno. Ekološkim rizikom tehnološkog sistema se mora i može upravljati. Treba imati u vidu da adekvatno uspostavljanje sistema upravljanja zaštitom životne sredine ne obezbeđuje garanciju da se zagađivanje životne sredine, neće događati, ali sigurno smanjuje verovatnoću njihovog događanja. Krajnji cilj je analizi ekološkog rizika dati ekonomski karakter i utvrditi stvarnu vrednost eksploatacije i gubitka resursa.

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## ZAŠTITA ŽIVOTNE SREDINE U SRBIJI: ODGOVORNOST ZA EKOLOŠKE PRIVREDNE PRESTUPE

### PROTECTION OF ENVIRONMENT IN SERBIA: RESPONSIBILITY FOR ECOLOGICAL ECONOMY OFFENCES

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**Apstrakt:** Na osnovu niza ratifikovanih univerzalnih i regionalnih međunarodnih dokumenata, u Srbiji je od 2004. godine uveden novi sistem zaštite, uređenja i unapređenja životne sredine. U tom sistemu ekološke zaštite biodiverziteta poseban značaj imaju preventivne mjere koje treba da spriječe mogućnost ugrožavanja, opasnosti ili zagađenja životne sredine u cijelosti ili pojedinih njenih segmenata kao što su vazduh, voda, zemljište, flora i fauna. Međutim, kada preventivne mjere nisu dovoljne ili efikasne, tada se ekološke vrijednosti štite od različitih oblika povrede i ugrožavanja propisivanjem ekoloških delikata kao što su: krivična djela, privredni prestupi i prekršaji. Ovi delikti sa širokim sistemom mjera, sankcija i postupaka koje vode nadležni sudovi (opšti, privredni ili prekršajni) za fizička i pravna lica, odnosno preduzetnike treba da obezbijede efikasnu, kvalitetnu i zakonitu ekološku bezbjednost, odnosno njenu zaštitu od privrednih prestupa o čemu se govori u ovom radu.

**Ključne riječi:** životna sredina, uređenje, zaštita, privredni prestup, sankcija.

**Abstract:** A new system of protection, regulation and improvement of environment has been introduced in Serbia since 2004, on the basis of numerous ratified universal and regional international documents. Preventive measures having the aim to prevent the possibility of jeopardizing, endangering or pollution of the environment as a whole or some of its segments like air, water, soil, flora and fauna have a special importance in the system of ecological protection of biodiversity. However, in case when such preventive measures are not sufficient or efficient, ecological values are protected from different forms of violation and jeopardizing by prescribing ecological delicts like: criminal offences, economic felonies and offences. These delicts having wide range of measures, sanctions and actions lead by competent courts (general, economic or misdemeanor) for natural and legal persons, i.e. entrepreneurs, should provide efficient, quality and legal ecological security, that is its protection from economic offences and that is what this paper is about.

**Key words:** environment, regulation, protection, economic offence, sanction.

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## OBLICI POVREDE I UGROŽAVANJA ŽIVOTNE SREDINE

**T**ehničko-tehnološki razvoj i upotreba ogromnih izvora energije i sirovina u toku dvadesetog vijeka i početkom trećeg milenijuma doveo je do toga da su čovjekov rad umnogome zamijenile ili upotpunile mašina, aparati i razni drugi uređaji od metala, plastike ili drugih materijala, različitih pogona i izvora energije, koji su mu istina olakšali, obogatili i uljepšali življenje, ali ga istovremeno i ugrozili sa raznih strana (Simović, 1988: 19-27). Veliki broj mašina čiji je rad automatizovan i kompjuterizovan, upotreba različitih, čak i opasnih izvora energije i sirovina imaju ogromnu proizvodnu moć, ali sa druge strane i moć uništavanja ili ugrožavanja života i zdravlja ljudi, odnosno dovođenja u opasnost čovjekove životne i radne sredine, pa time i osnove njegovog postojanja, življenja i opstanka (Jovašević, 2009: 35-49).

Upotreba nuklearne, termonuklearne, električne, sunčeve, kao i drugih izvora energije omogućila je čovjeku da savlada ogromna prostranstva na zemlji i da ih učini dostupnim za veoma kratko vrijeme, da prodre u dubinu zemlje ili u ogromna svemirska ili okeanska prostranstva prodirući sve više u tajne života i prirode, u tajne materije, ali i samoga sebe. Čovjek je tako otkrio i potčinio sebi takve sile, stvorio takva sredstva i pronašao takve tehnološke postupke pomoću kojih je, u velikoj mjeri, postao gospodar prirode, a time i svoje sudbine. Ali, te sile imaju i opasnost od nekontrolisanog, nestručnog, nehatnog, akcidentalnog ili drugog nepromišljenog postupanja i širenja, te istovremenog uništavanja i oštećivanja svega pred sobom, prouzrokujući neposredno i opasnost po životnu sredinu, odnosno život i zdravlje ljudi (Jovašević, 2014: 178-181).

Razorna i uništavajuća moć energije, sirovina i sredstava koja se koriste u svim oblicima proizvodnje i istraživanja ne samo da je permanentno prisutna i uvijek moguća, već je i realno ostvariva. To nam, uostalom, ukazuju brojni primjeri iz dalje, ali i bliže prošlosti u svjetlu brojnih industrijskih, hemijskih, naftnih i drugih akcidenata, što je dovelo do ekološke katastrofe nesagledivih razmjera. Požari, poplave, eksplozije, havarije, trovanja, akcidenti raznih vrsta (Aleksić, 1986: 42-48), obima i trajanja, česte su pojave u kojima nisu rijetke ni teške, pa i katastrofalne posljedice po životnu sredinu, sa velikim brojem ljudskih žrtava, tjelesnih oštećenja, ugrožavanja ili povrede zdravlja i ogromnim materijalnim štetama po vazduh, vodu, zemlju, floru, faunu i druge segmente koje sveukupno čine ekološku sredinu (Jovašević, Ikanović, 2012: 213-216). To je druga, tamna strana i danak tehničkom i tehnološkom progresu posljednjih pola vijeka (Ljuština, 2005: 713-724).

## ZAŠTITA ŽIVOTNE SREDINE

Pod životnom sredinom se zapravo smatraju prirodne i radom stvorene vrijednosti, kao i ukupan prostor u kome čovjek živi i u kome su smještena naselja, dobra u opštoj upotrebi, industrijski i drugi objekti. To znači da životnu sredinu, koja predstavlja predmet uređivanja, upravljanja, zaštite i očuvanja u sklopu ekološkog prava, čine dvije grupe vrijednosti (Joldžić, 2007: 45-61). To su: a) prirodne vrijednosti životne sredine koje čine: prirodna bogatstva, zemljište, vode, šume, vazduh, biljni i životinjski svijet i b) radom stvorene vrijednosti životne sredine koje čine dobra koja je čovjek stvorio, koja služe zadovoljavanju opštih, zajedničkih i pojedinačnih potreba čovjeka, a namijenjena su stanovanju, kulturnim, obrazovnim, socijalnim, religijskim i drugim potrebama čovjeka.

Dakle, kao činioци životne sredine se smatraju: zemljište, voda, vazduh, flora i fauna koji su sadržani u litosferi, pedosferi, hidrosferi, atmosferi, biosferi i tehnosferi. Zbog posebnog

značaja za društvo, njegov opstanak, ali i dalji razvoj, sistem zaštite i unapređivanja životne sredine se određuje kao skup mjera i uslova za: očuvanje i zaštitu prirodnih i radom stvorenih vrijednosti životne sredine; zaštitu ljudi i životne sredine od zagađivanja; zaštitu od uticaja štetnih i opasnih materija, jonizujućih i nejonizujućih zračenja, buke i vibracija; zaštitu od uništenja i degradacije prirodnih vrijednosti, kao i mjera i uslova za unapređenje kvaliteta životne sredine. Danas sistem zaštite i unapređivanja životne sredine (Matijević, 1988: 40-45) čini više od stotinu propisa o: planiranju i uređenju prostora i naselja, izgradnji objekata, rudarstvu, geološkim istraživanjima, zaštiti voda, zemljišta, biljaka i životinja, šuma, nacionalnim parkovima, postupanju sa otpacima, prometu otrova, prometu i prevozu eksplozivnih i opasnih materija itd. Ovakav sistem, uređen velikim brojem propisa i sektorski podijeljenim ovlaštenjima u različitim državnim organima, javnim službama ili javnim preduzećima, nije mogao, usklađeno i konzistentno, ostvarivati zaštitu životne sredine.

Ekonomski i neekonomski interesi i razlozi diktirali su uslove i način eksploatacije prirodnih resursa i dobara, bez uračunavanja direktnih ili indirektnih uticaja na životnu sredinu. Dosadašnji pristup imao je, na republičkom, ali i drugim nivoima neusklađene planove i odluke, odsustvo koordinacije i djelovanja svih subjekata u zaštiti i očuvanju prirodnih resursa, dobara i životne sredine na teritoriji Republike Srbije. Veliki broj zakona i drugih propisa nema jedinstveno postavljene ciljeve i ne obezbjeđuje zadovoljavajuće efekte u pogledu odgovornog i solidarnog odnosa prema korištenju prirodnih vrijednosti i zaštiti životne sredine. Naizgled uređenom sistemu zaštite životne sredine nedostaje konsekventan pristup u donošenju i sprovođenju odluka, kao i usklađen sistem uslova i mjera prevencije i kontrole korištenja prirodnih resursa i dobara, odnosno zaštite životne sredine (Jovašević, Milošević, 2002: 205-209).

U problemima zaštite životne sredine mnoge zemlje se suočavaju sa potrebom da otklanjaju naslijeđena zagađenja, kao i da, istovremeno, preventivno djeluju i kontrolišu izvore novih zagađenja (Jovašević, 2001: 139-152). Iako su sve industrijske zemlje prošle ili prolaze kroz tu fazu, mnoge od njih počinju da se nose sa problemima primjenjujući nove pristupe. Razvijaju se integralni pristupi upravljanju pojedinim resursima, kakav je na primjer voda ili integralni pristup upravljanju svim prirodnim resursima<sup>576</sup>. Smanjivanje uticaja na životnu sredinu promovisanjem i uvođenjem reciklaže otpada, postaje centralno pitanje u politici zaštite životne sredine mnogih zemalja. U zemljama kao što su Njemačka, Švajcarska i Danska i sl. već postoje ili se razvijaju programi čistih tehnologija usmjerenih na izbjegavanje i smanjenje otpada i industrijskih otpadnih voda. Ovi napori, iako često inicirani propisima, potiču i od samih industrijskih grupacija i od zainteresovanih udruženja građana (Jovašević, 2011: 389-391).

Evropska unija teži ujednačavanju kriterijuma sa zahtjevima u pogledu očuvanja i podizanja kvaliteta životne sredine. Posebno je važna i činjenica da se u Evropi integrišu ekonomski i ekološki ciljevi, te ističu mjere preventivnog djelovanja. Upravo ta integracija može postati osnova za konsenzus u pogledu razvojnih ciljeva u Evropi (Jovašević, 2002: 201-204). Stoga je potrebno da u Republici Srbiji postoji efikasan sistem zaštite životne sredine, posebno za nove, investicione projekte i učešće stranog kapitala. U narednom periodu se mogu očekivati i prve promjene strukture privređivanja u ekološki i ekonomski ugroženim područjima. Zaštita životne sredine se mora ostvarivati kao jasan i praktičan okvir koji ne sputava razvoj, već ga podstiče i stimulise (Mecanović, 1986: 257-269). Prilagođavanje tim zahtjevima podrazumijeva brzo i efikasno preduzimanje mjera i aktivnosti kojima bi se Republika osposobila da

<sup>576</sup> Obrazloženje nacrta Zakona o sistemu zaštite životne sredine, Vlada Republike Srbije, Beograd, 2002.

ravnopravno učestvuje u tim procesima. Takva orijentacija zahtijeva ne samo saradnju na međunarodnom planu, već i međunarodnu pomoć (Joldžić, 2007: 61-71).

Polazeći od ustavnih opredjeljenja i činjenice da problemi životne sredine, po svojoj prirodi, opravdavaju intervenciju Republike u cilju zaštite prava čovjeka i građana, te da su nerazdvojni dio sveukupnog njenog razvoja, utvrđen je koncept sistema zaštite životne sredine, koji se zasniva na: 1) donošenju i sprovođenju odluka kojima se obezbjeđuje uravnoteženost između zaštite životne sredine i ekonomskog razvoja kroz integraciju zaštite životne sredine u sve sektorske politike; 2) planiranju i racionalnom korištenju prirodnih resursa, dobara i energije; 3) primjeni propisa kroz sistem dozvola, tehničkih i drugih standarda i normativa, obezbjeđenjem finansiranja, podsticajnih i drugih mjera zaštite životne sredine; 4) očuvanju i podizanju kvaliteta životne sredine; 5) praćenju, sprečavanju i ograničavanju nepovoljnih uticaja na životnu sredinu; 6) uvođenje energetski ekonomičnijih tehnologija i postepenom prelasku korištenja obnovljivih prirodnih resursa; 7) integraciji ekonomskih analiza i ekoloških procjena pri ocjeni isplativosti projekata u cilju uračunavanja troškova za negativne uticaje na životnu sredinu; 8) podsticanju proizvodnje i korištenja proizvoda i primjene tehnologija koje smanjuju zagađivanje životne sredine i proizvodnju otpada; 9) zaštiti posebno vrijednih, ugroženih ili oštećenih područja; 10) sanaciji štete nanijete životnoj sredini; 11) smanjenju, ponovnom korištenju i reciklaži otpada; 12) unapređenju obrazovanja, obuci kadrova i razvijanju svijesti o značaju zaštite životne sredine i 13) učešću javnosti u zaštiti životne sredine.

Uočavajući opasnost od različitih oblika povređivanja ili ugrožavanja životne sredine, međunarodna zajednica je, kao što smo to već vidjeli, odavno preduzela niz mjera kako bi se postavile jedinstvene osnove u pravcu uspostavljanja "održivog razvoja životne sredine". Naime, politika održivog razvoja predstavlja novi društveni odnos prema životnoj sredini, prostoru i prirodnim resursima, sa punom sviješću postojanja odgovornosti pred budućim generacijama. Racionalan odnos prema iskorištavanju raspoloživih prirodnih resursa imperativ je civilizacijske egzistencije<sup>577</sup>. Taj održivi razvoj se postiže prilagođavanjem strukture i dinamike ljudskih djelatnosti strukturi i dinamici životne sredine. On tako podrazumijeva strukturne, tehničke i tehnološke promjene tako da se obezbijedi zaustavljanje dalje degradacije životne sredine (Čejović, 1985: 147-161).

I u Republici Srbiji su posljednjih godina prisutni naponi na izgradnji jednog adekvatnog, stručnog, efikasnog programa održavanja, razvoja, unapređivanja i zaštite životne sredine (Jovašević, Milošević, 2001: 1-16). Niz je zakona i podzakonskih propisa različite pravne snage i važnosti u Republici Srbiji koji na različite načine tretiraju pitanja zaštite životne sredine u cijelosti ili pojedinih njenih aspekata kao što su: hrana, voda, vazduh, zemljište i sl. (Gozze, 1980: 7-87). Time se pokušala stvoriti solidna pravna osnova zakonskog i podzakonskog karaktera koji bi za sve subjekte društvenog života stvorila obaveze u postupanju u svakodnevnom životu i radu, odnosno osnove odgovornosti i kažnjivosti u slučaju kršenja ovih propisa.

## **SISTEM EKOLOŠKIH DELIKATA**

Najveći broj ovih djelatnosti, kojima čovjek povređuje, uništava, oštećuje, zagađuje ili ugrožava životnu sredinu, rezultat su svjesnog propuštanja ili neprimjenjivanja pravila, tehničkih uputstava i standarda u rukovanju sa brojnim opasnim izvorima energije i sirovina,

<sup>577</sup> Napori Ujedinjenih nacija za bolju životnu sredinu, Savezno ministarstvo za razvoj, nauku i životnu sredinu, Beograd, 1997: 1-2.

odnosno pri rukovanju ili postupanju na drugi način sa opasnim uređajima. Time se stvaraju uslovi za rizik od akcidenata raznih vrsta, obima i dimenzija, zahvatajući određeni prostor i sve što se u njemu nađe, u zoni dejstva ovako prouzrokovane opasnosti (Jovašević, 1999: 49-65).

Takve djelatnosti pojedinaca i grupa, pa čak i čitavih država (posebno multinacionalnih kompanija), predstavljaju nedozvoljena, zabranjena i kažnjiva odnosno deliktna ponašanja ili delikte (Andrić, 1982: 17-29). Pošto se radi o nedozvoljenim ponašanjima u oblasti uređenja, čuvanja, unapređenja i zaštite čovjekove životne i radne sredine u široj ili užoj okolini, to se sve ove vrste delikata mogu nazvati ekološkim deliktima (ekologija: grč. oikos – kuća, stanište i logos – nauka). Zavisno od obima i intenziteta prouzrokovane posljedice na životnu sredinu, preduzete djelatnosti, svojstva učinioca delikta i propisanosti određenog ponašanja u zakonima i drugim podzakonskim aktima opšteg karaktera, te vrste propisanih sankcija, razlikuje se više vrsta ekoloških delikata (Jovašević, 2003: 60-71).

Pod ekološkim deliktima (Grgurević, 1999: 67-76) se, dakle, podrazumijeva sveukupnost ljudskih ponašanja kojima se povređuju ili ugrožavaju društvene vrijednosti koje određuju uslove za čuvanje, unapređenje i zaštitu životne i radne sredine čovjeka (Jovašević, 2016: 178-181). Oni su samo vrsta ili dio ukupne delinkvencije sa kojom se jedno društvo - država suočava u određenom vremenskom periodu, odnosno čovječanstvo u cjelini (Čejović, 1976: 251-263). Ova se deliktna ponašanja razlikuju od drugih vrsta delikata upravo po objektu zaštite (skupu društvenih vrijednosti koje se povređuju ili ugrožavaju ovako preduzetim djelatnostima, što u ovom slučaju predstavlja – čovjekova zdrava životna sredina (Arsenovski, 1979: 485-498), s jedne strane, odnosno pravo čovjeka – kao jedno od osnovnih ljudskih prava na zdrave uslove života, s druge strane).

Upravo se na ovom objektu zaštite ostvaruje i posljedica preduzete radnje izvršenja. Ona se ispoljava na dvojak način. To može biti prvo posljedica u vidu povrede (uništenja, oštećenja u većoj ili manjoj mjeri ili činjenje neupotrebljivom životne i radne sredine čovjeka) i drugo, posljedica u vidu ugrožavanja (i to bilo kao konkretna, neposredno nastupjela, stvarna opasnost ili kao apstraktna opasnost). Najčešće se ova posljedica ostvaruje djelatnošću činjenja (aktivnom, pozitivnom djelatnošću) ili nečinjenja (negativnom, pasivnom djelatnošću) kršenjem propisa o zaštiti, čuvanju ili unapređenju životne sredine ili kršenjem drugih propisa o postupanju sa uređajima, aparatima, sirovinama, energijama ili drugim izvorima opšte opasnosti po život ili tijelo ljudi i njihovu imovinu. No, u strukturi ekoloških delikata (Jovašević, 2002: 53-59) se, bez obzira na niz zajedničkih karakteristika koje oni posjeduju, mogu jasno klasifikovati tri vrste delikata. To su: 1) krivična djela, 2) privredni prestupi i 3) prekršaji (Čejović, 1978: 353-361).

Prva grupa ovih delikata su najopasnija protivpravna ponašanja fizičkih lica za koje su u zakonu propisane i najteže vrste krivičnih sankcija. To su krivična djela (Jovašević, Ikanović, 2012: 312-314). Ovi delikti se nazivaju ekološki kriminalitet. U okviru ove vrste delikata razlikuju se opet dvije vrste ekoloških krivičnih djela (Petrović, Jovašević, Ferhatović, 2016: 312-319). To su: 1) prava ekološka krivična djela (ili ekološka krivična djela u užem smislu) koja su sistematizovana u Krivičnom zakoniku, u grupi krivičnih djela protiv životne sredine. Ona za neposredan objekt zaštite imaju upravo životnu sredinu u cjelini ili pojedine segmente koji sačinjavaju zdravu i prirodnu čovjekovu sredinu i 2) nepravna ekološka krivična djela (ili ekološka krivična djela u širem smislu) koja su sistematizovana u Krivičnom zakoniku, u drugim grupama krivičnih djela (Ignjatović, 1998: 203-211). Ona su, istina na posredan način, upravljena protiv životne sredine, ali uz nju kao pretežan ili prevalentan objekt zaštite kod ovih

djela se javljaju neke druge društvene vrijednosti (pa su zavisno od ovih kriterijuma ta djela i sistematizovana u odgovarajuće grupe krivičnih djela).

Privredni prestupi i prekršaji predstavljaju povrede normi pravnog poretka za koje su u zakonu ili podzakonskim propisima propisane prestupne ili prekršajne sankcije (kazne ili zaštitne mjere). To su delikti nižeg stepena i intenziteta društvene opasnosti, ako se uopšte uzme da se kod ovih delikata društvena opasnost javlja kao sastavni dio ili elemenat njihovog pojma (što ipak predstavlja usamljeno mišljenje u kaznenopravnoj literaturi). Privredni prestupi i prekršaji spadaju u oblast ekološke delinkvencije u širem smislu - zajedno sa krivičnim djelima (ekološkim kriminalitetom).

## **ODNOS IZMEĐU POJEDINIH VRSTA EKOLOŠKIH DELIKATA**

Kao što smo vidjeli, u sistemu kaznenog prava Republike Srbije se razlikuju tri vrste kažnjivih, protivpravnih i nedozvoljenih ponašanja. To su 1) krivična djela, 2) privredni prestupi i 3) prekršaji. Ukupnost na ovaj način određenih kažnjivih ponašanja treba da na efikasan, kvalitetan i blagovremen način obezbijedi zaštitu najznačajnijih društvenih dobara i vrijednosti. No, prije nego što pređemo na izlaganje pojma i karakteristika pojedinih oblika ekoloških delikata shodno postojećem kaznenom zakonodavstvu (krivičnom, privrednoprestupnom i prekršajnom) u Republici Srbiji (Čejović, 1982: 187-196), potrebno je da ukažemo na osnovne razlike i sličnosti (odnos) između pojedinih vrsta delikata s obzirom na karakteristike, obilježja, strukturu i značaj (Todorović, Jovašević, 2003: 245-250).

### **1. Odnos krivičnih djela i privrednih prestupa**

Krivično djelo je protivpravno, skrivljeno učinjeno djelo čija su obilježja određena u zakonu. Dakle, prva osnovna razlika između krivičnih djela i privrednih prestupa proizilazi iz navedene definicije. Privredni prestupi su društveno štetne povrede propisa o privrednom i finansijskom poslovanju (Jovašević, 2002: 12-43).

U literaturi se može naći i takvo shvatanje da su privredni prestupi djela manjeg ili nižeg intenziteta i kvantuma društvene opasnosti nego što su to krivična djela. Osnova toga shvatanja se, između ostalog, nalazi i u definiciji pojma privrednog prestupa prema zakonskom tekstu iz 1977. godine kada elemenat društvene štetnosti uopšte i nije bio unijet u zakonski opis obilježja privrednog prestupa (Jovašević, 2001: 67-72). Tako su privredni prestupi smatrani manje društveno opasnim djelima koja se na ljestvici kažnjivih djela nalaze između krivičnih djela (kao najopasnijih ponašanja) i prekršaja (kao povreda pravnih propisa i društvene discipline u najširem smislu).

No, ovo shvatanje o gradaciji privrednih prestupa i krivičnih djela, po stepenu i intenzitetu društvene opasnosti - ne može da izdrži ozbiljniju kritiku. To pogotovo ako se ima u vidu da su privredni prestupi u prvom redu delikti pravnog lica (čija je odgovornost primarna), pa tek onda i delikti odgovornog lica u prvom licu. Kao takvi, privredni prestupi mogu, u konkretnim životnim situacijama, biti ne samo društveno lakša djela po intenzitetu opasnosti, već isto tako da budu i znatno teža i opasnija djela kojima se nanose veće štete interesima društvene zajednice u cjelini (Jugović, 1990: 41-49). Ovo tim pre što i u slučaju izvršenja privrednog prestupa od strane pravnog lica, njegovo odgovorno lice može da odgovara i za krivično djelo (u kom slučaju se ono i ne kažnjava za privredni prestup) ako su obilježja učinjenog privrednog prestupa identična sa obilježjima nekog krivičnog djela (dakle, kada postoji objektivni identitet činjeničnog opisa krivičnog djela i privrednog prestupa).



U ovakvim situacijama nesumnjivo je da se privredni prestup pojavljuje kao neka vrsta krivičnog djela, ali specifičnog učinioca - pravnog lica. Upravo je ta specifičnost učinioca konkretnog djela, kao zabranjenog i kažnjivog ponašanja, razlog da se ono određuje kao privredni prestup, a ne kao krivično djelo. Zakonodavac je zato i postavio paralelnu i istovremenu odgovornost pravnog lica i njegovog odgovornog lica za učinjeni privredni prestup, imajući u vidu cilj i svrhu kažnjavanje pravnog lica kao skupa svih pojedinaca, kolektiv, zaposlenih koji ga čine i koji su svi zajedno ostvarili obilježja nekog privrednog prestupa.

Društvena opasnost privrednih prestupa, kao delikata odgovornih lica, nalazi se na nivou krivičnih djela u slučajevima kada se bića učinjenih privrednih prestupa u potpunosti poklapaju sa bićima krivičnih djela, u kom slučaju i samo odgovorno lice u pravnom licu ne odgovara za privredni prestup već za krivično djelo. No, ima i takvih slučajeva kada neki novi privredni prestup, po svojoj težini i društvenoj štetnosti, odnosno opasnosti, odgovara krivičnom djelu, ali još uvijek nije propisan kao takav, već se samo uredbom propisuje privredno-prestupna odgovornost i kažnjivost za njegovog učinioca. I tada okrivljeno odgovorno lice odgovara za privredni prestup, ali samo dok se zakonom takvo ponašanje ne odredi kao krivično djelo (Jovanović, 1976: 81-89).

Sljedeća razlika između krivičnog djela i privrednog prestupa ogleda se u objektu zaštite. Naime, zaštitni objekat kod privrednih prestupa jesu određeni privredni i finansijski odnosi, odnosno ekonomski sistem u cjelini. Ti su odnosi uređeni privrednim sistemom koji u potpunosti obezbjeđuje održavanje i razvoj vladajućih društvenih odnosa u sferi ekonomije i privređivanja uopšte. Prema tome, zaštitni objekat kod privrednih prestupa jeste privredni i finansijski sistem i njegovo nesmetano, zakonito, efikasno i blagovremeno funkcionisanje. Nasuprot tome, kod krivičnih djela objekat zaštite je određen kao čovjek (građanin) i društvo (država). To znači da je objekat zaštite kod privrednih prestupa mnogo uži nego što je to slučaj kod krivičnih djela.

Krivično djelo može da izvrši samo fizičko lice (koje je u vrijeme izvršenja djela staro 14 godina i koje je s krivicom – dakle vinošću, učinilo krivično djelo). Kao učinilac privrednog prestupa mogu da se nađu različiti subjekti. To su: pravno lice (preduzeće, ustanova ili druga organizacija), odgovorno lice i preduzetnik. U ovom elementu se ogleda sljedeća razlika između krivičnih djela i privrednih prestupa. Fizičko lice u krivičnopravnom smislu odgovara uvijek i samo po principu subjektivne odgovornosti.

Kod privrednoprestupne odgovornosti postoji dvojaka, istovremena i paralelna odgovornost - pravnog lica i njegovog odgovornog lica (Jovašević, 2000: 33-40). Naravno, pravno lice odgovara primarno, i to po principu objektivne odgovornosti na bazi samog prouzrokovanja posljedice. Odgovorno lice i preduzetnik odgovaraju po principu subjektivne odgovornosti u čijoj osnovi se nalazi krivica. U pogledu predviđenosti djela u zakonu, odnosno u propisu (načelo zakonitosti ili legaliteta), nalazi se sljedeća razlika između krivičnih djela i privrednih prestupa. Naime, krivična djela i sankcije za njihove učinioce se mogu predvidjeti jedino i isključivo zakonom (krivičnim ili sporednim zakonima). Naprotiv, privredne presteupe, njihova obilježja i sankcije mogu da određuju ne samo zakoni, već i propisi podzakonskog karaktera (uredbe vlade). Ovo je rješenje zapravo posljedica nužnosti brzine razvoja i širenja privrednih odnosa i potrebe za brzim i čestom izmjenom propisa i regulative u skladu sa promjenama u društvenim odnosima i sve različitijeg kršenja propisa iz oblasti privrednog i finansijskog poslovanja. Upravo se uredbe kao podzakonski akti najvišeg nivoa mogu donositi na brz i

efikasan način koji se može uskladiti sa novim društvenim i privrednim odnosima (Kosanović, 1995: 333-341).

Sistem sankcija predviđenih za pojedine vrste kažnjivih djela predstavljaju sljedeću razliku. Za krivična djela zakon je predvidio široku lepezu kazni (kazna zatvora, novčana kazna, rad u javnom interesu i oduzimanje vozačke dozvole) i drugih vrsta krivičnih sankcija kao što su: mjere bezbjednosti, vaspitne mjere i mjere upozorenja (uslovnu osudu i sudsku opomenu). Međutim, za privredne presteupe postoji daleko manji broj sankcija koje društvu stoje na raspolaganju prilikom izbora najefikasnijeg sredstva za borbu protiv ove vrste privredne delinkvencije. Za privredne presteupe može se izreći samo jedna vrsta kazni (novčana kazna), uslovna osuda i zaštitne mjere (koje po svom karakteru, sadržini i svrsi odgovaraju mjerama bezbjednosti). U oba slučaja su predviđene vrste i visina kazne kao izraz samo ocjene zakonodavca o stepenu težine i opasnosti (odnosno društvene štetnosti) određenog ponašanja, s tim da u oba slučaja važi pravilo da izrečena kazna treba da bude u srazmjeri sa težinom učinjenog djela i stepenom opasnosti učinioca, što znači da nadležni sud u svakom konkretnom slučaju učinjenog delikta vrši odmjeravanje kazne shodno opasnosti učinjenog djela i ličnosti učinioca.

I konačno, poslednja, ali ništa manja razlika između krivičnih djela i privrednih prestupa ogleda se u nadležnosti organa koji učestvuju u postupku povodom izvršenog kažnjivog djela. Tako se za krivična djela postupak vodi po zahtjevu javnog tužioca pred sudom opšte nadležnosti (opštinskim ili okružnim sudom), dok se postupak za privredne presteupe vodi takođe po zahtjevu nadležnog javnog tužioca, ali pred trgovinskim sudom (Prodanović, 1988: 32-43). S tim što na ovom mjestu treba reći da se odgovarajuće odredbe Zakonika o krivičnom postupku, odnosno Zakona o izvršenju krivičnih sankcija shodno primjenjuju i u postupku za privredne presteupe (bilo da se radi o odredbama procesnog ili izvršnog karaktera).

## 2. Odnos krivičnih djela i prekršaja

U pogledu razgraničenja krivičnog djela i prekršaja (Jovašević, 2012: 45-49), kao različitih kažnjivih djela, u teoriji kaznenog prava razvile su se dvije teorije: kvalitativna i kvantitativna. Prema kvalitativnoj teoriji, prekršaji i krivična djela se razlikuju po svojoj suštini, iako predstavljaju javnopravne delikte. Krivičnim djelom se povređuje pravna norma, pravno dobro ili pravni interes, dok ovakva povreda ne predstavlja pojmovno određivanje sadržine prekršaja. To znači da krivična djela povređuju ili ugrožavaju dobra od velike društvene vrijednosti, dok sa prekršajima to nije slučaj. Prema kvantitativnoj teoriji, razlika između krivičnog djela i prekršaja nije suštinska, već se sastoji u različitom kvantumu (količini) opasnosti, odnosno štetnosti u preduzetoj radnji izvršenja određenog delikta od strane njegovog učinioca. Naime, krivično djelo je protivpravno djelo kojim se povređuju ili ugrožavaju zaštićena dobra i vrijednosti u jednom društvu. Naprotiv, prekršaj uopšte nema elemente društvene opasnosti, već je društvena štetnost takvog delikta izražena u daleko manjoj mjeri. Naravno, ta društvena štetnost, odnosno njen kvantum se utvrđuje na bazi dva kriterijuma: značaja pravnog dobra koje se napada takvim deliktom i vrstom, obimom i intenzitetom prouzrokovane posljedice, odnosno drugim objektivnim i subjektivnim okolnostima koje su pratile izvršenje djela.

Krivično djelo je protivpravno skrivljeno, učinjeno djelo koje je u zakonu određeno kao krivično djelo (Vrhovšek, 2007: 15-20). Prekršaji su društveno štetne povrede javnog poretka predviđene u propisima za koje su propisane kazne i zaštitne mjere. U pogledu opštih elemenata pojma krivičnog djela i prekršaja, treba istaći da na strani prekršaja nema elemenata društvene opasnosti i određenosti djela u zakonu (princip legaliteta). Prekršaji se mogu određivati ne samo

zakonom, već i podzakonskim aktima (odlukom skupštine autonomne pokrajine, skupštine grada ili skupštine opštine). U pogledu subjekata ovih delikata, kao učinilac krivičnog djela se može pojaviti samo fizičko lice, pri čemu se za njegovu odgovornost zahtijeva ispunjenje uslova za postojanje subjektivne odgovornosti (Lutenberger, 2007: 79-89). Kod prekršaja su moguće tri vrste subjekata. Pored fizičkog lica i preduzetnika koji odgovaraju po principu subjektivne odgovornosti, kao učinioци prekršaja se mogu javiti i pravno lice (koje odgovara na bazi prouzrokovanja posljedica, dakle po principu objektivne odgovornosti) i odgovorno lice u pravnom licu (koje takođe odgovara na bazi subjektivne odgovornosti).

U pogledu sankcija za krivična djela, propisane su već navedene vrste krivičnih sankcija, dok se prema učiniocima prekršaja mogu izreći sljedeće sankcije: kazne (zatvor i novčana kazna), ukor, opomena, zaštitne mjere (koje odgovaraju po svrsi, karakteru i sadržini mjerama bezbjednosti) i vaspitne mjere. Izvršenje i krivičnih i prekršajnih sankcija se sprovodi u istim zavodskim ustanovama, po istom postupku, na bazi istih vaspitno-prevaspitnih metoda i tretmana resocijalizacije, a u svemu prema odredbama Zakona o izvršenju krivičnih sankcija Republike Srbije. Postupak utvrđivanja odgovornosti za krivična djela se pokreće po službenoj dužnosti od strane posebnog državnog organa, javnog tužioca i vodi se pred redovnim sudom (opštinskim i okružnim). Prekršajni postupak se pokreće po zahtjevu ovlaštenog organa, a vodi ga posebni prekršajni sud (Milenković, 1998: 67-70).

Ukoliko je jedno kažnjivo ponašanje istovremeno predviđeno i kao krivično djelo i kao prekršaj, u tom slučaju krivično djelo kao teže i opasnije apsorbuje prekršaj. Okolnost da je jedno lice kažnjeno za krivično djelo, predstavlja osnov koji isključuje odgovornost i kažnjivost za prekršaj, pod uslovom da činjenično stanje jednog i drugog kažnjivog djela ispunjavaju uslove identiteta (istovjetnosti).

## **EKOLOŠKI PRIVREDNI PRESTUPI**

Novo ekološko zakonodavstvo (Krivokapić, 1990: 43-49), pored propisa koji se odnose na različite aspekte uređivanja, održavanja, unapređenja i zaštite životne sredine (posebno u pogledu sistema preventivnih mjera, radnji i postupaka u cilju sprečavanja i predupređivanja povrede ili ugrožavanja životne sredine u cijelosti ili pojedinih njenih segmenata), obično na kraju, sadrži i kaznene odredbe (Staineв, 1970: 79-112). Zapravo, na ovaj način je propisana odgovornost za ekološke privredne prestupe (Arnaudovski, 1983: 397-405). Tako, sistem privrednih prestupa u ekološkom kaznenom zakonodavstvu Republike Srbije danas određuju sljedeći zakoni: 1) Zakon o zaštiti životne sredine, 2) Zakon o integrisanom sprečavanju i kontroli zagađivanja životne sredine i 3) Zakon o procjeni uticaja na životnu sredinu (Aksentijević, 1981: 56-84).

### **1. Privredni prestup iz Zakona o zaštiti životne sredine**

Prvi zakon iz oblasti ekološkog prava koji predviđa odgovornost za privredni prestup jeste Zakon o zaštiti životne sredine. U članu 116 ovog zakona propisana je odgovornost pravnog lica (preduzeća, ustanove ili druge organizacije) i njegovog odgovornog lica za učinjeni privredni prestup kojim se krše odredbe ovog zakona. Za ovo deliktно ponašanje su propisane sljedeće sankcije, i to: 1) za pravno lice - novčana kazna u rasponu od 150.000 do 300.000 dinara i 2) za odgovorno lice u pravnom licu - novčana kazna u iznosu od 30.000 do 200.000 dinara.

Ovaj privredni prestup postoji u sljedećim slučajevima, ako učinilac: 1) koristi prirodne resurse i dobra bez saglasnosti nadležnog organa uprave - ministarstva; 2) pri korištenju resursa i dobara, u toku izvođenja radova, kao i po njihovom prestanku ne sprovodi mjere kojima se sprečava ugrožavanje životne sredine; 3) ne izvrši rekultivaciju ili na drugi način ne sanira degradiranu životnu sredinu; 4) sakuplja i stavlja u promet određene vrste divlje flore i faune, njihove razvojne oblike i dijelove bez dozvole nadležnog ministarstva, odnosno suprotno uslovima utvrđenim u dozvoli; 5) vrši uvoz i izvoz ugroženih i zaštićenih vrsta divlje flore i faune, njihovih razvojnih oblika i dijelova bez dozvole ministarstva, odnosno suprotno utvrđenim uslovima; 6) pri upravljanju opasnim materijama ne preduzima sve potrebne zaštitne i sigurnosne mjere; 7) ne izradi procjenu opasnosti od udesa; 8) izgradi i upotrebljava postrojenja i obavlja aktivnosti ako nisu ispunjeni propisani standardi emisije i imisije, opreme i uređaja kojima se smanjuje ili sprečava emisija zagađujućih materija ili energije, kao i ako nisu preduzete druge mjere i radnje za obezbjeđenje propisanih uslova zaštite životne sredine; 9) ispušta zagađujuće i opasne materije, otpadne vode ili emituje energiju u vazduh, vodu ili zemljište na način i u količinama, odnosno koncentracijama ili nivoima iznad propisanih; 10) proizvodi i stavlja u promet prevozna sredstva koja ne ispunjavaju uslove u pogledu emisije za mobilne izvore zagađivanja; 11) primjenjuje domaću ili uvoznú tehnologiju ili proces, odnosno proizvodi i stavlja u promet proizvode koji ne ispunjavaju propisane standarde zaštite životne sredine, odnosno standarde kvaliteta proizvoda ili je tehnologija, proces, proizvod, poluproizvod ili sirovina zabranjen u zemlji izvozniku; 12) upotrebljava uređaje koji služe za uklanjanje ili prečišćavanje zagađujućih materija za koje nisu propisani domaći standardi suprotno odredbama ovog zakona; 13) na deklaraciji sirovine, poluproizvoda ili proizvoda ne upozori na zagađenje životne sredine i štetu po zdravlje ljudi koje sirovina, poluproizvod ili proizvod, odnosno njihovo pakovanje uzrokuje ili može uzrokovati u životnoj sredini; 14) proizvodi supstance koje oštećuju ozonski omotač; 15) uvozi i izvozi supstance koje oštećuju ozonski omotač, odnosno proizvode koji sadrže ove supstance, koje su utvrđene ratifikovanim međunarodnim ugovorom iz zemalja, odnosno u zemlje koje nisu strane ugovornice tog ugovora; 16) uvozi, proizvodi i stavlja u promet nove i korištene proizvode koji sadrže supstance koje oštećuju ozonski omotač suprotno odredbama ovog zakona; 17) uvozi i izvozi supstance koje oštećuju ozonski omotač bez dozvole ministarstva; 18) uvozi opasan otpad; 19) uvozi, izvozi ili vrši tranzit otpada bez dozvole ministarstva i utvrđenim uslovima; 20) ne postupa u skladu sa odredbama ovog zakona; 21) ne preduzima mjere sanacije o svom trošku; 22) ne izradi ili ne realizuje sanacioni plan i 23) ne osigura se za slučaj štete pričinjene trećim licima usljed udesa.

## **2. Privredni prestup iz Zakona o integrisanom sprečavanju i kontroli zagađivanja životne sredine**

Drugi ekološki zakon, donesen 2004. godine, koji predviđa privredno prestupnu odgovornost pravnog lica i njegovog odgovornog lica za povredu ili ugrožavanje životne sredine kršenjem odredbi tog zakona - jeste Zakon o integrisanom sprečavanju i kontroli zagađivanja životne sredine. Ovaj zakon u članu 29 predviđa privredni prestup koji postoji ako učinilac preduzme neku od sljedećih alternativno predviđenih djelatnosti, i to ako: 1) otpočne rad postrojenja i obavljanje njegovih aktivnosti bez propisane dozvole; 2) ne postupa u skladu sa uslovima utvrđenim u izdatoj dozvoli; 3) ne dostavlja nadležnom organu rezultate monitoringa; 4) ne obavještava nadležni organ o svakoj promjeni u radu, odnosno funkcionisanju postrojenja ili o udesu; 5) ne dostavlja nadležnom organu godišnji izvještaj o vršenju aktivnosti za koje je dozvola izdata; 6) ne obavještava nadležni organ o planiranoj promjeni operatera; 7) ne izvrši sve mjere koje je utvrdio nadležni organ poslije prestanka važenja dozvole i 8) ne izvrši sanaciju posljedica zagađenja u najkraćem mogućem roku i o svom trošku.

Za učinjeni privredni prestup propisano je različito kažnjavanje, zavisno od svojstva učinioca ovog delikta. Tako se domaće pravno lice - operater kažnjava novčanom kaznom u rasponu od 150.000 do 3.000.000 dinara. Za isto djelo kažnjava se i strano pravno lice – operater, i to istom novčanom kaznom, ali samo pod uslovom ako ima svoje predstavništvo na teritoriji Republike Srbije. I konačno, za učinjeno djelo kazniće se i odgovorno lice u domaćem ili stranom pravnom licu – operateru, i to novčanom kaznom od 30.000 do 200.000 dinara.

### 3. Privredni prestup iz Zakona o procjeni uticaja na životnu sredinu

Poslednji ekološki zakon iz 2004. godine, koji poznaje odgovornost za privredne prestupe, jeste Zakon o procjeni uticaja na životnu sredinu. Ovaj zakon u članu 40 predviđa privredni prestup koji čini pravno lice - nosilac projekta, odnosno njegovo odgovorno lice ako: 1) pristupi izvođenju projekta bez saglasnosti nadležnog organa na studiju o procjeni uticaja; 2) ne ispuni uslove ili ne sprovede mjere iz odluke o davanju saglasnosti na studiju procjene uticaja i 3) ne pribavi saglasnost nadležnog organa na studiju zatečenog stanja.

Za ovaj privredni prestup propisana je za pravno lice - kao nosioca projekta novčana kazna u iznosu od 150.000 do 3.000.000 dinara. Za isto djelo kazniće se i odgovorno lice u pravnom licu - nosiocu projekta, i to novčanom kaznom u iznosu od 30.000 do 200.000 dinara. No, pored kazne, pravnom licu kao učiniocu ovog djela se, prema slovu zakona, može izreći i zaštitna mjera - mjera zabrane obavljanja određene djelatnosti, odnosno njegovom odgovornom licu zaštitna mjera - mjera zabrane vršenja određene dužnosti u trajanju do pet godina.

## ZAKLJUČAK

U cilju efikasne, kvalitetne, blagovremene i zakonite zaštite životne sredine u cijelosti ili pojedinih njenih elemenata: vazduh, voda, zemljište, biljni i životinjski svijet, sva savremena zakonodavstva, pa tako i novo zakonodavstvo Republike Srbije, počev od 2004. godine, propisuje širok spektar različitih mjera, sredstava i postupaka, kao i ovlaštenja nadležnih državnih i drugih društvenih organa i organizacija. No, kada taj sistem preventivnih mjera ne pokazuje rezultate i ne daje efekte, tada se propisuje odgovornost za fizička i pravna lica koja svojim protivpravnim ponašanjem povređuju ili ugrožavaju životnu sredinu. Kao posljedica te odgovornosti slijedi izricanje i izvršenje sankcija za učinioce ekoloških delikata koji se javljaju u tri oblika. Privredni prestupi predstavljaju specifičnu i veoma brojnu vrstu ekoloških delikata o kojima teorija i praksa nisu do sada pokazali dovoljnu pažnju i interesovanje.

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## ПОШУМЉАВАЊЕ И МЕЛИОРАЦИЈА ДЕГРАДИРАНИХ ШУМА У ФУНКЦИЈИ ЗАШТИТЕ ЖИВОТНЕ СРЕДИНЕ

### AFFORESTATION AND MELIORATION OF DEGRADED FORESTS IN THE FUNCTION OF ENVIRONMENTAL PROTECTION

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**Апстракт:** Шуме представљају један од најзначајнијих природних ресурса у Србији. Површине под шумама су у директној корелацији са квалитетом животне средине. Већа површина под шумама – квалитетнија животна средина. Србија је средње шумовита земља. Шуме у Србији заузимају површину од 2.252.400 ха. Њена шумовитост износи 29,1% и блиска је светској 30%, а нешто је нижа од просечне шумовитости Европе која износи 34%. Према просторном плану Србија до 2050. године треба да подигне свој ниво шумовитости на 41,4%. Подизањем нових шума, пре свега пошумљавњем необраслих површина, решили би се проблеми ирационалног коришћења дела шумског земљишта, а на другој страни би се повећала површина под шумама што би се одразило на стање и квалитет животне средине.

Стање деградираних (девастираних) шума у Србији се може оценити као крајње неповољно са здравственог, производног, квалитетног и структурног аспекта. Њиховом мелиорацијом повећавају се производне и заштитне функције које су у директној вези са квалитетом животне средине.

Од укупне површине под шумама у Србији ЈП „Србијашуме“ газдује на површини од 894.766,00 ха, или 39,7%. У том контексту овај рад у себи има два основна циља. Први је да се на основу расположивих података изврши анализа колико је у претходном петогодишњем периоду (2012. - 2016. година) на површинама којима газдује ЈП „Србијашуме“ основано нових шума пошумљавањем необраслог земљишта. У том смислу ће се извршити оцена да ли тај ниво и тренд пошумљавања представља довољно сигуран оквир да се у овом предузећу, али и у Србији достигне оптималан ниво шумовитости у планским оквирима и на тај начин „осигура“ квалитетнија животна средина. Други циљ рада је да се изврши анализа колико је у овом предузећу у претходном петогодишњем периоду извршено мелиорација под деградираним шумама, у функцији бољих стања шума и животне средине.

**Кључне речи:** пошумљавање, мелиорација, животна средина.

**Abstract:** Forest represent one of the most important natural resources in Serbia. The areas under the forests are in direct correlation with ecological stability and therefore an increase of these territories could significantly improve environmental quality. The Serbia is medium wooded country, where forests occupy area of 2 252 400 ha, what is 29.1% of whole territory. This percent is close to world average (30%), but however slightly lower than European (34%). According to National Spatial Plan, Serbia should raise level of forest cover up to 41.4% by

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2050. Within that, it is planned that problems of irrational utilization of the part of forestlands should be solved by establishing new forests on the suitable areas, what would simultaneously affect quantity of forest cover and environmental quality.

Condition of degraded (devastated) forest in Serbia can be evaluated as extremely unfavourable in terms of health, production, quality and structural aspect. Therefore, the melioration of this forests would enhance their protective and productive functions which are closely related to present environmental state.

In that context, this paper has two main goals. The first is to conduct analysis based on available data which concern afforestation results during the last five years (from 2012 to 2016), at the 894 766 ha or 39.7% of the national forest areas, which are managed by PE "Srbijasume". Furthermore, it will be assessed if present level and trend in afforestation represent enough reliable dynamics for reaching an optimal level of forest cover in the planned framework, which would "ensure" conditions for a better environment. Subsequently, evaluations of the effects of the melioration works in last five years frame were carried out.

**Key words:** afforestation, melioration, environment

## УВОД

Шуме у Србији играју веома важну улогу у заштити животне средине, са великим бројем регулаторних и заштитних функција (заштита вода и водоснабдевања, заштита од ерозије, побољшање хидролошких својстава земљишта, балансирање хидролошког циклуса, заштита биодиверзитета итд.) (Предраг А. ет ал., 2013).

Од укупне површине територије Србије, која (без АП Косово и Метохија) износи 7.748.400 ха, под шумом је 29,1% (2.252.400 ха), од чега је у Војводини 7,1%, а у Централној Србији 37,6%. Остало шумско земљиште, којем по међународној дефиницији припадају и шикаре и шибљаци, обухвата 4,9% територије (табела 1.).

**Табела 1.:** Структура површина у Србији, према врсти (начину коришћења) земљишта

Врста (начин коришћења) земљишта	Површина	
	ха	%
Шума	2.252.400	29,1
Остало шумско земљиште	382.400	4,9
Неплодно земљиште	92.000	1,2
Пољопривредно земљиште	3.594.800	46,4
Ливаде и пашњаци	1.029.600	13,3
Урбано земљиште	312.000	4,0
Водене површине	85.200	1,1
<b>УКУПНО</b>	<b>7.748.400</b>	<b>100,0</b>

Извор: Банковић С. ет ал. (2009а)

Према одредбама Нацрта Просторног плана Републике Србије „Оцена стања просторног развоја Србије је вршена према интегралном методу који подразумева разумевање међу утицаја економског, социјалног и физичко- еколошког развоја“ (Стојков Б., 2010).

„Од површина под шумом у многоне зависи квалитет животне средине. Очување и побољшање њиховог затеченог стања су у директној вези са квалитетом животне средине. Повећање површина под шумама на одржив начин, у циљу повећања биомасе

(зелене и дрвне), и њихова правилна просторна рејонизација представљају државни и струковни изазов“; *Баковић З. ет ал. (2016).*

Степен шумовитости Републике Србије је 29,1%, што је у односу на планове испод очекиваног. Планирано је да се до 2050. године достигне оптимална шумовитост за РС од 41,4%.

Један од кључних индикатора за оцену одрживости управљања шумама је њихова површина, односно чињеница да ли се та површина смањује или повећава кроз време.

## **МАТЕРИЈАЛ И МЕТОД РАДА**

### **ПОЛАЗНЕ ОСНОВЕ**

У сврху реализације постављених циљева, у раду су коришћени различити емпиријски (статистички) подаци о стању шума (приказ стања шума по: површини, запремини, запреминском прирасту, проценту запреминског прираста, очуваности и др.).

Подаци о оснивању нових шума су добијени на бази евиденција о извршеним радовима које води ЈП „Србијашуме“. Извршено је њихово груписање, а исти су приказани табеларно, у циљу што потпунијег закључивања.

### **МЕТОД РАДА**

Уважавајући постављени проблем истраживања, методолошки поступак коришћен при изради овог рада је у основи аналитичко синтезног карактера. За израду овог рада коришћена је међународна и домаћа стручна литература, која се односи на ову област.

Научне методе које су највише коришћене при истраживању постављеног проблема обухватале су: метод анализе и синтезе, упоредни (компаративни) метод и на крају метод индукције и дедукције.

## **РЕЗУЛТАТИ**

### **СТАЊЕ ШУМА И ШУМСКОГ ЗЕМЉИШТА У ЈП „СРБИЈАШУМЕ“**

ЈП „Србијашуме“ газдује шумама и шумским земљиштем на укупној површини од 896.266,06 ha, од чега је 767.523,87 ha обрасле површине и 128.742,19 ha необрасле површине (табела број 2.).

Од тога шуме и шумско земљиште заузимају 847.196 ha, а остало земљиште заузима 47.702 ha. Шуме заузимају површину од 743.467 ha, а шумске културе (вештачки подигнуте састојине старости до 20 година) заузимају површину од 24.056 ha, односно укупно обрасла површина у државном власништву износи 767.524 ha. Укупна необрасла површина у државном власништву износи 128.742 ha. Од тога 79.673 ha је шумско земљиште које треба привести шумској култури (пошумити), а 47.702 ha представља остало земљиште (земљиште за остале сврхе-20.949 ha и неплодно земљиште-126.753 ha)

Однос обраслих (под шумом) и необраслих површина (шумско земљиште) на нивоу ЈП „Србијашуме“ је 86% : 14% и може се оценити као релативно повољан. ЈП „Србијашуме“

газдује са 40%, од укупно 2.252.400 ha (Банковић С. ет ал., 2009) површина које се налазе под шумом у Србији.

**Табела 2. Стање површина на нивоу ЈП „Србијашуме“**

ЈП "Србијашуме"	Укупна површина ha	Шума и шумско земљиште					Остало земљиште			Заузећа ha	Туђе земљиште ha	Обрасло		Необрасло		Укупно ha
		свега ha	шуме ha	ВПС ha	шумско земљиште ha	свега ha	неплодно ha	за остале сврхе ha	ha			%	ha	%		
															3 (4+5+6)	
Укупно	927.114	847.196	743.467	24.056	79.673	47.702	26.753	20.949	1.368	30.848	767.524	86	128.742	14	896.266	

Извор: Интерна документација ЈП „Србијашуме“ – Београд, стање на 31.12.2015. године, подаци су пореклом из састојинске инвентуре шума ЈП „Србијашуме“.

У односу на структуру земљишта, намену површина, а у поређењу са државама где је та структура слична нашој, овај однос обраслих и необраслих површина се може окарактерисати као релативно повољан (Баковић З., 2016).

ЈП „Србијашуме“ обавља Стручно-саветодавне послове<sup>581</sup> у шумама сопственика – приватним шумама на површини од 1.176.139 ha, која обухвата око 3,5 милиона катастарских парцела и око 1.000.000 власника (Баковић З., 2016).

ЈП „Србијашуме“ газдује шумама и шумским земљиштем у државном власништву и обавља стручне послове у приватним шумама на укупној површини од 2.072.405,06 ha, што у односу на укупну површину под шумама у Републици Србији (2.252.400 ha) чини 92% (Баковић З., 2016).

### СТАЊЕ ШУМА ПО ПОРЕКЛУ - ЈП „СРБИЈАШУМЕ“

Стање шума по пореклу, површини, запремини, запреминском прирасту и проценту запреминског прираста на укупно обраслој површини на површинама којима газдује ЈП „Србијашуме“ дато је у табели број 3. Коришћени су подаци добијени састојинском инвентуром, балансирани на 31.12.2015. године.

**Табела 3. Стање шума по пореклу ЈП „Србијашуме“**

ПОРЕКЛО	Површина		Запремина			Запремински прираст			
	ha	%	m <sup>3</sup>	m <sup>3</sup> /ha	%	m <sup>3</sup>	m <sup>3</sup> /ha	%	Piv
Високе природне шуме	301 232,86	39	79 082 107	262,5	62	1 760 562	5,8	52	2,2
Високе ВПС	105 519,74	14	13 622 714	129,1	11	658 137	6,2	19	4,8
Изданачке шуме	252 743,22	33	35 136 220	139,0	27	995 657	3,9	29	2,8
Шикаре	42 929,74	6	10 583	0,2	0	150	0,0	0	1,4
Шибљаци	64 735,50	8							
<b>Укупно обрасло ЈП "Србијашуме"</b>	<b>767 161,06</b>	<b>100</b>	<b>127 851 624</b>	<b>166,7</b>	<b>100</b>	<b>3 414 506</b>	<b>4,5</b>	<b>100</b>	<b>2,7</b>

Извор: Интерна документација ЈП „Србијашуме“ стање на 31.12.2015. године.

Структура шумског фонда ЈП „Србијашуме“ по пореклу се може оценити као релативно задовољавајућа. Учешће шума са високим узгојним обликом по површини је 53%, а по

<sup>581</sup>Стручно-саветодавни послови у шумама сопственика, по *Закону о шумама*, подразумевају: евидентирање, обележавање стабла за сечу, издавање дозвола за сечу, издавање пропратница за транспорт дрвних сортимената, организовање активности на заштити шума, едукација шумовласника итд;

дрвној запремини је чак 73%, док је по запреминском прирасту њихово учешће 71%. Оптерећујуће је значајно учешће изданаčkih шума, шикара и шибљака од чак 47% у укупно обраслој површини, док је њихово учешће у укупној дрвној запремини 27%, односно 29% у укупном запреминском прирасту. Шуме изданаčkog узгојног облика су са значајно мањим вредностима запремине и запреминског прираста по јединици површине у односу на шуме високог узгојног облика.

Генерално стање производних потенцијала шума ЈП „Србијашуме“ се може оценити као незадовољавајуће, што се огледа у: малим вредностима запремине (167 m<sup>3</sup>/ha) и прираста (4,5 m<sup>3</sup>/ha); неповољном износу процента прираста 2,7%; неповољном односу по пореклу и узгојном облику. Без обзира на то, ако се уважи референтни период 1979. година, може се констатовати да је дошло до знатног увећања просечне запремине, која је у државним шумама била 136 m<sup>3</sup>/ha, увећања текућег запреминског прираста који је био 3,37 m<sup>3</sup>/ha, као и процента прираста са 2,5% на 2,7% (Банковић С. ет ал., 2008).

## СТАЊЕ ШУМА ПО ОЧУВАНОСТИ

У односу на степен склопа, све шуме су према националној инвентури разврставане у три категорије: очуване састојине које покривају 67,3%, разређене састојине чија је обраслост на граници критичног обраста са 29,9% и девастиране састојине које заузимају 2,8% обрасле површине у државном власништву (табела 4.). Просечна запремина по наведеним категоријама је следећа: у добро обраслим састојинским категоријама 181 m<sup>3</sup>/ha, у ретким 203 m<sup>3</sup>/ha и у девастираним 103 m<sup>3</sup>/ha. Просечна вредност текућег запреминског прираста у очуваним састојинама је 5,0 m<sup>3</sup>/ha, у разређеним састојинама 3,6 m<sup>3</sup>/ha, а у девастираним шумама је 1,8 m<sup>3</sup>/ha. Процент запреминског прираста је у очуваним састојинама 2,8%, у разређеним шумама 1,8% и у девастираним састојинама 1,8%, Банковић С. ет ал. (2009а).

**Табела 4.** Стање шума по очуваности у државном власништву - Република Србија

ОЧУВАНОСТ	Површина		Запремина			Запремински прираст			
	ha	%	m <sup>3</sup>	m <sup>3</sup> /ha	%	m <sup>3</sup>	m <sup>3</sup> /ha	%	Piv
Очуване састојине	802 800,00	67	145 512 031	181,3	66	4 047 774	5,0	75	2,8
Разређене састојине	357 600,00	30	72 450 936	202,6	33	1 285 259	3,6	24	1,8
Девастиране	33 600,00	3	3 454 969	102,8	2	62 060	1,8	1	1,8
<b>Укупно државне шуме РС</b>	<b>1 194 000,00</b>	<b>100</b>	<b>221 417 936</b>	<b>185,4</b>	<b>100</b>	<b>5 395 093</b>	<b>4,5</b>	<b>100</b>	<b>2,4</b>

Извор НИШРС: (2009).

Генерално стање државних шума по структури очуваности у Републици Србији се може окарактерисати као неповољно.

Да би ефекат планирања газдовања шумама, био што позитивнији по животну средину потребно је унапредити биолошку стабилност шума. То је између осталог могуће учинити бољом обновљивости, подизањем степена шумовитости на 41,4 %, увећањем садашње дрвне запремине на око 250 m<sup>3</sup>/ha, реконструкцијом девастираних шума, повећањем учешћа високих шума у обраслој површини и др.

Стање шума по очуваности на нивоу ЈП „Србијашуме“ по површини, дрвној запремини и запреминском прирасту је приказано у табели 5.

**Табела 5.** Стање шума по очуваности у државном власништву – ЈП „Србијашуме“

ОЧУВАНОСТ	Површина		Запремина			Запремински прираст			Piv
	ha	%	m <sup>3</sup>	m <sup>3</sup> /ha	%	m <sup>3</sup>	m <sup>3</sup> /ha	%	
Очуване састојине	475 672,48	62	105 004 864	220,8	82	2 902 597	6,1	85	2,8
Разређене састојине	119 493,33	16	19 415 562	162,5	15	449 565	3,8	13	2,3
Девастиране	62 518,15	8	3 352 054	53,6	3	61 530	1,0	2	1,8
Шикаре и шибљаци	109 895,01	14	2 849	0,0		62	0,0	0	2,2
<b>Укупно ЈП "Србијашуме"</b>	<b>767 578,97</b>	<b>100</b>	<b>127 775 329</b>	<b>166,5</b>	<b>100</b>	<b>3 413 754</b>	<b>4,4</b>	<b>100</b>	<b>2,7</b>

Извор: Интерна документација ЈП „Србијашуме“ стање на 20.03.2017. године.

Састојине према очуваности разврстане су на:

- **Очуване састојине** - које по степену обраслости, здравственом стању и квалитету могу дочекати зрелост за сечу,
- **Разређене састојине** - састојине са мањим степеном обраслости, доброг здравственог стања и квалитета и могу дочекати зрелост за сечу,
- **Девастиране састојине** - превише разређене састојине, лошег здравственог стања и квалитета, те се пре зрелости за сечу уклањају,
- **Шикаре** - настале примарним коришћењем са губитком вегетативне способности и
- **Шибљаци** - едафски и орографски условљене шумске заједнице.

У укупном шумском фонду ЈП „Србијашуме“ доминирају **очуване** састојине, чије је релативно учешће по површини 62%, затим следе разређене састојине са 16%, девастиране састојине са 8%, шибљаци и шикаре са 14%. Релативни показатељи у односу на запремину и текући запремински прираст још су повољнији у корист очуваних састојина. Наиме, у укупној дубећој запремини доминирају очуване састојине са 82%, потом разређене састојине са 15%, док девастиране састојине учествују са 2,23%. И у укупном запреминском прирасту доминирају очуване састојине са 85 %, док су разређене састојине заступљене са 13 %, а девастиране састојине са 1,4%.

Просечна запремина очуваних састојина износи 220,8 m<sup>3</sup>/ha, што је већа вредност (НИШРС<sup>582</sup> – 159,0 m<sup>3</sup>/ha), у односу на републички просек за ову категорију шума док је текући запремински прираст 6,1 m<sup>3</sup>/ha, што је такође већа вредност у односу на републички просек за ову категорију шума (НИШРС – 4,5 m<sup>3</sup>/ha), а проценат текућег запреминског прираста је 3,0% (НИШРС – 2,8%).

Просечна запремина **разређених** састојина износи 162,5 m<sup>3</sup>/ha, што је много мања вредност у односу на републички просек у државним шумама за ову категорију шума (НИШРС – 173,4 m<sup>3</sup>/ha), док је текући запремински прираст 3,8 m<sup>3</sup>/ha, што је већа вредност у односу на републички просек (НИШРС – 3,1 m<sup>3</sup>/ha), а проценат текућег запреминског прираста је 2,1 % (NFI – 1,8%).

Просечна запремина **девастираних** састојина износи 53,6 m<sup>3</sup>/ha, док је текући запремински прираст 1,0 m<sup>3</sup>/ha, а проценат текућег запреминског прираста је 1,8 %.

У целини гледано стање шума по очуваности у државним шумама ЈП „Србијашуме“ (мада је оно блиско стању шума на националном нивоу), се може оценити као

<sup>582</sup> НИШРС-Национална инвентура шума Републике Србије

незадовољавајуће, узевши у обзир знатно учешће девастираних шума (8 % површине), шибљака и шикара (14%) и разређених састојина на 16% површине.

## ДИСКУСИЈА

### ОСНИВАЊЕ НОВИХ ШУМА – ПОШУМЉАВАЊЕ ЈП „СРБИЈАШУМЕ“ У ПЕРИОДУ (2012-2016)

Једна од основних претпоставки одрживог управљања шумама је повећање површина под шумом – пошумљавањем (Баковић З., 2016).

Према расположивим подацима у периоду од 01.01.2012. године до 31.12.2016. године (петогодишњи период), у ЈП „Србијашуме“ је основано нових шума као што је приказано у табели 6. Оснивање нових шума (пошумљавање) је планирано кроз две врсте рада:

- 1) Пошумљавање голети и
- 2) Подизање нових култура и плантажа.

**Табела 6.** Преглед плана и извршења радова на пошумљавању голети, подизању нових култура и плантажа у периоду од 2012. до 2016. године ЈП „Србијашуме“

Година	Врста рада								
	Пошумљавање голети			Подизање нових култура и плантажа			Укупно		
	План (ха)	Извршење		План (ха)	Извршење		План (ха)	Извршење	
ха		%	ха		%	ха		%	
2012	90	76	84	27	47	172	118	123	104
2013	62	180	291	8	70	863	70	250	356
2014	103	74	71	20	54	265	124	128	103
2015	94	138	146	3	51	1 951	97	188	195
2016	116	110	95	22	20	91	137	130	95
<b>Укупно</b>	<b>466</b>	<b>578</b>	<b>124</b>	<b>80</b>	<b>242</b>	<b>301</b>	<b>546</b>	<b>819</b>	<b>150</b>

Планирани радови на оснивању нових шума на петогодишњем нивоу су премашени за 50% на нивоу ЈП „Србијашуме“, ако се анализира Годишњи програм пословања. Суштински проблем лежи у лошем односу план : реализација и у планској неусаглашености. Обим површина које су предвиђене по основама газдовања шумама, за оснивање нових шума је значајно већи од обима који дефинише Годишњи програм пословања.

Производни ефекти у односу на производни потенцијал, су показатељи оптималног коришћења. Они се између осталог вреднују кроз укупну површину, односно односом обрасле и необрасле површине у њој. Наведени показатељи се могу приказати индексом (према Мошкаљевићу и Лагвинову, 1987 Медаревић М. (2006).

- шумовитости  $I_1 = 1 - (S_1 - S_2) : S_2$ , за ниво ЈП „Србијашуме“:  $I_1 = 0,401277723$ .
- шумом обраслој површини  $I_2 = S_4 : S_3$ , за ниво ЈП „Србијашуме“:  $I_2 = 1,103805358$ .

Сагласно напред наведеним индексима, стање шума и шумског земљишта, као и однос обраслих и необраслих површина на површинама којима газдује ЈП „Србијашуме“, се могу оценити као добри.

Уважавајући чињеницу да је Република Србија преко надлежног Министарства и Управе за шуме значајно побољшала законску регулативу пре свега доношењем измена и допуна Закона о шумама („Сл. Гл. РС“ број 89/2015) и Правилника о изменама и допунама Правилника о ближим условима, као и начину доделе и коришћења средстава из годишњег програма коришћења средстава Буџетског фонда за шуме Републике Србије и Буџетског фонда за шуме аутономне покрајине („Сл. Гл. РС“ бр. 20/2016), значајно су се побољшали услови за повећање обима и квалитета извођења пошумљавања. Само у 2017. години из Буџетског фонда за шуме Републике Србије за потребе унапређења стања шума је опредељено више од 6 000 000 €.

### МЕЛИОРАЦИЈА - ЈП „СРБИЈАШУМЕ“ У ПЕРИОДУ (2012-2016)

У укупном фонду шума у ЈП „Србијашуме“, девастиране шуме заузимају 62.518,15 ha или 8%. Можемо рећи да је добар део ових шума антропогено девастиран. Уважавајући њихов умањени производни потенцијал а самим тим и њихово умањено дејство опште корисних функција, превођење ових шума у квалитетне шумске екосистеме, мелиоративним мерама, представља један од узгојних и планских приоритета.

Према расположивим подацима у периоду од 01.01.2012. године до 31.12.2016. године (петогодишњи период), у ЈП „Србијашуме“ је мелиоративним мерама, преведно у виши узгојни облик шума као што је приказно у табели 7.

**Табела 7.** Преглед плана и извршења радова на директној конверзији - мелиорацији у периоду од 2012. до 2016. године - ЈП „Србијашуме“

Година	Директна конверзија - мелиорација		
	План	Извршење	
	(ha)	ha	%
2012	664	271	41
2013	204	134	66
2014	261	149	57
2015	181	129	71
2016	231	183	79
<b>Укупно</b>	<b>1 542</b>	<b>866</b>	<b>56</b>

Уважавајући табеле број 4., 5. и 7. планска неусаглашеност између ОГШ и Годишњег програма пословања се може оценити као висока. Такође приметна је и неусаглашеност у односу план : реализација, имајући у виду да је у претходном петогодишњем периоду обим радова на директној конверзији – мелиорацији извршаван са скромних 56%.

Ако се у наредном периоду настави последњи петогодишњи тренд извршавања директне конверзије, ЈП „Србијашуме“ ће за 203 године завршити спровођење мелиорација и достићи потпуну планску усаглашеност.

Један од важнијих задатака у наредном периоду за ЈП „Србијашуме“ спровођење већег обима и квалитета директне конверзије – мелиорација, пре свега имајући у виду корисне учинке које шуме имају у ретенционо-хидролошкој-заштитној функцији. На тај начин ће се поред унапређења стања шума значајно унапредити и квалитет животне средине.

### **ЗАКЉУЧАК**

Важан индикатор одрживог управљања шумама представља површина под шумама. Ова чињеница посебно добија на значају у ери извесних климатских промена, а посебно посматрајући је кроз призму закључака Париске конференције COP 21, Conference of the Parties ((COP21) to the United Nations Framework Convention on Climate Change), (Баковић З., 2016).

Однос обраслих и необраслих површина у ЈП „Србијашуме“ износи 86% : 14%, што се може оценити као релативно повољан однос. Ако би се наставио последњи петогодишњи тренд оснивања нових шума, могућу шумовитост ЈП „Србијашуме“ би достигло за 487 година. Уважавајући намене површина, из којих произилазе циљеви газдовања шумама, пројектована оптимална шумовитост ЈП „Србијашуме“ оквирно износи 90% : 10%. У том случају са последњим петогодишњим трендом пошумљавања оптималан однос обраслих и необраслих површина ЈП „Србијашуме“ ће достићи за 239 година.

У Србији се за потребе оснивања нових шума у највећој мери користе средства Буџетског фонда за шуме РС. Обим средстава одређиван за потребе оснивања шума у Србији за посматрани период се може оценити као недовољан, (Баковић З., 2016).

У условима Србије, а и на нивоу ЈП „Србијашуме“, је потребно реалније утврдити површине за оснивање нових шума и дати јасније смернице за оптимално коришћење производних потенцијала станишта. Приоритет је дефинисање површина за будућа пошумљавања по степену хитности, а на бази реалних процена производних потенцијала станишта.

Сагласно индексима: шумовитости ( $I_1$ ) и шумом обраслој површини ( $I_2$ ) за површине којима газдује ЈП „Србијашуме“, стање шума и шумског земљишта, као и однос обраслих и необраслих површина, се могу оценити као добри.

Унапређење стања шумарског фонда у ЈП „Србијашуме“ већим обимом (од последњег петогодишњег обима од просечних 308 ha годишње) спровођења директне конверзије – мелиорација је у рангу „велике хитности“.

За потпуно спровођење заштите и биолошко узгојних радова након извршених радова пошумљавања и директне конверзије – мелиорација потребна су значајно већа средства од оних која издвајају корисници. Активније учешће државе, пре свега јачањем Буџетског фонда за шуме Републике Србије, створили би се услови и за већа новчана издвајања, а за потребе извођење ових радова.

Поред увећане економске вредности шумског фонда, извођењем већег обима пошумљавања и мелиорација, увећале би се и еколошке вредности шума (њихове општекорисне функције) „по неким истраживачима десет пута веће од директне економске користи продукције дрвета и других добара“ (Јањић С. ет ал.,1996). Са њиховим увећањем, стварају се бољи услови за квалитетнију животну средину у Републици Србији.



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## CLIMATE CHANGE GOVERNANCE IN EUROPEAN UNION<sup>583</sup>

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**Abstract:** *Over the last thirty years, the European Union has created a complex system of environmental governance. Nowadays, this system is faced with an unprecedented challenge of climate change. Understood as a threat to global security, climate change demands a transnational and widespread political response. The European Union has taken up the role of a green leader in a combat with climate change. Climate policy has become a significant area of European environmental governance, providing framework conditions for many industries. The European Union has set itself targets for reducing its greenhouse gas emissions progressively up to 2050 in order to mitigate climate change. It is obvious now that also adaptation strategies are needed at all levels of administration. The aim of this presentation is to describe the European climate regime in statu nascendi in the wide context of public international law. The paper also examines the relationship between climate governance and public participation.*

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### 1. INTRODUCTION

Climate change is already happening: temperatures are rising, rainfall patterns are shifting, glaciers and snow are melting, and the global mean sea level is rising. Most of the warming is very likely due to the observed increase in atmospheric greenhouse gas concentrations as a result of emissions from human activities. [1]

In order to understand what climate change governance is, it is necessary to realize first of all that “Climate change is a global problem with grave implications: environmental, social, economic, political and for the distribution of goods. It represents one of the principal challenges facing humanity in our days. Its worst impact will probably be felt by developing countries in coming decades.” [2] Who should deal with this global problem? And how to deal with this problem? That is what „climate change governance” is about.

### 2. THE KEY ELEMENTS OF EUROPEAN CLIMATE CHANGE GOVERNANCE

According to the Longman definition, „to govern” means to exercise continuous sovereign authority over or to control and direct the making and administration of policy. It also means to control, direct or strongly influence the actions or conduct of (something or someone). [3] The problem is how to control the environment issues and climate change in particular?

Talking about the European climate change governance, several elements should be taken into consideration. First of all, the international context (in particular environmental agreements). Secondly, European Union climate change policies and law and, finally, the national legal orders (constitutional governance). The United Nations Framework Convention on Climate Change (UNFCCC), which entered into force in 1994, set an overall framework for an

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intergovernmental efforts to tackle the challenge posed by climate change. It recognizes that the climate system is a shared resource whose stability can be affected by industrial and other emissions of carbon dioxide and other greenhouse gases. Under the Convention, the governments share information, launch strategies for addressing the greenhouse gas emissions and cooperate in preparing for adaptation to the unavoidable impacts of climate change. The ultimate decision-making body of the Convention is the Conference of the Parties (COP), which meets every year to review the implementation of the Convention.

The Convention is supplemented and strengthened by the Kyoto Protocol. It is an international agreement linked to the United Nations Framework Convention on Climate Change, which commits its Parties by setting internationally binding emission reduction targets. The Kyoto Protocol entered into force in 2005. During the first commitment period, which ended in 2012, thirty seven industrialized countries and the European Community committed to reduce greenhouse gas emissions to an average of five percent against 1990 levels. During the second commitment period, Parties committed to reduce greenhouse gas emissions by at least 18 percent below 1990 levels in the eight-year period from 2013 to 2020. The Kyoto Protocol provides a further framework for action. Recognizing that developed countries are principally responsible for the current high levels of greenhouse gas emissions in the atmosphere as a result of long industrial activity, the Protocol places a heavier burden on developed nations under the principle of "common but differentiated responsibilities." Under the Protocol, countries must meet their targets primarily through national measures. However, the Protocol also offers them an additional means to meet their targets by way of three market-based mechanisms which are: International Emissions Trading, Clean Development Mechanism and Joint Implementation. These mechanisms help to stimulate green investment and help Parties meet their emission targets in a cost-effective way.

The universal climate change agreement was finally reached at the Conference of the Parties to the Convention in Paris, in December 2015. [4] It entered into force on 4 November 2016. The main objective of the Paris agreement was to bind nations together into an effective global effort to reduce emissions rapidly enough to chart humanity's longer-term path out of the danger zone of climate change, while building adaptation capacity. The Parties agreed a long-term goal of keeping the increase in global average temperature to well below 2°C above pre-industrial levels. To achieve this goal they should come together every five years to set more ambitious targets as required by science and to report to each other and the public on how well they are doing to implement their targets. The key element of the above mentioned international agreements is the principle of public participation. It has been recognized as paramount for the climate change governance. [5] According to the article 6 of the UNFCCC, the states are responsible for promoting and facilitating education and public awareness, public access to information, public participation, training and international cooperation with respect to addressing climate change and its effects. [6]

The European Union supports the UNFCCC objective to reduce global emissions and, by 2050, it aims to have reduced its greenhouse gas emissions by 80 – 95 % compared with 1990 levels. These high reduction levels take into account the lower reductions required from developing countries. The key mitigation targets are set in the 2020 climate and energy package and 2030 climate and energy framework. The EU's key tool for cutting greenhouse gas emissions from large-scale facilities in the power and industry sectors, as well as the aviation sector, is the emissions trading system (EU ETS). [7] The sectors not in the EU ETS, like agriculture, housing and waste, are covered by the national emission reduction targets. [8] The main aim in this field is transformation of Europe to a low-carbon economy. However, it has become obvious that,

even if global efforts to reduce emissions prove effective, some climate change is inevitable, and complementary actions to adapt to its impacts are needed. Therefore, the European Commission has published the climate change adaptation strategy in April 2013. [9]The strategy supports action by promoting greater coordination and information-sharing between Member States, and by ensuring that adaptation considerations are addressed in all relevant EU policies. Examples of adaptation measures include: using scarce water resources more efficiently; adapting building codes to future climate conditions and extreme weather events; building flood defenses and raising the levels of dykes; developing drought-tolerant crops; choosing tree species and forestry practices less vulnerable to storms and fires; and setting aside land corridors to help species migrate. Due to the varying severity and nature of climate impacts between regions in Europe, most adaptation initiatives need to be taken at the regional or local levels. [10]

### 3. CONCLUSION

Global problems compel states to cooperate within international organizations and through bilateral and multilateral treaties. Significant environmental policy or harm is most likely to have global consequences. What were typically governmental functions, such as guaranteeing security, are in part transferred to “higher” levels. Moreover, non-state actors, acting within states or even in a transboundary fashion, are increasingly entrusted with the exercise of traditional state functions. This means that state constitutions can no longer regulate the totality of governance in a comprehensive way. Nowadays, globalization and global governance puts the state and state constitutions under strain. [11]

International environmental agreements do not typically create systems of governance with significant independence from states. Multilateral environmental agreements addressing climate change, ozone depletion, hazardous chemicals, or endangered species are still very much state-driven. States generally retain the right of exit, meaning they can withdraw from the treaty. [12] International environmental law still lacks a general system of governance, such as a world environmental organization, which could provide a common framework for the multiplicity of existing international environmental regimes, and it lacks common rules that organize its different regimes.

In the European Union good governance is associated with the improvement of management methods in all aspects of the realization of domestic and EU policies, going beyond the issues of state capacity and the effectiveness of management. The importance of issues related to social participation in the work of administration and the verification of public authorities’ (and administration) decisions is growing. [13] The EU’s role in the combat with climate change impacts can be particularly appropriate when climate change impacts transcend borders of individual states - such as with river basins - and when impacts vary considerably across regions. The important part of the European climate change governance is to facilitate policy coordination and cooperation with Member States and it that way to enhance solidarity among Member States and ensure that disadvantaged regions and those most affected by climate change are capable of taking the necessary measures to adapt.

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## СЕНСОРНЫЙ САД КАК НАПРАВЛЕНИЕ РАЗВИТИЯ БУДУЩЕГО ДЛЯ ГОРОДСКОГО ОЗЕЛЕНЕНИЯ

### THE SENSORY GARDEN AS THE FUTURE DEVELOPMENT DIRECTION FOR URBAN LANDSCAPING

Natalia Vukovic<sup>585</sup>

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**Аннотация:** Предпосылки исследования: для мегаполиса характерны такие процессы, как индустриализация, урбанизация и загрязнение окружающей среды, которые негативно влияют на окружающую среду, поэтому одной из первоочередных проблем современной ландшафтной архитектуры и зеленой экономики является максимальное сохранение или создание новых природных зон и комплексов в городском пространстве. Также из-за технологического развития, состояние здоровья населения в городах ухудшается с каждым годом, особенно в психологическом и эмоциональном плане. Для того, чтобы изменить сложившуюся ситуацию, необходимо вернуться к природе и лучшим способом достижения этого является разработка и использование новых зеленых зон в городах с гипертрофированными элементами для сенсорного развития, которые являются частью "сенсорного сада".

**Цель статьи:** в статье предлагается новое решение для развития городского пейзажа, основанное на лечебном садоводстве, антистресс-терапии, инновационной педагогике путем внедрения сенсорного подхода в городском озеленении имеющего комплексное воздействие в областях градостроительства, ландшафтного дизайна, педагогики, здравоохранения и социального развития.

**Методология/методы:** применяются методы интервью, наблюдения и сопоставления поведения, которые были использованы в сочетании с современной теорией ландшафтной архитектуры. Из-за ограниченного объема информации по теме «сенсорные сады», ограниченности времени для исследования и ограниченностью во времени для коммуникации исследователя и посетителей наиболее подходящим был выбран метод «интервью/проходных интервью». Метод «интервью с посетителями» был использован при сборе информации от ландшафтных архитекторов, учителей и детей.

**Выводы:** в результате исследования был обнаружен высокий уровень спроса городского населения на проекты, дающие людям возможность быть в природной среде и в короткие сроки минимизировать стресс города. Их задача заключается в стимулировании органов чувств человека путем взаимодействия с элементами сенсорного сада, в целях улучшения состояния людей как здоровых, так и с проблемами здоровья. Сенсорный сад в городских районах может реализовать комплекс задач, таких как арт-площадки ландшафтной архитектуры, уголок для эко-терапии, место для инновационной педагогики, которая особенно важна для развития маленьких детей. Сенсорный сад - это комплекс мульти-функциональных зон, которые реализуют задачи из различных научных отраслей, таких как ландшафтная архитектура, педагогика, медицина и туризм. Благодаря богатой истории создания сенсорных садов в мире, можно прогнозировать рост их количества. На каждом континенте есть сенсорные сады, созданные на большой территории и предназначенные для общего пользования, а

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*также ряд коммерческих сенсорных садов, количество которых также ежегодно растет.*

**Ключевые слова:** *окружающая среда, сенсорный сад, городские социальные потребности, предпринимательство, развитие.*

**Abstract:** *Research background: Due to megalopolis processes such as industrialization, urbanization and pollution, that negatively affect the environment, one of paramount problems of modern landscape architecture and green economy is to maximize preservation or to create a new natural zones and complexes in city space. Also because of the technological development, the health status of the population in cities is getting worse every year, especially in psychological and emotional terms. In order to change such a situation, one must return to nature and the best way of achieving that is the development and the use of new green zones in the cities with hypertrophied elements for sensory development, which are the part of sensory garden.*

*Purpose of the article: This paper provides a new solution for urban landscape development based on healing gardening, antistress therapy, innovative pedagogy by implementing sensory approach in urban gardening, which has complex effects in the field of urban development, landscaping, pedagogics, health and social development.*

*Methodology/methods: Methods applied were interviews, observation and behaviour mapping, which was used in conjunction with modern landscape theory. Due to the lack of information on the subject of 'sensory gardens', the limitations of time for research and the difficulties surrounding communication between the researcher and the visitors with speech, language and communication difficulties, two methods were thought to be the most appropriate: "Interview/Walk-through interview". The method "Interview with the visitors" was used when gathering information from the landscape architects, teachers and kids.*

*Findings: The findings discovered the high level of urban society demand for projects giving to the people opportunity to be in natural environment and to minimize stress of the city in short terms. Their task is to stimulate human senses through interaction with landscape elements of the garden to improve the condition of people both healthy and with abnormalities of health. Sensory garden in urban areas can realize complex of objectives such as art site of landscape architecture, area for human eco-therapy, place for innovative pedagogics, which is important especially for small kids. So sensory garden is multi-functional zone, which realize tasks from different scientific branches as landscape, pedagogics, medicine and tourism. Due to the rich history of the creation of sensory gardens in the world, we can predict the growth in their number. On every continent there are sensory gardens created on a large area and is intended for the public and also the number of commercial sensory garden is growing every year.*

**Key words:** *nature environment, sensory garden, urban society needs, entrepreneurship, development.*

## 1. INTRODUCTION

**В** современном мире человечество чувствует острую необходимость и дефицит близости к природе. Сенсорные сады призваны удовлетворить эти потребности современного человека.

История возникновения сенсорных садов уходит к древним временам, первые упоминания о сенсорных садах датируются периодом до н.э. [1]. Для этого периода

характерны моно-ориентированные сенсорные сады, например «сады звуков» или «сады запахов». В широком смысле термин «сенсорные сады», подразумевающий комплексный полисенсорный подход начал использоваться в мировой науке с середины 1970-х годов.

Сегодня изучением сенсорных садов занимаются специалисты всего мира и им посвящено много научных исследований и трудов. Наибольшее количество сенсорных садов сегодня создано в Австралии, но эти проекты развиваются на всех континентах мира, ежегодно новые проекты создаются во многих других странах.

Сенсорные сады могут существенно украсить как жизнь взрослого человека, так и ребенка, сделать общение внутри семьи качественней и позитивней. Сегодня сенсорные сады активно используются педагогами в ранних методиках развития детей дошкольного возраста. Особенно важен сенсорный садовый опыт для развития детей младшего дошкольного возраста— познавая мир посредством органов чувств, они формируют свои представления о важнейших свойствах предметов, их форме, цвете, величине, положении в пространстве, запахе, вкусе, развивают мелкую моторику, которая закладывает успех их будущего интеллектуального развития и способствуют раннему развитию речи.

Таким образом, сенсорные сады в городском ландшафте позволяют реализовать не только функцию озеленения, но также и реализуют комплекс социально-педагогических и медицинских мероприятий по профилактике стресса, созданию зон стимулирующих общее развитие у детей и мест проведения семейного досуга, а некоторые из тематических современных сенсорных садов являются объектами современного искусства.

Учитывая multifunctionality современных сенсорных садов, рекреационная емкость одного среднего сенсорного сада в год оценивается в диапазоне около 1 -2 тыс. посещений в год, т.е. потребность и спрос среди населения на сенсорные сады в современном городе высок, поэтому можно сделать вывод, о том, что необходимо увеличивать количество сенсорных садов в современных городах.

## **2. HEADING**

Сенсорный сад – новое направление в садоводстве, которое направлено на комплексную активизацию работы основных органов восприятия (осязания, обоняния, вкуса и т.п.), что выполняет преимущественно терапевтические задачи.

Человечество начало использовали садовую терапию с древних времен: сенсорные были неотъемлемой частью территориальной организации реабилитационных учреждений и зоны отдыха общего доступа. Для этого периода характерны моно-ориентированные сенсорные сады: тактильные, вкусовые, звуковые и т.п. [1]. Считалось, что природа обладает целительными свойствами, элементы которой: растения, солнечный свет, вода, песок, пение птиц, животные и многие другие ее компоненты, использовались в качестве терапевтического дополнения к традиционному методу лечения. На всем протяжении развития человечества познание пространства представляло собой процесс непосредственного контакта с окружающей средой для получения чувственного опыта. Так, в Древнем мире искусство врачевания включало в себя знания о стихиях - первоэлементах природы (это учение было свойственно натурфилософам Древней



Индии, Греции и Рима). Омовение водами рек было частью священного ритуала. Позже они были заимствованы арабской и европейской медициной. О лечении музыкой повествуют мифы и древние медицинские тексты многих народов. Исцеляющее действие «истинной» музыки древних, отражено в сочинениях философов и врачей Древнего Китая. В Древнем Египте животные и растения часто призывались на помощь людям в терапевтических целях. Культ здорового образа жизни и гармонично развитого человека затрагивал и культурную сторону человеческого бытия.

Второй волной развития сенсорных садов стал период после II-ой Мировой Войны, когда сенсорные сады стали активно использоваться для реабилитации лиц с ограниченными возможностями и пациентами клиник. Лидерами в этом процессе была Англия и США, особенно много для изучения вопроса использования сенсорных садов в реабилитации слабовидящих людей сделал Barker R. из Stanford University [2]. Следует заметить, что в Европе и США эта тенденция сохранилась и не утратила актуальности, она находит отражение в работах Hussein H., Furness S., Moriarty J., Porayska-Pomsta K., Frauenberger C., Pain H. [3,4,5].

В конце XX века появилась новая тенденция в использовании сенсорных садов для реабилитации людей старшего возраста, например в работах Borgen L., Guldahl A. S. [6]. Эта тенденция имеет своих последователей и успешно реализуется по всему миру.

Третьей волной развития сенсорных садов стало более широкое использование полисенсорных садов для всех категорий граждан в целях профилактики стресса, развития экологической культуры в современных городах. Этот этап начал развиваться после 1990 годов. для него характерно обострение экологических проблем на урбанизированных территориях и отдаление человека от природы. Этот этап нашел отражение в работах различных авторов Hussein H., Hornecker E., Bruns F., Malone K., Tranter P., Midden K., Chambers J. [7,8,9,10]. В России изучением вопросов сенсорных садов в полисенсорном контексте также успешно занимаются многие ученые, такие как Сикорская Г., Ярыгина А., Довганюк А., Динеева А., Матовников С. [11,12,13,14]. По нашему мнению это направление развитие сенсорных садов, несмотря на то, что оно молодое в науке, является наиболее перспективным, так как решает комплекс сложных задач, ориентированных на удовлетворение потребностей массовых групп городского населения.

### 3. RESEARCH METHODOLOGY

Для оценки перспектив использования сенсорного сада в современном городском озеленении автором было проведено исследование в Екатеринбурге (Россия) в период июль-август 2016 года на территории действующего сенсорного сада, расположенного в Екатеринбурге на территории исторической усадьбы Расторгуевых - Харитоновых.

Объектом исследования был данный сенсорный сад как пример современного прочтения традиционного метода городского озеленения. Целью исследования была оценка перспектив использования сенсорных садов в городском ландшафтном дизайне.

Автором были выбраны эмпирические методы исследования: интервью, наблюдения и сопоставления поведения посетителей сенсорного сада. Также использовались методы анализа и синтеза современной теоретической научной информации по сенсорным садам.

#### 4. RESEARCH RESULTS

По причине немногочисленности научных публикаций и проведенных научных исследований по теме сенсорные сады и ограниченности времени дисследования автором был сделан выбор метода «Интервью»/ «Проходные интервью».

Метод «Интервью» посетителей сада был использован при сборе информации для оценки уровня удовлетворенности идеей сенсорного сада у посетителей см. Table 1. Теория допустимого (приемлемого) риска была использована в сочетании с этими методами, для оценки перспектив развития сенсорных садов в городской ландшафтной архитектуре см. Table 1.

Метод	Респонденты	Цели исследования
Интервью с посетителями	Взрослые (n=200)	Оценить результаты посещения сенсорных садов посетителями для получения информации из первых рук для оценки привлекательности сенсорных садов как объектов ландшафтной архитектуры города и использование полученных результатов для планирования направлений развития городского озеленения
	Дети (n=52)	
Наблюдение и сопоставление поведенческих данных.	Все респонденты интервью	Планировать и прогнозировать будущее количество посещений сенсорного сада и использовать эту информацию для ландшафтного проектирования городской территории
	(n=252)	

Table 1: Результаты сбора данных при исследовании Сенсорного сада усадьбы Харитоновых-Расторгуевых (Екатеринбург, 2016).

*Источник: Авторский, 2016.*

Примечателен тот факт, что среди опрошенных отсутствовали респонденты отрицательно относящиеся к сенсорным садам как методу городского озеленения. Все опрошенные автором респонденты проявили разную степень заинтересованности в посещении сенсорных садов, что позволяет сделать вывод о перспективности использования сенсорных садов в городском озеленении.

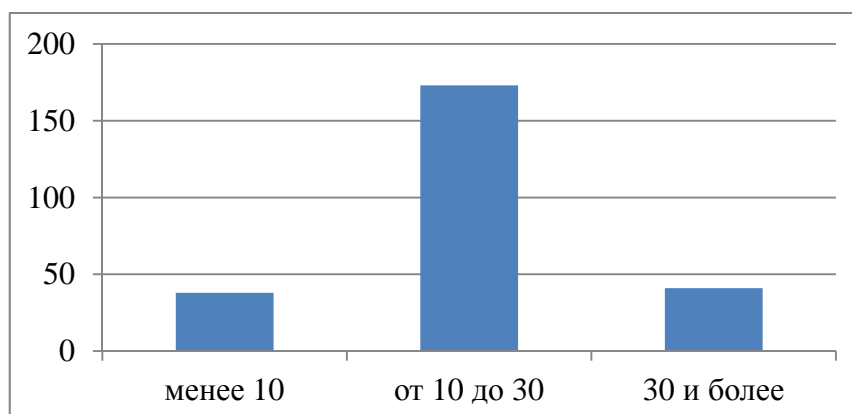


Figure 1: Количество посещений сенсорного сада в год, планируемых опрошенными респондентами

*Источник: Авторский, 2016.*

При условии, что минимальный период активного функционирования сенсорного сада составляет 5 месяцев в году (лет-весна-осень) и в случае если городским жителям интересно посетить сенсорный сад минимум 10 раз в год, то можно прогнозировать, что один сенсорный сад может оказаться полезным для территории с населением от 1 800 до 2 400 человек. Это означает, что от двух до трех тысяч человек могут регулярно использовать комплексные эффекты сенсорного сада, особенно в плане природотерапии. Таким образом потребность современного города в сенсорных садах оценивается автором как высокая, особенно в районах проживания детей.

## 5. CONCLUSIONS

В связи с ростом урбанизации территорий, очевидно, что сегодня одной из первостепенных задач современной ландшафтной архитектуры является максимальное сохранение или организация новых природных зон и комплексов внутри городского пространства.

Возрастающая с каждым годом техногенная нагрузка пагубно влияет на здоровье и психологическое и эмоциональное состояние человека в целом. Сенсорный сад - новый, набирающий обороты подход к понятию садоводства и городского озеленения. Это специально организованная природная территория, где созданы благоприятные условия для тесного общения с природной средой. Сенсорные сады направлены на стимулирование органов чувств человека, что позволит посредством взаимодействия с ландшафтными элементами сада добиться улучшения состояния людей как здоровых, так и имеющих отклонения здоровья.

Дети, особенно дошкольного возраста, особенно чувствительны к негативному техногенному воздействию окружающей

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среды, поэтому перспективность использования сенсорных садов для развития и сохранения здоровья детей дошкольного возраста бесспорна и важна.

Совершенно очевидно, что грамотно организованная искусственная среда должна в максимально возможной степени приближаться к естественной, т.е. концепции создания сенсорных садов должны быть максимально приближены к природной гармонии и сенсорные сады желательно выполнять в пейзажном стиле.

Учитывая богатую историю создания сенсорных садов в мире, можно прогнозировать только рост их количества. На каждом континенте есть сенсорные сады, созданные на большой территории и предназначенные для публичного посещения. Лидером в вопросах сенсорных садов является Австралия. В России сенсорные сады немногочисленны и занимают небольшую площадь, но есть существенная положительная динамика и есть основания прогнозировать рост количества сенсорных садов в России. Среди сенсорных садов перспективной по критерию доступности и простоты реализации для климатических условий России является концепция создания сенсорных садов-конструктов, которые сегодня активно развиваются в мире, а также в Москве.

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## SOME ASPECTS OF POLLUTIONS IN TIRANA URBAN AREA FROM ANTHROPOGENIC EMISSIONS

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**Abstract:** *In this study was applied the passive biomonitoring method with vascular tree species for assessment of the anthropogenic factor in urban area. Ligustrum lucidum is used as preferred biomonitoring for studying of air pollution in Tirana. 11 sampling sites in the urban roadside, city center and suburban areas were investigated. The concentrations of 10 elements, Pb, Cu, Zn, Mn, Fe, Na, K, Mg, Ca and Hg, in the tree leaves, were determined, to assess the impact of different natural and anthropogenic factors, such as vehicular traffic and human activity, on heavy metal concentrations in plants, growing along the roadways. AES was used to estimate Na and K concentrations. The concentrations of seven micro- and macroelements (Cu, Pb, Zn, Mn, Fe, Mg and Ca) were analyzed by SAA. The concentration of Hg was analyzed with CVAAS. Analytical data are subject to statistical analysis using Excel Package Programs and MINITAB-17. In the analyzed samples, observed changes in concentration of heavy metals, according to their location. Sites with high vehicular traffic density and frequency of cars stoppage showed high heavy metal concentrations. The tendency of distribution of elements, according to their concentrations follows the trend  $Hg < Pb < Cu < Zn < Fe < Mn < Na < Mg < Ca < K$ . More significant variations were detected for K and Na. Cluster analyses established three different groups giving an idea about the origins of the elements.*

**Keywords:** *air pollution, biomonitoring, vehicular traffic, heavy metal, cluster analyses.*

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### INTRODUCTION

Recently, many studies have used vascular plant for monitoring of heavy metal deposition from the atmosphere. Many plant groups, including evergreen trees such as *Ligustrum lucidum* have been used for monitoring environmental pollution. The use of vegetation as a passive sampler in biomonitoring has the advantage of high spatial and temporal distribution due to the excellent availability of vascular plants and low sampling costs [1] Trees are usually easier to identify as compared to other organisms such as fungi, algae, lichens or mosses [2].

Leaves are the site of major physiological processes and are highly affected by air pollutants. Plant leaves respond to subtle changes in the environment and therefore constitutes an excellent material to assess pollution levels.

The uptake and accumulation of heavy metals in plants may follow two different paths [1]:

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1. The first path is through the root system of the plant. The process for this path is the following:

The urban soil is polluted by heavy metals available in the urban atmosphere by dry and wet deposition, resulting in changes in its metal concentrations [3].

The heavy metals of the already polluted urban soil are taken up via the roots and transported to the leaves through xylem [4].

2. The second path is the foliar surface of the plant. The process for this path is the following:

The airborne particulates of the urban environment which contain heavy metals deposit on leaf surfaces by dry or wet deposition [5]. Some of the elements can enter in leaf tissues via the stomata and directly being absorbed [6].

The uptake of heavy metals into vascular plants results in increasing of metal concentration in different part of plant, roots, bark, leaves and fruit [3].

The elements calcium and magnesium are necessary for the plant development in greater concentrations compared with other elements and thus they are known as major elements, whereas iron, zinc, copper and manganese are needed in lower concentrations and thus they are known as microelements for plant growth, but plants growing in a polluted environment can accumulate them at high concentrations [7]. Cd, Hg and Pb have no biological function in plant development and are toxic even at very low concentrations [8]. In addition, these elements cause biochemical changes such as formation of reactive oxygen species which results in altered levels of enzymatic and non-enzymatic antioxidants and proteins, decreases in pigment content and lipid peroxidation [9]. In an urban environment, heavy metal pollutants are released from many different anthropogenic sources, such as transportation, industries, construction or renovation, waste incineration, agriculture (fertilizers, pesticides), etc. From these sources, transportation is the most significant and widely recognized as pollutant of the atmosphere and soil in an urban environment [10].

Heavy metals are released in the form of atmospheric particulates in different sizes. Particulate matter can be found as very small solid and/or liquid particles in the urban atmosphere. Some air pollutants can be gases as well. The main anthropogenic sources of the atmospheric particulates are fossil-fuel combustion which produces ash and soot or industrial metal processing etc [11]. Diesel-powered vehicles are another source of atmospheric particulates. Particulate matter is produced during the incomplete combustion of diesel fuel [12]. The particulates released from the diesel engines are directly dispersed into the atmosphere. Particles from combustion are usually fine particles, less than 1  $\mu\text{m}$ , whereas particles released from industrial processes are large particles, greater than 1  $\mu\text{m}$  [13].

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Soil particles, road aggregate, wood ash, soot and pollen are composed primarily of minerals, including silicon, aluminium, potassium, iron, calcium and other alkaline elements, and they are large particles, greater than 1  $\mu\text{m}$  [13].

Analysis of urban atmospheric particulates has shown to be enriched in potentially toxic trace metals, such as iron, lead, zinc, barium, manganese, cadmium and chromium [14].

Additionally, the particulate matter can heavily pollute the soil, and effectively all the plant species which grow in the polluted area [15].

## MATERIAL AND METHODS

### Sampling sites

Tirana is the capital of Albania and the biggest city. The city's population is about 1 million. The main source of pollution from heavy metals is industrial activity and pollution from road traffic. It should be noted that in Tirana today circulate about 200,000 cars, most of which use diesel as fuel.

Type of vascular plants that was used for monitoring is *Ligustrum lucidum*. The leaves of trees were collected in 11 stations distributed across all areas, mainly near roads.

Tirana is city that has Mediterranean climate. The temperature varies between 35° C (max) in July and min -1° C (min) in January. The annual rainfalls are about 1200 mm.

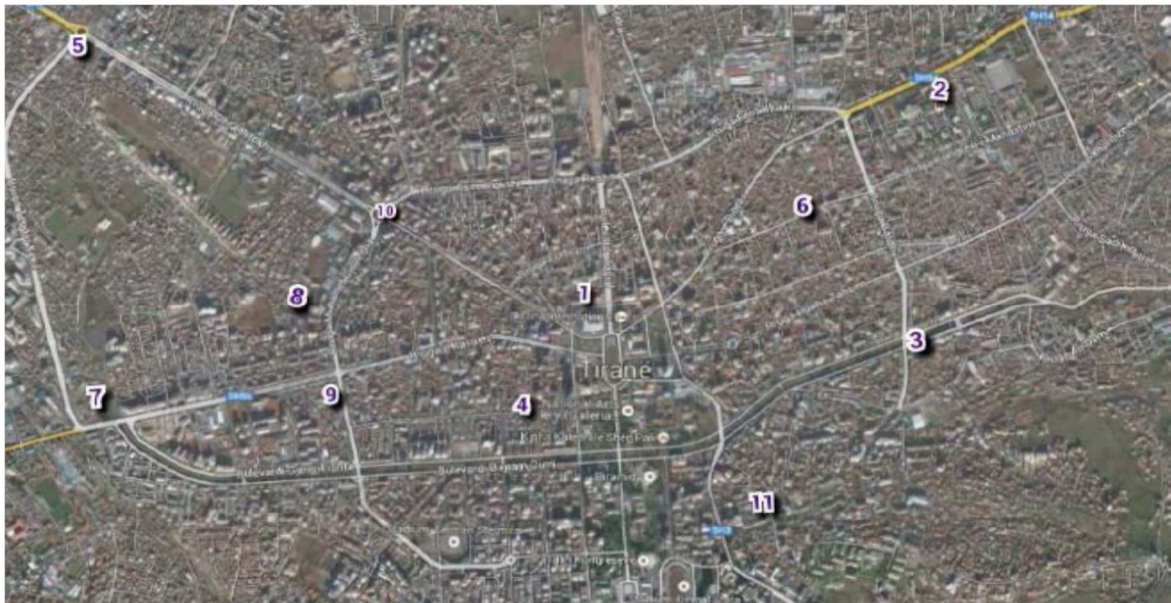


Fig. 1. The map of monitoring stations in Tirana City, Albania.

### Sample digestion

After the transport of the leaves sample in laboratory, leaves samples were dried at ambient air on sheet papers until a constant weight was reached. The dried leave samples were homogenized to a fine material. The leaves were crushed by hand, wearing laboratory polyethylene gloves without powder. The experiment dishes are cleaned with dilute nitric acid and are washed with distilled water. Elements standard solutions used for calibration curves



were prepared by dilution of base standard liquids of 1000 mg / L. 0.5 g dried plant samples were digested with 9:1 nitric acid (ultra pure, 65%) and de-ionized water in half pressure Teflon tubes. Teflon tubes were closed and then were left at room temperature for 48 h, and then were digested for 3 hours at 80-90 ° C. Subsequently, the temperature was increased to 200° C for 1 hour to realize the full digestion. After cooling, the Teflon tubes were opened and left for evaporation of nitric acid to small volumes. Samples were then diluted with de-ionized water to a total volume of 25 mL.

AES method was used to estimate Na and K concentrations. The concentrations of 6 micro - and macro elements (Cu, Zn, Mn, Fe, Mg and Ca) were analyzed by SAA, while the concentration of Hg was analyzed by CVAAS.

### Calibration method

Linear calibration method that find the link between the analytical signal and the measured analyses concentration were used for obtaining the calibration curves of each element.

Blank solution of each element was used. Heavy metal concentration in samples were calculated based on their analytical signal (value of absorbance and the relevant equations of calibration curves).

## RESULTS AND DISCUSSION

The analytical results were statistically treated with descriptive statistics. Statistical data onto the concentrations of the trace metals in the leaves of vascular plants in the study samples are shown in Table 1.

Element	Mean	Median	St Deviation	CV %	Maximum	Minimum	Max/Min
Cu	11.5	11.4	5.2	46	22.9	4.8	4.77
Pb	4.2	3.1	2.9	72	13.6	2.1	6.47
Zn	46.1	47.9	15.2	33	73.2	22.9	3.19
Mn	128	140	55.1	43	203	44.8	4.52
Fe	538	459	267	49	115.3	255	4.53
Na	78.2	38.1	93.9	120	303	5.5	55.14
K	5631	1697	10242	183	31174	665	46.9
Mg	3970	4036	1272	32	6121	2278	2.68
Ca	5983	5938	1720	29	8760	3206	2.73
Hg	0.036	0.038	0.16	42	0.06	0.011	5.45

Table 1. Descriptive statistical data of elements, Cu, Pb, Zn, Mn, Fe, Na, K, Mg, Ca, Hg

From the above table we see different reports between max and min values for specific elements. This is related to road traffic, industrial activities and metrological different factor.

Pb is the main pollutants with anthropogenic origin. Sources of Pb are related to road traffic and burning of fuel. The high values of Pb concentrations are noted at stations 3, 5, 9 and 10 that are characterized by high vehicle traffic. The contamination is related to the type of vehicles that circulate and the speed of their movement. Beside the cars, buses and high tonnage machines circulate in these stations.

Lead and cadmium have very low translocation from soil to leaves. This means that if the soil has a great content of lead or cadmium, the leaves of the plants which grow on that soil, might have a much smaller concentration compared with that of the soil. Lead accumulates in the root tissues and only a small of its quantity transported in the leaves. Pb accumulation on leaves, is depended only on the direct uptake of particulates from the atmosphere by foliar absorption rather than from their translocation from soil to the leaves [5].

Almost at all stations with high car traffic, we see that Zn, Cu, Fe and Mn have high concentrations. This is related to the burning of the fuel, consumption of motor parts and tire. High concentrations of mercury in of the city center, is related with the use of coal as fuel for heating in various institutions.

Ca and Mg are distributed in all stations, in values which differ slightly. Both elements have the report Max / Min, almost the same. Their origin is mostly related to their content in soil, and less to anthropogenic sources such as construction activity (construction of roads or houses).

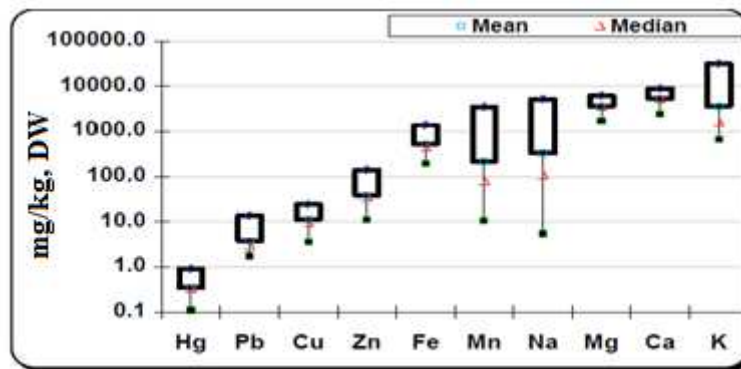


Fig. 2. The Box plot of heavy metals concentrations in leaf samples, ranked in the increasing order (expressed as mg /kg, DW).

The order of the distribution of the elements based on their median values is as follows: Hg>Pb>Cu>Zn>Fe>Mn>Na>Mg>Ca>K.

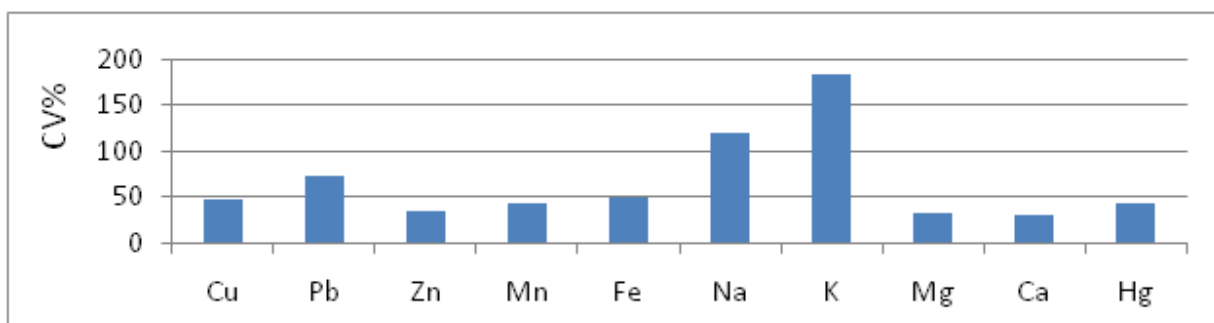


Fig. 3. Graphical presentation of CV% values.

From the table we see that different elements have different values of CV%. Elements such as Ca and Mg, which are components of the soil particles, have low value of CV (CV <30%). This is because the composition of the soil in the study area is almost the same. So the anthropogenic impact on these two elements is negligible.

As seen from the table, we distinguish three groups of elements, depending on the CV% values.

High value of CV %, means that there are important differences in the accumulation of these elements among stations, probably indicating that anthropogenic factors have a stronger influence on fluctuations of the K and Na contents among the stations.

The elements Cu, Pb, Zn, Mn, Fe and Hg represent average values of CV ( $40\% < CV < 75\%$ ), a fact which is related to anthropogenic impact. Lead is ingredient in small quantities in fuel, but its amount increases when used as additives in gasoline, different lead compounds. While mercury, was most common in coal, so his impact comes from the use of coal in industry or for heating. Lead and mercury pollution on a local scale is caused by industrial emissions, and on larger scale, is caused by emission from motor vehicles using leaded gasoline [16].

The impact of Cu, Zn, Mn and Fe is probably related with non-exhaust PM. Generally, traffic related pollutants include toxic metals like lead, cadmium, copper and zinc [17]. Non - exhaust PM comprises the various emissions that do not derive from the tailpipe of a vehicle including particles generated due to brake and tire, abrasion of road surface, wear and tear and corrosion of other vehicle components such as the batteries and clutch, and re-suspension of road surface dusts [18]. Leaded gasoline in vehicles is one of the major sources of Pb pollution in the cities worldwide (was reported that only 3% of Pb in the soil is translocated through roots to the shoots and leaves, rest are due to absorption through foliage [19]. Moreover, bitumens, as mineral filler materials in asphalt road surfaces, have also been reported to contain metals like Cu, Zn, Cd and Mn [20]. Zinc also is associated with chemical additives in lubricants oils [21].

	Cu	Pb	Zn	Hg	Na	Mn	Fe	K	Mg	Ca
Cu	1.000									
Pb	-0.226	1.000								
Zn	-0.088	0.461	1.000							
Hg	0.036	0.016	-0.139	1.000						
Na	0.179	0.288	-0.020	0.230	1.000					
Mn	0.140	0.025	0.584	0.005	0.471	1.000				
Fe	0.582	-0.312	0.055	-0.100	-0.022	0.217	1.000			
K	0.688	-0.073	-0.437	0.140	0.137	-0.020	0.454	1.000		
Mg	0.017	0.047	0.614	0.447	0.062	0.407	0.138	0.416	1.000	
Ca	-0.160	0.651	0.638	0.350	0.329	0.450	0.234	-0.212	0.383	1.000

Table 2. Pearson correlation of the concentrations data of Cu, Pb, Zn, Mn, Fe, Na, K, Mg, Ca, Hg.

In the above table, we can see that: the elements related to traffic have high correlation between them. So Cu - Fe, Mn - Zn, Pb - Zn present high correlation. Since these elements are attached to dust particles, they correlate almost all. with Ca.

### Multivariate analysis

In order to identify the main source categories of moss samples regarding the site contamination and element distribution as well as to detect the similar patterns of element concentrations, factor analysis (FA) with Varimax rotation by using the MINTAB 17 software package. were applied (Fig.2). Factor analysis (FA) plot of loadings was used to show correlations between the original variables and the first three factors.

Rotated Factor Loadings and Communalities				
Varimax Rotation				
Variable	Factor 1	Factor 2	Factor 3	Communality
Hg	-0.150	-0.078	0.0906	0.850
Cu	<b>0.882</b>	-0.093	-0.144	0.808
Pb	-0.398	<b>0.492</b>	-0.364	0.533
Zn	0.291	<b>0.844</b>	-0.228	0.849
Mn	<b>0.691</b>	<b>0.502</b>	-0.176	0.760
Fe	<b>0.921</b>	0.022	-0.036	0.850
Na	<b>0.776</b>	0.075	-0.006	0.608
K	<b>0.738</b>	-0.016	<b>-0.456</b>	0.753
Mg	-0.337	<b>0.713</b>	<b>0.446</b>	0.821
Ca	<b>-0.717</b>	<b>0.570</b>	0.304	0.931
Variance	4.146	2.061	1.558	7.765
% Var	0.415	0.206	0.156	0.776

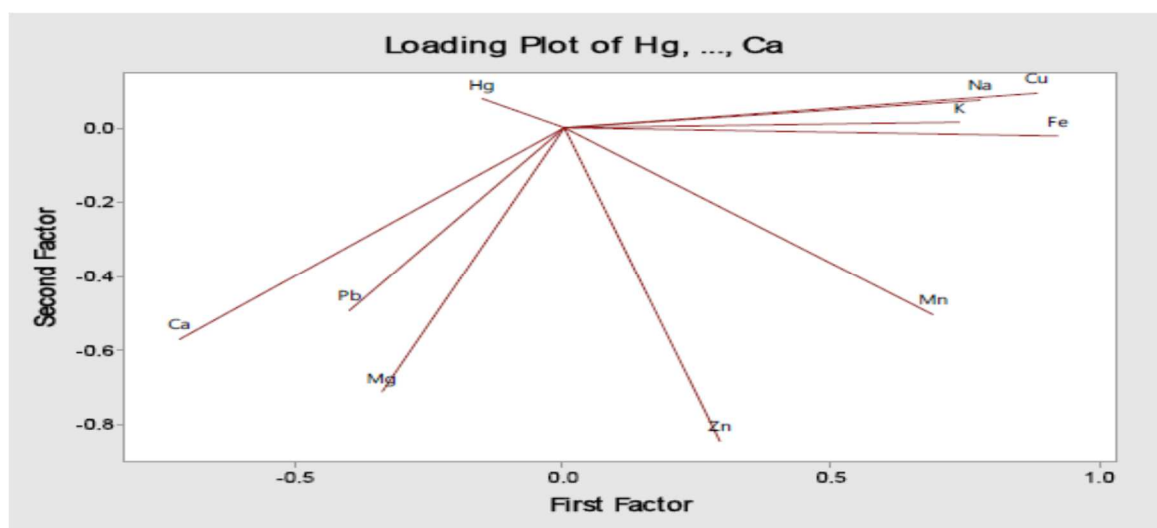


Fig 4. The dendrogram of Factor Analysis of the Correlation Matrix

**Factor 1** explains 41.5 % of total variance. The main contribution to this factor have Fe, Cu, Mn, Na and K. Fe Cu and Mn also are included in this factor that are mostly originate from vehicle traffic and relates mainly to the consumption of motor parts.

Ca and Mg have a negative contribution to this factor, this means that the above elements are mostly from atmospheric deposition not from soil substation.

**Factor 2** expresses 20.6% of the total variance. The main contributor to this factor are Pb, Zn, Mn, and Ca, Mg. This factor expresses the influence of anthropogenic factors. Pb, Zn and Mn are released from fuel burning, also from tire consumption or and the asphalt layer. While Zn is used as additive in lubricating oils.

Ca and Mg are associated with soil substation and constructions activity in the city, from the use of limestone or other materials released powders, which continuously be deposited on the the trees leaves powder.

**Factor 3** explains 15% of the total variance and is related to Ca and Mg, so it is associated with soil substation and the dust of soil or construction dust. Other elements have a negative contribution, which shows that they have different sources with Ca and Mg. So, all elements except Ca and Mg are associated with road traffic.

From the foregoing we see that **Mercury** has different behavior from other elements and is probably related to long-range emitting. Hg is mostly absorbed through the leaves but a small part is translocated from the roots. The mercury forms which can be adsorbed by leaves include  $\text{Hg}^0$ ,  $\text{Hg}^{2+}$ ,  $\text{CH}_3\text{Hg}^+$  and  $\text{C}_2\text{H}_5\text{Hg}^+$  [22]. Approximately 70% of environmental mercury now comes from human activities including a variety of industrial processes; coal burning, incineration or disposal of mercury-containing products [23]

Regarding to the **potassium**, its content in plants relates to physiological activity. It belongs to the group of primary plant's macronutrients. Potassium is outstanding among the nutrient elements for its mobility and solubility within plant tissues. The potassium ion ( $\text{K}^+$ ) is highly mobile and can aid in balancing the anion (negative) charges within the plant. Potassium (K) is absorbed by plants in large amount than any other nutrient except N. [24].

## CONCLUSIONS

The following table presents the maximum concentration values of some elements and the normal values of their concentration in plants [10].

Element	Normal values mg/kg	Max values in Tirana area
Calcium Ca	3000 - 14000	8760
Copper Cu	6 - 14	22.9
Iron Fe	70 - 80	115.3
Magnesium Mg	1300 - 9000	6121
Manganese Mn	17 - 600	203
Sodium Na	34 - 950	303
Lead Pb	1 - 8	13.6
Zinc Zn	34-68	73

Table 3. Normal concentration values and max values of metal concentration in tree leaves.

Between all elements examined in this study, only zinc, copper, lead, iron, and manganese are associated with anthropogenic sources from vehicles although they are released from industrial processes. Max values of elements such as lead, zinc, iron and copper, in some stations are

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higher than normal values of their concentrations in plants. This happens at the stations 5 and 9 for Pb, at the stations 7 and 10 for Zn, at stations 5,6 and 9 for Cu and station 9 for Fe.

In general, concentrations of analyzed elements in vascular plant (*Ligustrum lucidum*) leaves are within their normal ranges in plant, except Cu, Fe, Pb and Zn that exceed their normal ranges in plant. The most polluted stations are 5, 9, 10, 7 because of high vehicle traffic.

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## TRADITIONAL ARCHITECTURE AS AN INSPIRATION SOURCE FOR A SUSTAINABLE CONTEMPORARY DESIGN OF THE HOUSES IN TRANSYLVANIA, ROMANIA

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**Abstract:** *Per Espen Stoknes has defined at least five barriers that keep society away from engaging in measures that could delay climate changes. In the field of architecture appears a need to research, not as a technical science, but more as a human science to help the break in the last barrier, the identity barrier. The sustainable contemporary design inspired by the traditional architecture might be one way to solve this issue of spatial identity barrier. We will present the specificities of Transylvanian traditional architecture applied to some contemporary design that we hope to be built in the next two years. The aesthetic of the images from Transylvania's traditional architecture, we will study in comparison with the houses of Brittany (Bretagne), France. The research will contain the environmental factors that are not similar to the two chosen sites and the spaces of their vernacular homes. The result, we hope will be the sources for the design of the vernacular architecture.*

**Key words:** *traditional vernacular, sustainable, contemporary architecture, Transylvania*

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### 1. INTRODUCTION

That architecture follows art was always true. Unknown traditional artists have inspired many avant-gardism artists. For some of them, the source was found, studied and in many cases accepted by the authors. For the others, the source might be just an archetypal image. It is like Pablo Picasso with "Demoiselles d'Avignon" in painting art or Constantin Brancusi with "The Wisdom of the Earth" in sculpture's art. The character named "Albertino" from Giordano Bruno's book thinks that the newest is cut roots that are coming back to life [1]. Juhani Pallasma agrees with that "old opinion" about newest versus tradition. He also explains that he does not admire the "passeism" / the past-ridden's tendency. The reasons to accept the traditional building as a source that should inspire the contemporary architecture of the houses are not just philosophical ones. Might be the aesthetic unity of the entire area used by a community like neighbourhoods or villages. Another reason is that bioclimatic rules implied of any vernacular design could adapt a contemporary building to the local environmental factors. After years of practice in architecture design of bioclimatic buildings in Transylvania, we know that "the identity barrier" it is a reality.

Per Espen Stoknes defined the five barriers that keep us away from engaging in measures that could delay climate changes: the distance barrier, the doom barrier, the dissonance barrier, the denial barrier and the identity barrier [2]. The first four are about the way media presents this issue. The spatial identity barrier is the one where design can make some differences. Based on his study on the subject of sustainability and our experience as architects, we sought to define the issue in our field of research: the local spatial identity.

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We started with the bibliographical sources. We approached the philosophy of a Roumanian writer specialised in art theory, Andrei Cornea, “The newest is an old story”[1]. He achieved it after the translation in the Romanian language of Platon’s work. Timaeus’s words from Platon’s dialogues said that “the Universe is a copy of something else”[3]. We agree on it as a regular thing, like many other architects and Juhani Pallasma did it [4]. If we agree with the idea that the architecture is a creative work, we have to assume more than three actors needed in the design of any building. There are at least the Architect / the Artisan [1] / the Demiurge [3], the Tradition / the Archetype [1] / the Earth [3] and the Sustainability / the Materia [1] / the Space - the Environment [3].

## 2. HEADING

We are not specialists in philosophy or art theory. Like architects, we only follow the trends of the art. Constantin Brancusi is well known for his traditional sources. He would have said: “The most beautiful art is produced during the childhood. Primitive men forget the cares of domestic and work cheerfully. Only children still possess this primordial joy. I would like to reawaken this feeling in my sculpture. Just by eliminating the ego you can reveal the principles and hidden truths that exist in all things. If a person is capable of reducing his ego will be able to hear the heartbeats of nature.”[5] Constantin Brancusi created his work "The Wisdom of the Earth"[6] in 1907 but the artefacts of Hamangia culture from IV- II century B.C. that was supposed to inspire it was discovered in 1956. Another image similar from VI Century B.C. is the sculpture of a woman during the Celtic period discovered in 1988 in Saint-Symphorien, Brittany (Bretagne), France[7].

Pablo Picasso has never admitted the African art of unknown authors as a source. Marijo Ariens - Volker’s PhD research about the sources for "Damoiselles d’Avignon"[8] admits that might be. He would have said: "My greatest artistic emotions, I felt experiencing the sculptures created by some unknown artists

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from Africa. These works of the religious art, passionate and rigorous at the same time, are the most powerful and the most beautiful of what the human imagination produced. I hated to admit that as I hate the exotic.“

The reasons to accept the traditional building as a source that should inspire contemporary architecture, at least for residential houses are not just philosophical ones. The reasons can be the aesthetic of the entire area used by a community like neighbourhood space or village. Giovanni Papini wrote in „The black book”[9] a fiction story named „The ugliness by Venus”. A dealer and collector of art exposed his copies after the famous Venus’s sculptures in an exhibition space. Each sculpture was stunningly beautiful. The entire exhibition was odiously ugly. The same thing could happen with an ”arch-sculpture” design for houses. The Unicity of the design of each object can harm the aesthetic of the all public space. The contemporary design inspired by traditional architecture could be one way to solve Per Espen Stoknes’s issue at least for a residential area.

After years of practice to sustainable design of many bioclimatic buildings in Transylvania, we know that "the identity barrier" it is not just a theory, it’s a reality. The money involved in the technological investments of a "greenhouse" is not the only reason that makes the minimalist design of the contemporary architecture to be hard desirable by the users. Applying bioclimatic rules implied in any vernacular design can adapt the building to the local environmental factors.

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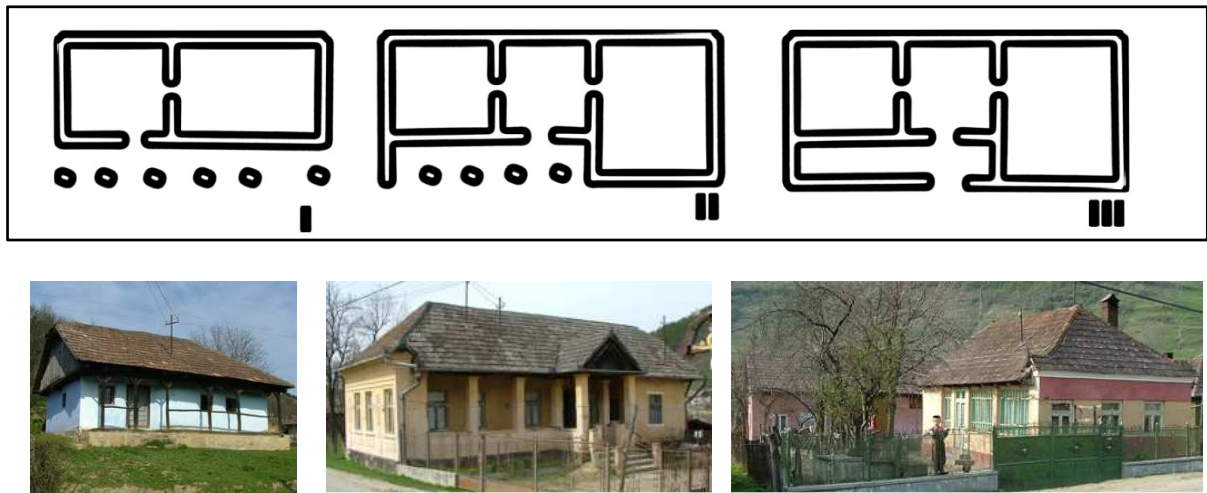


Figure 1: Sketch of the evolution of a traditional house, Nicula, Cluj County, Transylvania, Romania [12], Pictures: The first picture is a typical traditional architecture. The last two are only vernacular architecture from the 20th century.

The first house (I-Figure 1) is a traditional wood architecture. The terrace of the house with a southern orientation is an open space. The cover of the terrace protects the entrance door and the windows from sun overheating. In the second picture (II- Figure 1), the house plan extended with a new room, the terrace is still open, and the construction material is the brick. The last picture (III-Figure 1) shows us the technological evolution of that period: the glass material used to close the terrace space. The terrace became one space similar to the “Trombe wall”. The old brick wall of the house, a material with a high thermal inertia, works the same even if it is not black coloured. Protects from overheating in summers and warms in winters.

Traditional household from Campu Lui Neag, Hunedoara County, is a traditional wood household from Apuseni Mountains with an interior courtyard that protects against the wind and ventilates the building spaces. It can be visited in Ethnographic Museums of Bucharest, Romania and it was sketched by Grigore Ionescu [11]. The specificities of traditional architecture from Transylvania’s mountains we applied in the design of rehabilitation and extension of an existing Farmstay from the Apuseni Mountains.



Figure 2: The first picture is the existing building of Farmstay, a vernacular architecture built in 1990’s decade as a rehabilitation of a traditional smaller house. The second image is a render with the proposed building of the farm stay with space for an interior pool. [14]

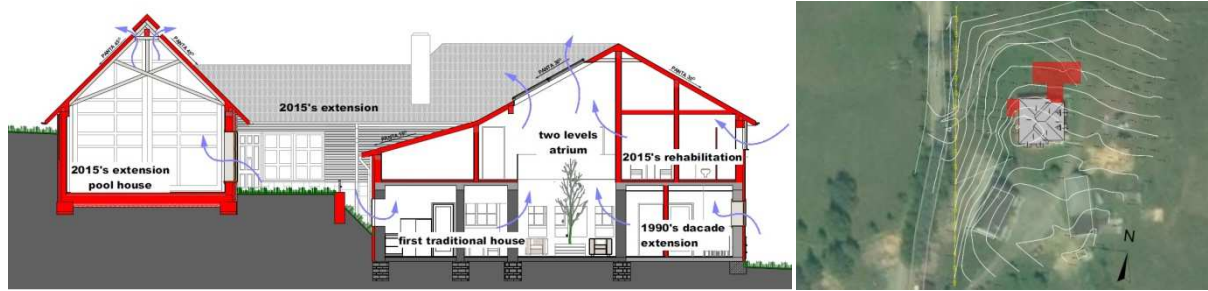


Figure 3: Section through the proposed building with the solution for natural ventilation and the site plan with the red colour extension. [14]

Most probably, traditional architecture from the Brittany (Bretagne), France, adopted the same solution to protect against the wind (Figure 5 - second picture). Using the stone as the main construction material of the house we find in Ceru Baicăniți (Figure 5 - first picture). It's not a usual case in that area. After Ștefan Pascu's theory [10], the only reason for using the wood instead of the stone or the brick is because it was expensive materials in that period. Also, the Romanian people from Transylvania were not allowed to build in stone or brick. The wood material was more specific than stone for the buildings the Romanian houses and churches. Ștefan Pascu also writes about Dolha's house from Maramures County - "Domus lapidea" - that received a special approval from the King for the stone material of the building. Ștefan Pascu was a Romanian historian academician.

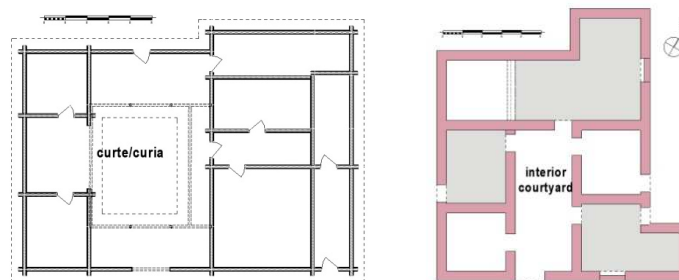


Figure 4: Floor plans of traditional households with courtyard – first image: Mountains, Transylvania, Romania [13] / second image: Plouneour-Menez, Brittany, France [15]



Figure 5: Traditional households - first picture: Ceru Baicăniți, Alba County, Apuseni Mountains -Transylvania, Romania [16] / second picture is from Sibiril, Brittany (Bretagne), France [17]

The aesthetic of the images from Transylvanian traditional architecture will study in comparison with the others from Brittany (Bretagne), France. The research will contain the environmental factors and the spaces of vernacular homes from the two chosen sites. The primary hypothesis is that the same environmental factors sustain a similar design of traditional architecture. The second hypothesis is that the people from the two further locations had the same archetypal space – the Tradition/the Archetype [1] /the Earth [3], after the Timaeus's

words from Platon's dialogues. The architect Juhani Pallasma wrote: "I write about the value of tradition because of its fundamental significance for the course of culture and human identity, as well as for the arts or any other creative endeavour. Tradition maintains and safeguards the collective and accumulated existential wisdom of countless generations. It also gives a reliable direction to the new and maintains the comprehensibility and the meaning of the new." [4] The new could be less important than the aesthetic unity of the tradition.

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- [17] Figure 6: Personal picture from Sibiril, Finistère department of Brittany (Bretagne), France.

## IN SEARCH OF IDENTITY: TERRITORIAL EXPANSION AND ADMINISTRATIVE DEVELOPMENT OF A CROSSROAD CITY

Ruxandra Pop<sup>591</sup>  
Mihaela Ioana Maria Agachi<sup>592</sup>

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**Abstract:** *Being placed near the borders of Romania with Ukraine and Republic of Moldova, the city of Botoșani was an ancient medieval city developed as a trading point, right on the crossroad of two European commercial routes, becoming the result of a motivated economic growth, without taking into account the specificity of the previous urban development. The accelerating expansion of the city's territory and the outburst of the new residential areas were the result of an opposition: a motivated economic growth and the anihilation in specificity of the previous urban development, resulting a new image with no personality and an IDENTITY CRISIS.*

*There is a common fact that, with time, the process of globalization has known a widespread environmental crises by ignoring the local heritage in favour of the economic field for a international integration.*

*Thus, the development of a city can not be described as a uniform process, but as a series of actions that should be done consciously, based on historical data, for us to be able to know our origins, in order to create a recognizable timeless image, one that it will show you the future, but also take you back in time – a frozen space.*

**Key words:** *globalization, identity crisis, city, urban development, image, economic growth*

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### 1. INTRODUCTION

The greatest Romanian writer Mihai Eminescu, once said that „*In order to predict the future, you must know the past*”<sup>593</sup>. Therefore, nowadays there is a tendency among the cities in keeping their specificity following the facts written in *The International Charters*, such as *The new Charter of Athens 2003* or the *Leipzig Charter on Sustainable European Cities 2007*<sup>594</sup>, which state that the identity of the city should be the starting point of every change.

In the era of globalization, the cities are struggling to find a balance between global and local, by keeping their cultural identity, as a local process, and their economic and territorial evolution as a global process (Figure 1). The purpose is to understand that the daily changes that take place in the process of urban development could be a concern for the degradation of the city, today in an obvious decrease of the number of local inhabitants in danger of losing their cultural identity.

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<sup>593</sup> Romanian: “*Vrei viitorul a-l cunoaste, te intoarce spre trecut*”, written by Mihai Eminescu in the poem *Memento Mori, Part II*. Mihai Eminescu, 15 January 1850 – 15 June 1889, was a [romantic](#) poet, novelist and journalist, often regarded as the most famous and influential [Romanian](#) poet

<sup>594</sup> The Charters are giving direction for greater coherence in building a city, integrate the man-made and the natural elements of the environment and keeping the cultural richness and diversity of a settlement

„A good environmental image gives its possessor an important sense of emotional security. He can establish an harmonious relationship between himself and the outside world. This is the obverse of the fear that comes with disorientation; it means that the sweet sense of home is strongest when home is not only familiar but distinctive as well”<sup>595</sup>. The quotation perfectly describes our interest in finding a recognizable timeless image of Botoșani, a city that struggles to establish a ballanced development and an improvement of the social inclusion.

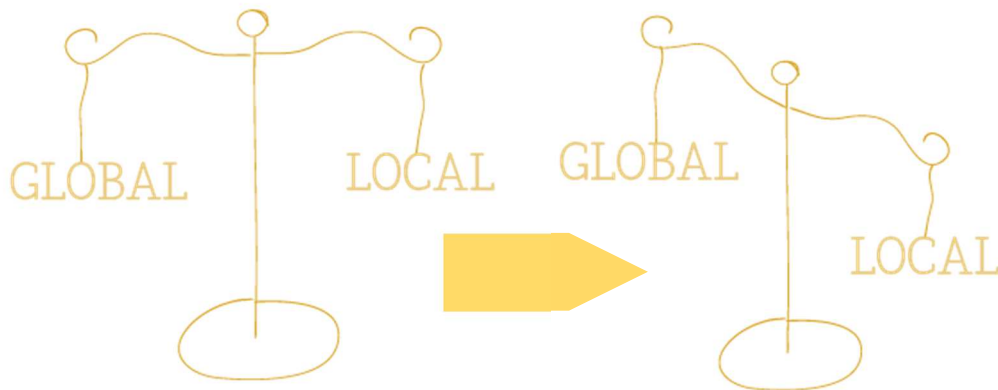


Figure 1: The balance between global and local in the process of urban development

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#### **Education:**

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- Participation in the National Contest CASA from 2010 to 2011, in making a concept for an insertion in the city's old center

- Participation in the making of a Project for Landscape and Garden Design for University of Babeș-Bolyai

- Teaching course and practice at Technical University of Cluj-Napoca on Technical Drawing for highschool students, from 2012 to 2015 - Developed a course held in 9th grade: "Plane and space Geometry" within the module of Architectural Education

- enrollment in the Student Council Advisor as a representative student for the Architecture Department, for 4 years

**2005-2009:** Certificate of Professional Competence, Skills in Operating Computer, Programming and Design Database in SQL, Oracle Academy



<sup>595</sup> Lynch, Kevin A., (1960), *The Image of the City*, MIT Press, United States of America, p. 5

## 2. HISTORICAL AND GEOGRAPHICAL CONTEXT

In order to acquire a comprehensive list of unique characteristics of the city, and what it takes to be remembered, it is compulsory that the main component remains the historical past.

Therefore, Botoșani, a well known medieval market of the XIV century, it is situated in the North – West plain of Romania, right at the borders with Ukraine and Republic of Moldova. The city developed as a result of a successful economic growth, due to the national and international trading roads that crossed the Moldavian region of the country, in wich Botoșani is located.

Often brought into discussion in the Romania’s history books, one of the first important path in the economic development, was called “The spice road”, a North to South direction, involving trading activities with meat and spices from Baltic Sea to Black Sea, being the reason for the territory evolution, alliances or, most common, a reason to fight for<sup>596</sup>. (Figure 2)



Figure 2: The spice road

The other path, a continental commercial road, also called “The Moldavian road”, linked the Central Europe to the Black Sea and determined the establishment of the border lines, as a territorial recognition. This is the point, starting with XIV century, from where Moldova region “became so much more than a transit territory”<sup>597</sup>. The road became a financial strength for the country under the leadership of Stephan the Great<sup>598</sup>, mainly from the new border taxes and for being the reason in the development of many trading centers, like the city of Botoșani, used as market spots, storages or resting places along the path.(Figure 3)

<sup>596</sup> Iorga, Nicolae, (1904), *Roads and cities from Romania*, Minerva Press, Bucharest

<sup>597</sup> Racovita, Carmen, (2005), *Stephen the great – road and state*, National Geographic - June edition, Romania

<sup>598</sup> Stephen III of Moldavia, known as Stephen the Great ([Romanian: Ștefan cel Mare](#)) was [voivode and defender of Moldavia](#) from 1457 to 1504. During his reign he fought forces from Poland and Hungary and his heroic resistance against the Ottoman Empire was admired throughout Europe. To celebrate his victories, he built 44 [churches and monasteries](#) in Romania, many of which are now Unesco World Heritage sites



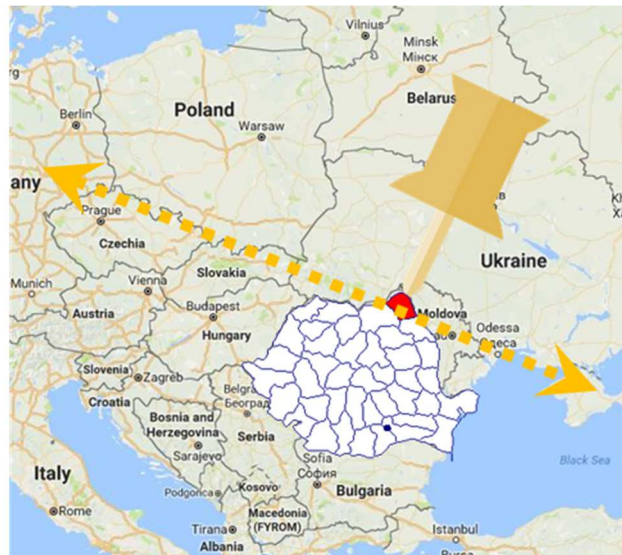


Figure 3: The continental commercial road

### 3. THE DEVELOPMENT OF A CROSSROAD CITY

The historical and geographical context led us to the main idea of this research, the concept of the *crossroad city*, a settlement with a strategic positioning right at the intersection of the major medieval trading routes, in an open area surrounded by hills, so that the town could be easily spotted by merchants. Thus, Botoșani was known as a trading market starting with 1439 and developed to the point where it became the city of today, divided in three stages:

- The first stage of development

Between XIV century and XVII century, the heart of the present city was the starting point of Botoșani, from where, nowadays, the roads are extending to the outskirts of the town. Developing as a result of trading activities, the common theme was gathering in the same building the workspace, the market, the storage and the house. Having a space so small, the main streets were usually doubled by secondary ones, with the purpose of bringing supplies for the markets. Therefore, the long plots influenced the position of the ancient houses, by building them with a 90 degrees angle on the road's direction, developing a narrow entrance right from the street, a long backyard and a long built line, with one or two levels, depending on the wealth of the owner or the importance of the merchandise. (Figure 4)

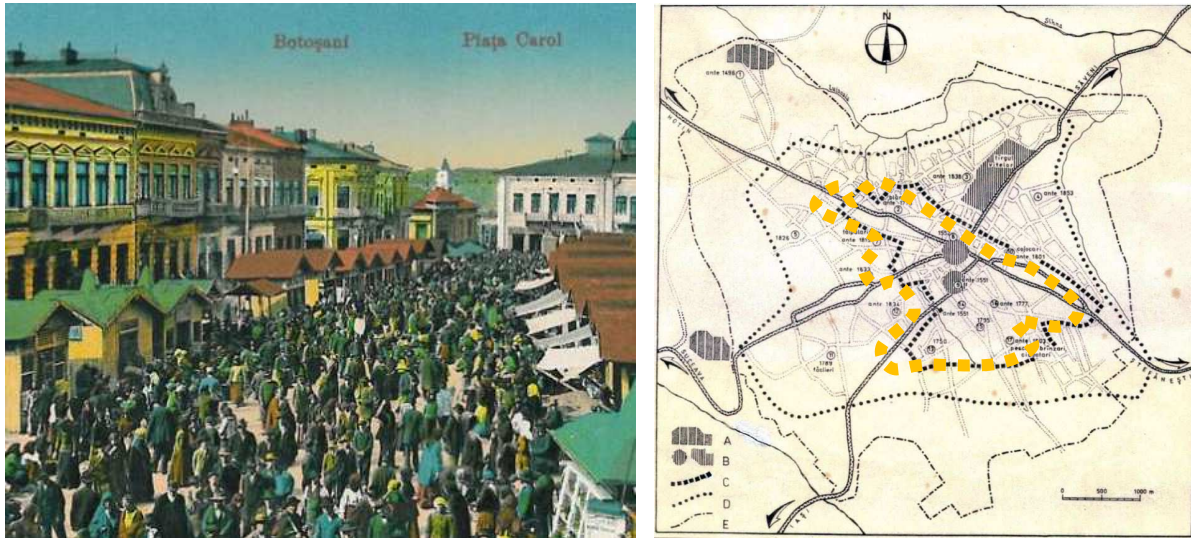


Figure 4: The trading center – the old city center of today

Over time, the welcoming landform, described in a geographical context as the intersection line between flat terrain and hill, has been an attraction not only for economic purposes, but also for invasions, so frequent that Botoșani never managed to develop protection walls, like a fortress town, in order to protect the community and their houses. The reason was the constant need to find areas rich in agricultural resources, that were unable to fight against the frequent battles, becoming like a magnet for invasions.

Considering the fact that back then Botoșani developed in an helpless open territory, the people were forced to build an underground defence, developing a network of vaulted galleries with one or two levels. This hidden space, was also used by craftsmen as a cold room for keeping the food and the wine fresh or as a negotiation zone. Nowadays, as shown in the images, the cellars were destroyed due to the fact that once the world started to develop economically, the cities started to grow bigger with an outburst of the residential area, managing to move into second place the istoric environment<sup>599</sup>.



Figure 5: The old cellars of Botoșani in 2016

<sup>599</sup> Greceanu, Eugenia, *Ansamblul urban medieval Botoșani: Botoșanii care s-au dus*, Casa Editoriala Demiurg, Iași, Romania, 2009

Today the interesting fact is, that the cellars are still fulfilling their protective function, not for the community but for the city itself, putting in danger the new buildings, because of the unstable ground. (Figure 5)

- The second stage of development

Starting with XVII century until the year of 1850, the position of the city in an area of confluence, brought an impressive number of diverse and different cultures, merchants in particular, such as Armenians, Greeks, Jews, Germans or Russians. Their habits left a permanent mark on the city, an eclectic approach, in terms of urban development and architectural values. Therefore, the accelerating economy was directly linked to an outburst in population, breaking the old boundries, by developing the residential areas. (Figure 6)

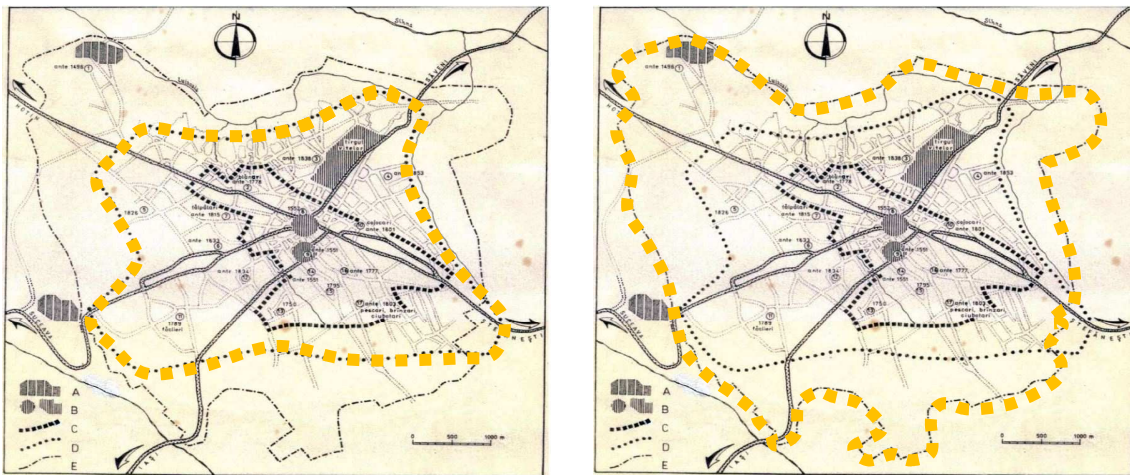


Figure 6: Left – The second stage of development, Right – The third stage of development

Growing so much, the city needed to fulfill the community's needs for a healthier life, so the people started to pay more attention to the green zones by building parks, decorating the sidewalks with trees for beauty and shadow, or growing fruit trees for food and merchandise. Today, in a decrease number caused by mass construction, the city has nearly 50000 trees and 7 parks, earning in 2012 in a national competition the title: "The city of gardens"<sup>600</sup>.

- The third stage of development (Figure 6)

One of the most important part in the history of Botoșani, took place between 1850 and 1890, caused by a dramatical increase in foreign population, attracted by the exceptional advantages of the international trading of grain and animals.

<sup>600</sup> Botoșani won in 2012 the title of the greenest town in the second category of Romanian cities, which have a population between 50.001- 199.999 inhabitants, in the Green Capital of Romania Gala, a "Green Umbrella" Campaign

YEAR	ROMANIANS	ARMENIANS	JEWS	GERMANS	RUSSIANS	GYPSIES	TOTAL
1805	majority	-	-	-	-	-	10000
1827	majority	-	-	-	-	-	12000
1832	9688	1296	1477	252	232	851	13796
1849		1935					
1859-1860							27147
1870							39941
1874				870			
1890	13402	1910	14415	476	597	14	30814
2006	112893	28	70	46	692	1158	115070

Figure 7: The number of Romania's population from 1805 to 2006

In 1850, the Romanian community was more than doubled by the immigration of 10,000 Jews, from where the buildings remained in perfect condition, because of the main interest of Jews in purchasing houses around the old city center. (Figure 7)

Currently Botoșani has an area of 41000 m<sup>2</sup>, being the 19th city of Romania, from a total of 320 cities. The number of population in 2011 was 100899<sup>601</sup> as stated by the National Institute of Statistics in Romania, with 98.1% Romanians, 0.06% Jews, 0.6% Russians and 1.24% others.

#### 4. CONCLUSION

Considering the changes that came with the process of globalization, our main interest as architects is to acknowledge the quality of public spaces and avoid the uncontrolled expansion of the city, by understanding our history and culture as a whole process. In the era of globalization, we can assume that a successful city is the result of the equal amount of a prosperous economy and a healthy environment<sup>602</sup>. A Smart City, supports the idea of everyday improvement which aims to constantly find a connection between Economy – Development – Cultural identity.

With reference to the changes in the process of urban development, it can be said that the main concern is the loss of identity, and what it takes to be reestablished. For example, in Botoșani, in the Communist Era, a significant number of new buildings were constructed by covering a big part of the ancient cellars, burying almost all evidence of the old city center's beginnings, leading to a difficult process for any urban research of the historical sites. Therefore, we are raising awareness of the fact that with time, we could reach a point where a city can not be loved by its inhabitants because, the unique surroundings they once knew are starting to lose their specificity and necessary identities, by becoming a *patter development*.

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## VISUALIZING GLOBAL SUPPLY CHAIN RESEARCH BETWEEN 1995 AND 2016: A SCIENTOMETRIC ANALYSIS

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Halim Kazan<sup>604</sup>

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**Abstract:** During the last two decades, supply chains of many industries have immensely expanded across the world. Such big revolution has brought remarkable managerial challenges as well as global problems to each shareholder. This situation has attracted the attention of academics on supply chain related issues in a global manner. The aim of this study is to understand how the domain knowledge of global supply chain literature has growth and evolved over time. For this purpose, the co-citation analysis has been conducted through CiteSpace, so that hotspot topics and emerging trends in literature can visually be mapped. Data collected from Web of Science database, including 653 research papers and 18197 references. The results indicate that greenhouse gas emission prominently is the emerging trend in research of global supply chain. Furthermore, the outstanding research papers have extracted from co-citation network according to high citation frequency, centrality and burst scores. This results may provide a complete innovation landscape of the global supply chain field.

**Key words:** Global Supply chain, scientometrics, social network analysis, CiteSpace.

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Coskun, S.S. (2016). Selection of Residential Construction Site Using Geographic Information System Based AHP Rating Model. Euroasian Academy of Science, 530-540., Doi: 10.17740/eas.econ.2016-MSEMP-94 (No: 3217256)

Yıldız, B., Uzun, S., Coskun, S.S. (2016). Drivers of Innovative Behaviors The Moderator Roles of Perceived Organizational Support and Psychological Empowerment. 4th International Conference on New Challenges in Management and Business (No:3222924)

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- *Ergülen A., Kazan H., Harmankaya İ. , " The Performance Evaluation Of Turkey' State Universities Founded In 1992 By Using Data Envelopment Analysis: Application Of Regional Geography", Euroasian Academy of Sciences Euroasian Business & Economics Journal, vol.S2, pp.666-676, 2016*
- *Uzun S., Kazan H., "Comparing MCDM Methods of AHP, TOPSIS, and PROMETHEE: A Study on the Selection of Ship Main Engine System ", Journal of Transportation and Logistic, vol.1, pp.99-113, 2016*
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## THE ROLE OF TECHNICAL ASSISTANCE ON THE EMPLOYEE ATTITUDE TOWARD NEW ENTERPRISE SOFTWARE USE: A CASE FROM TURKEY

Aytug Sozuer<sup>605</sup>

**Abstract:** *Information systems (IS) have become the backbone of corporate environment. Vast amounts of data that are produced and collected during business operations provide key inputs for the functions of management. Knowledge workers are the main players in this process of information handling. However, apart from the type of computer programming, they can be as much efficient as the user-friendliness of the software interfaces. That's why the implementation of IS at workplace requires careful consideration of the people who use them regularly. That could mean additional investment of firms in IS design to make it more suitable for employees as well*

*as organizational activities. It may also be necessary to bridge IS and the staff through internal technical support to solve system-related complications. In this study, the functionality of such assistance is investigated in a corporate setting. Findings show that technical support is effective on the positive attitude of employees in case of new enterprise software adoption.*

*In order to understand whether people are likely to use new technological applications, Technology Acceptance Model (TAM) is a widely employed conceptual framework. According to the model, several factors are determinant on the individual's acceptance of a system, particularly its perceived usefulness and perceived ease of use [1]. In organizations, these concepts refer to the employee's belief that the system will improve his or her job performance and it will be effortless. The model recognizes that externally influenced perceived usefulness and perceived ease of use variables determine the individual's attitude toward a system, which eventually lead or not lead to actual use. TAM has been expanded various times for the inclusion of further explanatory variables [2] - [3]. One of constructs that are integrated to the model is the facilitating conditions, which represent the organizational resources to support IS use [4]. Likewise, this study proposes that; as the level of employees' satisfaction from technical assistance within the organization increases, the perceived ease of use and the positive attitude toward new information systems will also increase.*

*To test the hypotheses, a cross-sectional survey is conducted at the headquarters of a financial services company in which a new enterprise software system was recently installed. 110 usable responses were collected through an online questionnaire. The scales used in the study were adapted from previous empirical works, therefore validity and reliability scores were satisfactory. As anticipated, a proper support service was positively related to the employees' perceived ease of use and the attitude toward the system. Furthermore, the hierarchical*

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*regressions show that; when technical assistance variable was entered into the model after perceived usefulness and perceived ease of use variables, the predictability of the dependent variable, i.e. the attitude toward new enterprise software changed significantly in the positive direction. The findings of the study appear highly relevant for the managerial practices, especially in case of IS upgrading within organizations.*

**Key words:** *Information systems, technology acceptance model, internal technical support*

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## TAI CHI CHUAN IN WORKING LIFE; A SAMPLE OF FIELD EXPERIMENT

Umut Denizli<sup>606</sup>

**Abstract:** *In this research, the affect of traditional Chinese sport Tai Chi Chuan, which is involved in as sport exercises for stress management programs, on employees' work-related stress and psychological well-being levels has been tried to determine. For this purpose, a field experiment has been designed. The experiment has been conducted with two mixed different groups consisting of private and public sector employees in the form of pretest-posttest control group model. Control group (consisting of 27 people) has not been involved in any similar activities while putting experiment group (same number of participants) through Tai Chi Chuan training for 2 months. Work-related stress and psychological well-being levels have been measured with the survey forms applied to the participants before and after the experiment and their levels have been compared with the help of the analysis. At the end of the training, while a decrease in work-related stress level of the participants who got Tai Chi Chuan training, psychological well-being levels of them showed a significant increase compared to their pre-test results, on the other hand, there was no significant change in the control group. In the light of the findings, it has been concluded that traditional far east sport Tai Chi Chuan, which comprises slow, soft and choreographic movements, can be applied to employees to increase their psychological well-being levels and to decrease their work-related stress levels.*

**Key words:** *Stress management, psychological well-being, traditional sport exercises, tai chi chuan.*

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*His master's thesis subject was "Using Sports Exercises in Work-Related Stress Management and Development Psychological Well-Being and Job Satisfaction".*

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*He has participated in a couple of national scientific project which are supported by Tübitak (The Scientific and Technological Research Council of Turkey).*



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## UTJECAJ I IMPLIKACIJE EUROPSKOG UPRAVNOG PRAVA NA NACIONALNE UPRAVNE SUSTAVE S NAGLASKOM NA HRVATSKI UPRAVNI POSTUPAK

### THE IMPACT AND IMPLIFICATIONS OF EUROPEAN ADMINISTRATIVE LAW UPON NATIONAL ADMINISTRATIVE SYSTEMS WITH AN EMPHASIS ON CROATIAN ADMINISTRATIVE PROCEDURE

Ana Đanić Čeko<sup>607</sup>  
Višnja Lachner<sup>608</sup>

**Sadržaj:** Pridruživanje Republike Hrvatske Europskoj uniji temeljilo se na transpoziciji i odgovarajućoj implementaciji pravne stečevine (*acquis communautaire*). Na putu do „otvaranja europskih vrata“ postavljani su brojni izazovi u pogledu zadovoljavanja uvjeta pod utjecajem ne samo europskog upravnog procesnog prava, već i pojave novog globaliziranog upravnog prava. Stoga su nacionalne uprave morale uložiti dodatne napore kako bi ostvarile unaprijed određene (postavljene) i očekivane rezultate da bi postale dio europske integrirane uprave. U radu se ističu procesni standardi i načela hrvatskog upravnog postupka i njihov odnos prema zbivanjima u europskom pravu. Autorice ističu nužnost zadržavanja dijela svojih nacionalnih rješenja i poštivanje upravne tradicije uz praćenje napretka i usvajanja dobrih primjera u praksi razvijenih država članica. Potrebno je izbjeći puko prepisivanje i preuzimanje ili bolje rečeno „preslikavanje“ procesnih instituta i standarda, putem transfera prava bez njihova usklađivanja u skladu sa duhom hrvatskog jezika i pravnog područja. Potreban je kontinuirani rad i ulaganje napora na poboljšanje vlastitog upravnog sustava u cilju povećanja suradnje i dijaloga između građana i uprave kao i smanjenja upravnih barijera te pojednostavnjenja upravnih postupanja. Nameće se pitanje kako u isto vrijeme sačuvati svoju autonomiju, a

Ana Đanić Čeko rođena je 27. veljače 1985. u Našicama gdje je završila osnovnu i srednju školu. Pravni fakultet Sveučilišta J. J. Strossmayera u Osijeku upisala je u srpnju 2003., a na istom je diplomirala u listopadu 2008. U suradničko zvanje asistentice na Katedri upravnih znanosti izabrana je prosincu 2008. na predmetu Upravno pravo (kasnije Katedra mijenja naziv u Katedra upravnog prava). Poslijediplomski sveučilišni doktorski studij iz pravnih znanosti (smjer: Javno pravo i javna uprava) na Pravnom fakultetu Sveučilišta u Zagrebu, završila je obranivši doktorsku disertaciju pod naslovom „Žalba u upravnom sporu u hrvatskom i poredbenom pravu“ 7. listopada 2016. 2012. završila je pedagoško-psihološku i didaktičko-metodičku izobrazbu na Učiteljskom fakultetu u Osijeku. Znanstveno se usavršavala u okviru ERASMUS programa mobilnosti za nastavno osoblje u akademskoj godini 2012./2013., na Fakultetu za javnu upravu u Ljubljani (Slovenija). U svojoj dosadašnjoj znanstvenoj djelatnosti, objavila je desetak znanstvenih i stručnih radova u domaćim i inozemnim znanstvenim časopisima i publikacijama iz područja upravnog prava i javne uprave. Sudjelovala je kao izlagač na nekoliko domaćih i međunarodnih znanstvenih konferencija. Članica je Instituta za javnu upravu (IJU), Hrvatskog instituta za lokalnu samoupravu (HILS), Francuske Alijanse u Osijeku te United Nations Public Administration Network (UNDP).



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*osigurati pravodobnu i dosljednu provedbu europskih upravnih proceduralnih pravila. Primjena navedenih pravila i standarda pretpostavlja dovoljno odgovornu, učinkovitu i stabilnu institucionalnu upravnu strukturu ako država želi uživati prednosti europske integracije.*

**Ključne riječi:** *europsko upravno procesno pravo, nacionalne javne uprave, europski upravni postupak, hrvatski upravni postupak*

**Abstract:** *The accession of the Republic of Croatia to the European Union has been based on transposition and the appropriate implementation of the *acquis communautaire*. On the way to “opening European doors” there are numerous challenges in meeting the requirements that have to be fulfilled in accordance with not only the European administrative procedural law, but with the new globalized administrative law as well. Therefore, the national administrations have to make a concerted effort in order to achieve set and the expected results to become part of the European integrated administration. This paper illustrates the procedural standards and the principles of the administrative proceedings in Croatia with regard to the constant changes and influences of the European law. The authors emphasize the need that the national administrations should keep its good national solutions and respect tradition with monitoring progress and good examples in practice of developed member states. Continued work and efforts are needed to improve its own administrative system in order to increase cooperation and dialogue between citizens and administration as well as the reduction of administrative burdens and simplification of administrative procedures. However, the question arises as to which extent should the national administrations keep its autonomy and at the same time ensure the fulfillment of the European administrative procedural rules. The application of these rules and standards assumed sufficiently accountable, efficient and stable institutional administrative structure if the state wants to enjoy the benefits of European integration.*

**Key words:** *European administrative procedural law, national public administrations, European administrative procedure, Croatian administrative procedure*

**Višnja Lachner** rođena je 4. studenog 1985. u Slavanskom Brodu. Osnovnu školu i Opću gimnaziju (Srednja škola „Isidor Kršnjavi“) završila je u Našicama, a Pravni fakultet Osijek upisala je 2004. godine. Tijekom fakultetskog obrazovanja bila je višestruko nagrađivana kao najbolja studentica (2005., 2006. i 2007.). Za vrijeme studija, dobitnica je i Rektorove nagrade za seminarski rad iz predmeta Obiteljsko pravo (2007.). Tijekom studija bila je i stipendistica Ministarstva znanosti, obrazovanja i sporta. Odlukom Fakultetskog vijeća Pravnog fakulteta Osijek bila je imenovana za članicu Stegovnog suda iz redova studenata (2007.). Diplomirala je 2008. godine. Nakon završetka studija, u prosincu 2008. godine zapošljava se kao asistentica na Pravnom fakultetu u Osijeku, na Katedri pravno-povijesnih znanosti, predmet Povijest hrvatskog prava i države. Poslijediplomski sveučilišni doktorski studij, smjer Javno pravo i javna uprava, na Pravnom fakultetu Sveučilišta u Zagrebu upisala je u listopadu 2009. Disertaciju pod naslovom „Pravni položaj i ustroj slobodnog i kraljevskog grada Osijeka od 1881. do 1934.“ obranila je na Pravnom fakultetu u Zagrebu 2015. godine (komentori: prof.dr. sc. Dalibora Čepule i prof. dr. sc. Ivana Koprića). Trenutno je zaposlena na radnom mjestu docentice na Katedri pravno-povijesnih znanosti Pravnog fakulteta Osijek. Govori engleski i njemački jezik. Bila je istraživač na više projekata, aktivni sudionik na više konferencija održanih u Republici Hrvatskoj i inozemstvu. Članica je Hrvatskog instituta za lokalnu samoupravu i udruge „Antique Fontis“.



## HOW TOURISM AFFECTED THE RELATIONS BETWEEN BALKAN COUNTRIES

Merve Sevinç Sakar<sup>609</sup>

**Abstract:** *International Relations between states which have at some prior point some serious problems or war between them is not easy to build. People have social and factual reasons to consider the other one as enemy or someone not easy to trust to. The literature regarding the psychology of humans would also be put in practice while considering the relations between states and people. In a very Freudian way, the little differences we form or highlight makes us different from them and allow us to form enemies. In a world where to travel between states or even cities were hard or where people could hardly get to know what happened at the next town allowed them to highlight those differences to build a community and form defences. But nowadays, where people can easily- and sometimes with very low prices- travel and see and more importantly get to know other places, peoples, cultures and traditions, it is very hard to see them as enemies. If the fear disappears, the tourists and the locals will have to consider their beliefs which will result in improved interstate relations. This article will use especially the tourism statistics of the Balkan Region to show how tourism may be a way to build bridges and improve foreign policy priorities of those states. The statistics will be dated after 1995 – the end of the last big upheaval, the Yugoslawien Conflict. The results show how after the people have begin travelling to other countries and get to know them, results also in different approaches concerning the foreign politics. The other outcome of the analysis show that intimes of crisis people won't travel much, especially not in the countries they consider hostile. The terms of psychology and Political Psychology blend together. To show this effect the most useful tool is tourism. Because it affects many actors at many levels. The travelers are being affected because they are learning to defy their fear, the locals are affected because they lower their defenses build on inconsistent differencies and the countries are affected because the scope of the inter-cultural and across the borders relations would pressure them changing their policies.*

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**Key words:** *Tourism, Fear, International Relations, Political Psychology*

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## AN APPLIED STUDY ON WOMEN'S POVERTY IN TURKEY IN THE CONTEXT OF THE CAPABILITY APPROACH<sup>610</sup>

Senem Kurt Topuz<sup>611</sup>

Hulya Erkanli<sup>612</sup>

**Abstract:** *The aim of this study is to present a detailed picture of the poverty conditions of women in Turkey in the context of the Capability Approach. In other words, it is to analyze their perception of how much women in Turkey can benefit from economic opportunities, political freedoms, and social opportunities and to what degree they can have protective security services and transparency assurance. In this context, the poverty conditions of women in Turkey was measured, within the framework of Amartya Sen's Capability Approach, by 5 basic instrumental freedoms that one needs to have to improve his/her capacity or abilities. According to the data obtained from the survey study conducted on 741 women in 7 cities across Turkey, it cannot be claimed that women in Turkey have an entirely negative perception on all instrumental freedoms. However, it is seen that there are differences in perceptions when the instrumental freedoms are compared to each other. In addition, there are differences in the participants' evaluations of instrumental freedoms when the participants are compared according to their demographic variables and the cities where they live in.*

**Key words:** *women poverty, capability approach, Amartya Sen, women in Turkey, instrumental freedoms*

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**Research Interests:** *Human Resources Management, Organizational Behavior, Women in Management*

<sup>610</sup> This study is compiled from the results of the Research Project no. 113K634 titled "The Issue of Women's Poverty and Women's Freedom in Turkey in the Context of Capability Approach" granted by TÜBİTAK (The Scientific And Technological Research Council Of Turkey).

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**Research Projects:**

- *Occupation: Researcher*  
*Project Title: Women Poverty and Freedom of Women in Turkey in the Context of Capability Approach (April 2014- Present)*  
*Project Supervisor: Assist.Prof.Dr.Senem Kurt Topuz*  
*Project Provider: TUBİTAK*
- *Occupation: Researcher (Scholar)*  
*Project Title: Labor and Technology (2008)*  
*Project Supervisor: Assoc. Prof. Dr. Gamze Yücesan Özdemir*  
*Project Provider: TUBİTAK*

## MEASURING THE MARKETABILITY DISCOUNT USING THE INTERVALLING EFFECT IN ESTIMATING BETAS OF STOCKS WITH DIVERGING LIQUIDITY

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Bernd M. Zunk<sup>614</sup>

**Abstract:** *When using trading data to value privately held enterprises (entire businesses, operating units of businesses or significant interests in businesses), according to the Levels of Value Model a Marketability Discount has to be deducted to take into account the differences in value between the minority interests of public enterprises and privately held enterprises caused by diverging liquidity.*

*To calculate the Marketability Discount different lines of either empirical or theoretical research have evolved, among them Benchmarking Studies (Restricted Stock Studies [e.g. Maher 1973, Trugman 2008, Lerch 2008] and Pre-IPO Studies [e.g. Emory-Studies, Hitchner-Studies]), Multiple Regression Models (e.g. Silber 1991, Hertz and Smith 1993, Bajaj and Ferris and Sarin 2001), Option Pricing Models (e.g. Chaffee 1993, Longstaff 1995, Finnerty 2002) and Computational Models (e.g. Mercer and Harms 1997, Tabak 2002, Stockdale 2006). This paper presents an alternative model not belonging directly to any of this lines of research based on either elements of a computational model and on empirical data.*

*The empirical part of the model is based on the intervalling effect in measuring betas with different liquidity, i.e. betas of stocks with low liquidity are distorted because of the time lag of the stock price reaction caused by infrequent trading. In the first step the degree of infection of the betas caused by the infrequent trading is calculated based on the multifactor model of Dimson (Dimson, 1979; Dimson and Marsh 1983) created to adjust the beta estimate due to this infrequent trading. The degree of infection subsequently indicates the difference between an OLS beta estimate (infected beta) and the Dimson beta estimate (uninfected beta). In a second step all beta estimates are converted into the corresponding unlevered beta estimates using the Modigliani and Miller conversion. In a third step the degree of infection of the unlevered betas of all stocks is regressed using a univariate linear regression model against the level of liquidity of these stocks measured by the trading volume. In doing this the stocks are grouped into 10 deciles according to their liquidity. As privately held businesses (entire*

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*businesses, operating units of businesses or significant interests in businesses) are not traded on a stock exchange and therefore their level of liquidity equals zero, their (virtual) degree of infection can be assessed in a fourth step at the zero point of the regression line. In the subsequent computational part of the model in the fifth step the degree of infection is added to the average of all infected unlevered beta estimates. In the sixth step the two equity risk premia (based on the CAPM equation) are calculated resulting from either the use of the uninfected unlevered beta estimate or the use of the infected unlevered beta estimate. Finally in the seventh step the Marketability Discount results from the difference of these two equity risk premia as a percentage deduction of the equity risk premium in terms of the uninfected beta estimate.*

*The stock prices used for the beta estimates are based upon all stocks traded on the Vienna Stock Exchange in the prime market, the mid market and the standard market continuous. The time period taken into consideration is January 1, 2014 as to December 31, 2015.*

**Key words:** *Marketability Discount, Discount for Lack of Marketability, Intervalling Effect, Computational Models, Infrequently Traded Stocks, Business Valuation, Valuation of privately held businesses*

**Bernd Markus Zunk, Ph.D.** is an Associate Professor and the Deputy Head of the Institute of Business Economics and Industrial Sociology at Graz University of Technology. As leader of the “Industrial Marketing, Purchasing and Supply Management Working Group”, his current research interests are in the field of “Attractiveness, Trust and Power in Organizational Relationships”, “Preference of Industrial Customers”, “Personality and Motivation of Purchasing Professionals” as well as “Lower Tier Supplier Risk Management”. Besides, he is author of five textbooks as well as papers in international journals.



## THE ANALYSIS OF INDUSTRIAL AND EXPORT OPPORTUNITIES OF MACEDONIAN ECONOMY

Darko Lazarov<sup>615</sup>  
Mitko Kocovski<sup>616</sup>  
Aleksandar Konotar<sup>617</sup>

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**Abstract:** *The new growth theory assumes that the production of goods results from the local convergence of a large number of nontradable inputs, or capabilities (Hidalgo and Hausmann, 2009), which are required by some industries but not others, and that are unlikely to be accumulated in the absence of the products that demand them. According to this theory, the process of long-run growth depends on the existence of a large number of individual economic activities that allow production of a diverse set of products and services. There is an increasing trend of empirical research that analyses the structure and dynamics of the product space concept (the network connecting products that tend to be co-exported by the same countries) in order to understand this theory. In that context, the main aim of this paper is to bring the product space and economic diversity to the question of economic growth in Republic of Macedonia by presenting an exercise in which we look at the position of the country in the product space with special focus on metals, electrical and machinery as important industries where country has comparative advantage and export opportunities. For illustration, the data show that the export value of these industries for 2015 is 1.748 million US dollars which is about 25% of the total country's export value. The empirical analysis of export structure and industrial opportunities is based on the BACI dataset at the HS-6 level which consists of 5,109 different products. The estimated results show that Macedonian export basket is highly concentrated (the top ten products have nearly half of the total country's export and more than 70 percent of the export goes to several EU countries) indicating that export structure is not diversified, making the economy very sensitive to external shocks. More importantly, the results of export performance analysis for metal industry, electrical sector and machinery show that these industries indicate that Macedonia in metal industry, electrical sector and machinery is exporting with comparative advantage ( $RCA > 1$ ) out of 65 products 1225 products that are producing in these sectors at 6-digit classification. Additionally, the results show that the average RCA of these three sectors is 1.43 indicating that these industries have comparative advantage and export opportunities. Moreover, the empirical estimation shows that average level of sophistication of the products that Republic of Macedonia is exporting with comparative advantage measured by PRODY index is 22,440 US dollars, while the average sophistication level of the top 65 products in these sectors is 53,608 US dollars. The general conclusion of the research is that the country has not very diversified export structure in the analysed industries and the sophistication level of the products that the country is exporting with comparative advantage is relatively low compared. However, the country has comparative advantage in these industries and the policymakers should create an active industrial policy to support the structural diversification of these sectors.*

**Key words:** *Industrial opportunities, product space, Republic of Macedonia.*

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## FISKALNA POLITIKA BOSNE I HERCEGOVINE U USLOVIMA EVROPSKIH INTEGRACIJA

### FISCAL POLICY IN BOSNIA AND HERZEGOVINA IN TERMS OF EUROPEAN INTEGRATION

Tatjana Klincov Vujaković<sup>618</sup>  
Sanja Jakovljević<sup>619</sup>

**Sadržaj:** U radu je definisan smijer i cilj ekonomske politike sa naglaskom na nastavak sprovođenja fiskalne konsolidacije, koja neće narušiti osnove ekonomskog oporavka. Utvrđeni su strateški ciljevi koji upućuju na makroekonomsku stabilnost, konkurentnost, održiv razvoj, zapošljavanje, socijalnu uključenost, te EU integracije. Prioriteti u oblasti poreske politike i javnih prihoda trebali bi biti orijentisani na nastavak aktivnosti predlaganja zakonskih rješenja radi osiguranja ambijenta za privredni rast društva, stabilnih i predvidivih uslova poslovanja i jačanja prihodovne strane budžeta svih nivoa vlasti uz poboljšanje naplate javnih prihoda kao osnovnog agregata za planiranje razvojnih, socijalnih i drugih društvenih potreba i obaveza. U radu smo testirali hipotezu: da li se može proširiti poreska osnovica na način da se uvedu nove vrste oporezivih prihoda, te da se prenese poreski teret na bogatiji sloj.

#### **Tatjana Klincov Vujaković, MA**

Na Univerzitetu za poslovne studije u Banja Luci obavlja poslove direktora menadžera i asistenta za užu naučnu oblast Fiskalna ekonomija. Od 2015. godine obavlja funkciju sekretara časopisa Poslovne studije Univerziteta za poslovne studije. 2015. godine upisala studije III ciklusa na Univerzitetu za poslovne studije, Fakultet za poslovne i finansijske studije, Studijski program: Ekonomija i finansije, Studijska grupa: Makroekonomija i razvoj. Kao koautor objavila dva udžbenika: "Poreska i budžetska politika Evropske unije" i "Poreski menadžment i poreski konsalting". Objavila nekoliko radova za časopise međunarodnog značaja i učesnik je na nekoliko međunarodnih naučnih konferencija. Govori engleski i njemački jezik

**Ključne reči:** fiskalna politika, poreska politika, javni prihodi, integracije.

**Abstract:** The paper defines the direction and goal of economic policy with an emphasis on the continuation of fiscal consolidation which will not damage the base of the economic recovery. The strategic goals are established and they point to macroeconomic stability, competitiveness, sustainable development, employment, social inclusion and EU integration. The priorities in the field of taxation and public revenues should be oriented towards the continuation of proposals for legislative solutions. These should ensure the environment for economic growth of society, stable and predictable business conditions, strengthening of the budget revenue at all levels of government while improving the collection of public revenues as the basic unit for development, welfare and other social needs and obligations. In this paper we tested the following hypothesis: can the tax base be expanded so as to introduce a new type of taxable income and to transfer the tax burden onto the richer layer.

**Key words:** fiscal policy, tax policy, public revenues, integration.

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*Zaposlena u mješovitom holdingu „ERS“ - MP a.d. Trebinje, ZP „Elektrodistribucija“ a.d., Pale, na poziciji Višeg stručnog saradnika u sektoru za naplatu i prodaju električne energije. Na Univerzitetu za poslovne studije u Banja Luci zaposlena kao asistent, gdje ima izbor u zvanje Višeg asistenta (mikroekonomija, makroekonomija), uža naučna oblast Teorijska ekonomija i Fiskalna ekonomija. 2015. godine upisala studije III ciklusa na Univerzitetu za poslovne studije, Fakultet za poslovne i finansijske studije, Studijski program: Ekonomija i finansije, Studijska grupa: Makroekonomija i razvoj. U zemlji i inostranstvu objavila više naučnih radova za časopise međunarodnog značaja i učesnik je na nekoliko međunarodnih naučnih konferencija. Član je Udruženja ekonomista Republike Srpske SWOT i Centra za unapređenje koroprativnog upravljanja BiH. Govori engleski i njemački jezik.*

# INOVACIJA U BANKARSTVU- KLJUČNA PRETPOSTAVKA NA GLOBALIZOVANOM TRŽIŠTU

## INNOVATION IN BANKING- KEY REQUIREMENT ON THE GLOBAL MARKET

Vera Zelenović<sup>620</sup>

Dragan Lukač<sup>621</sup>

**Sadržaj:** *Pre finansijske krize, inovacije u bankama i mnogim drugim finansijskim institucijama su bile sporadične. Očekivalo se da se to promeni kao implikacija krize i recesije, ali, usledilo je iznenađenje, inovacije unutar banaka su zapravo smanjene. Za razliku od mnogih drugih industrija, kaos krize nije doveo do obnavljanja interesovanja za inovacije. Nema novih ideja nastalih unutar banaka.*

*Nedostatak inovacija u bankama u velikoj meri se može objasniti arhaičnim propisima koji muče bankarski sektor. Bezbroj pravila čine barijere za nove proizvode i usluge i time opterećuju potencijalne inovatore. Iako ovo može zvučati kao veoma negativna ocena bankarskog sektora, to zapravo znači da ima mnogo mogućnosti za potencijalne inovacije. Postoji veliki broj aspekata bankarskog sektora koji su zreli za unapređenje. Pitanje koje tangira bankarsku industriju danas nije da li će se banke transformisati, već kako će se transformisati? Novi konkurenti, nove tehnologije i nova potrošačka očekivanja su se odrazili na bankarsku industriju brže i u značajnoj meri nego ikada pre. Predmet istraživanja u radu su tri ključne oblasti u kojima banke zaostaju, kada su u pitanju inovacije: organizaciona struktura i funkcije koje podržavaju inovacije, poslovno okruženje koje omogućava i podstiče inovacije kao i procesi koji omogućavaju da se ideje pretoče u inovaciju. Širenje konkurencije i povećanje očekivanja potrošača za proširenjem portfolia digitalnih bankarskih usluga, kao i pojava novih poslovnih modela u bankarstvu, čine ulaganje u inovacije i tehnologije neophodnim. Kako je inovacija u bankarstvu isprepletana sa digitalizacijom, obe zahtevaju promene u kulturi i operativnim sistemima. Ulaganje u inovacije vezano za kanale distribucije u bankarstvu, nastavlja da bude najvažniji fokus za bankarsku industriju, sa ciljem da se smanje troškovi, poboljša angažovanost i da se samo bankarstvo učini jednostavnijim. U radu je korišćena metoda analize sadržaja relevantnih izvora. Rezultati istraživanja treba da ukažu u kom pravcu je potrebno dalje raditi sa ciljem unapređenja bankarskog poslovanja.*

### Vera Zelenović

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- *Uža naučna oblast bankarstvo*
- *Prethodno decenijsko iskustvo u oblasti bankarstva.*

**Ključne reči:** *banka, inovacija, digitalizacija, razvoj*

**Abstract:** *Before the financial crisis, innovation in banks and many other financial institutions have been sporadic. It was expected to change as the implications of the crisis and the recession, but that was followed by a surprise, innovation within banks have actually been reduced. Unlike many other industries, the chaos of the crisis has not led to renewed interest in innovation. No new ideas were arising within banks. Lack of innovation in banks can largely*

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*be explained by archaic regulations of the banking sector. Countless regulations constitute barriers for new products and services and thus burdening potential innovators. While this may sound like a negative assessment of the banking sector, this actually means that there are many potential opportunities for innovation. There are many aspects of the banking sector that are ripe for improvement. The question that touches the banking industry today is not whether to transform the bank, but how to be transformed? New competitors, new technologies and new consumer expectations have affected the banking industry more quickly and significantly than ever before. The object of the research presented in this paper are three key areas where banks are lagging behind when it comes to innovation: organizational structure and functions that support innovation, business environment that allows and encourages innovation and processes that allow ideas to turn into innovation. The expansion of competition and increasing consumer expectations for expanding portfolio of digital banking services, as well as the emergence of new business models in banking, make the investment in innovation and technology necessary. Because innovation in banking is intertwined with digitalization, both require a change in culture and operating systems. Investing in innovation related to distribution channels in banking, continues to be the most important focus for the banking industry, with the aim to reduce costs, improve engagement and to make banking easier. The paper used the method of content analysis of relevant sources. The research results should indicate in which direction it is necessary to continue to work with the aim of improving the banking business.*

**Dragan Lukač**

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- *Direktor Regionalne privredne komore Južnobačkog upravnog okruga*

**Key words:** *bank, innovation, digitization, development*

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## IDENTIFICATION OF DETERMINANTS OF CRITICAL LOWER-TIER SUPPLIERS IN INDUSTRIAL SUPPLY NETWORK STRUCTURES

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**Abstract:** *Volatile markets, complex and fast changing technologies as well as the various expectations of customers force suppliers, manufacturers and distributors to collaborate efficiently and effectively in a global scale. Therefore, supply chains become more and more complex, have dynamic structures and consist of a fast growing number of supply alternatives for buying firms. Subsequently, “linear” supply chains on industrial markets have increasingly transformed into complex supply network structures. These structures incorporate high risk for buying firms and cause problems regarding transparency for buying firms especially when it comes to the aspect of traceability of goods and services coming from so-called lower-tier suppliers. In a global economy in-depth knowledge about critical suppliers is highly important*

*for buying firms as lower-tier supply networks are occupying critical positions in the value chain of buying firms. This paper aims at the identification of determinants which are granting a lower-tier supplier the status “critical” in supply networks. Based on the Nexus Supplier Theory and a literature review, a definition for “critical lower-tier suppliers” as well as a research model incorporating the hypotheses of the Nexus Supplier Theory is presented. An empirical validation of the research model makes it possible to carve out the influence factors of critical lower-tier suppliers on the operational performance of a focal buying firm. The findings of this study enable purchasing managers to understand the determinants of critical lower-tier suppliers and their influence on the performance drivers of their business relationships in lower-tier supplier networks.*

**Keywords:** *Lower-tier supplier, supply network, Nexus Supplier Theory*

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## ANALIZA KONKURENTNOSTI REPUBLIKE HRVATSKE U EUROPSKOM I GLOBALNOM LOGISTIČKOM PROSTORU

### ANALYSIS OF COMPETITIVENESS OF THE REPUBLIC OF CROATIAN IN THE EUROPEAN AND GLOBAL LOGISTICS SPACE

Zdravko Zekić<sup>625</sup>  
Luka Samaržija<sup>626</sup>  
Justin Pupavac<sup>627</sup>

**Sažetak:** *Logistički sustavi prostorno-vremenske transformacije dobara, energije, informacija i znanja kroz kvalitativne transformacijske (proizvodne) procese dodavanja vrijednosti za korisnike postaju presudan čimbenik razvoja konkurentnosti suvremenih gospodarstava. U radu se analizira konkurentnost Republike Hrvatske u europskom i globalnom logističkom prostoru. Analiza se temelji na izvješću Svjetske banke pod nazivom: Trade Logistics in the Global Economy – The Logistics Performance Index and its Indicator. Prezentirani rezultati obrađeni metodama analize i sinteze te metodama dekskriptivne statistike ukazuju na logističku neučinkovitost i nekonkurentnost Hrvatske, kao posljedice nerazumijevanja suvremenih logističkih koncepcija poslovnog upravljanja integracijskim procesima. Rezultati istraživanja koji ukazuju na neophodnost unaprjeđenja logističkih performanci Republike Hrvatske kao pretpostavke razvoja konkurentnosti ukupnog gospodarstva u europskom i globalnom logističkom prostoru mogu biti od pomoći kreatorima logističkog i ukupnog gospodarskog razvoja, te logističkim menadžerima na makro i mikrorazinama upravljanja.*

Prof.dr.sc. Zdravko Zekić pod mentorstvom prof.dr.sc. Ratka Zelenike, 2000. godine brani doktorsku disertaciju s naslovom: „Upravljanje logistikom u funkciji dinamičke optimalizacije poslovanja suvremenog poduzeća“, čime stječe zvanje doktora iz područja društvenih znanosti, polja ekonomije. Počevši od 2005./2006. akademske godine na Ekonomskom fakultetu Sveučilišta u Rijeci samostalni je nositelj kolegija Menadžment na preddiplomskom studiju, Logistički menadžment i Projektni menadžment na diplomskom studiju, Poduzetnički menadžment na postdiplomskim studijima, te sunositelj kolegija Odabrane teme iz Poslovne ekonomije na doktorskom studiju. Voditelj je projekta: Razvoj menadžmenta u funkciji integracije hrvatskog gospodarstva u EU, šifra projekta 081-0811403-1413, Ministarstva znanosti, obrazovanja i športa Republike Hrvatske, 2007.- 2013. Od 2007. – 2010. godine obnaša dužnost prodekana za suradnju s gospodarstvom Ekonomskog fakulteta Sveučilišta u Rijeci.



**Ključne riječi:** konkurentnost, logistika, logistički sustav, indeks logističke učinkovitosti.

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**Luka Samaržija** rođen je 20. rujna 1982. godine u Rijeci. Ubrzo nakon završenog dodiplomskog studija (smjer međunarodna ekonomija) na Ekonomskom fakultetu u Rijeci 2006. godine, zapošljava se u poduzeću Liccoss d.o.o. gdje radi kao voditelj servisnog odjela. U periodu 2006-2009. pohađa specijalistički poslijediplomski studij „Poslovanje s EU“ kojeg uspješno završava obranom magistarskog rada „Klasterizacija u funkciji prodora drvne industrije Republike Hrvatske na tržište Europske Unije“. U siječnju 2010. godine zapošljava se na Ekonomskom fakultetu u Rijeci te radi kao asistent na kolegijima Poslovno pregovaranje, Međunarodno pregovaranje, Međunarodne financije, Razvoj ekonomske teorije, Međunarodno poslovanje, Menadžment, Projektni menadžment i Logistički menadžment. U travnju 2010. godine upisuje doktorski studij Ekonomskog fakulteta Sveučilišta u Rijeci, a 16. prosinca 2014. godine uspješno brani doktorsku disertaciju s naslovom „Optimizacija drvnih klastera primjenom koncepta menadžmenta opskrbnog lanca“ pod mentorstvom prof. dr. sc. Zdravka Zekića. Pristupnik time stječe akademski naziv doktora društvenih znanosti iz polja ekonomije, grane organizacije i menadžmenta. Uži istraživački interes poslijedoktoranda veže se uz holistički pristup menadžmentu, strateške saveze, menadžment opskrbnog lanca, te primjenu i razvijanje modela optimizacije poslovanja klastera, i drugih složenih poslovnih sustava. U okviru znanstvenog rada, samostalno i u koautorstvu objavljuje radove u časopisima i sudjeluje na znanstvenim konferencijama s međunarodnom recenzijom. Do trenutka pisanja ovog Izvještaja pristupnik je objavio 11 znanstvenih radova. Aktivno se služi engleskim jezikom, a u znanstveno-istraživačkom radu koristi statističke programe, SPSS, Statisticu 11.0 i MedCalc.



**Justin Pupavac**, mag.oec., rođen je 1992. godine u Rijeci gdje je završio osnovno i srednjoškolsko obrazovanje. Završio je ekonomski fakultet u Rijeci. U okviru International Summer Schools 2015. godine u Beču odslušao i položio kolegij International Economy and Sustainable Development. Autor je ili koautor nekoliko znanstvenih članaka. Polaznik doktorskog studija „Menadžment održivog razvoja“ na Fakultetu za menadžment u turizmu i ugostiteljstvu u Opatiji.



## ENVIRONMENTAL COST IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

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Sonja Cindori<sup>629</sup>

**Abstract:** *This article deals with the problem of the importance of taking into account the "full cost of the environment" and its consequences and implementation of the "environmental cost". How to make modern, free markets work for the environment and how to persuade those liberal markets which have for the only goal their profit, to fulfill the next goal, the sustainable development? How to implement in the legal system the principle of "polluter pays" which is obligatory for expressing the full cost of a product? What are the legal instruments (regulations and controls), self-regulation and economic instruments which can achieve socio-political and environmental objective of sustainable development?*

*Reader will find an insight into the degree of implementation of the polluter-pays principle in EU acquis, and in Croatian legislation, as part of the European legal system. Also, while reading this paper the reader will be informed about the necessity of introducing the principle of polluter pays, tools for its implementation, and the possible consequences of not introducing the same.*

*Methods used in the preparation of this paper are the following: historical method, deductive method and the method of generalization.*

*The paper gives conclusions based on past experiences and links it with the principles of justice and equality. The goal is to give the theoretical and practical instructions for implementing the ecological cost of the product in its full price and, by doing so, fulfilling the goal of sustainable development.*

**Key words:** *enviornment, costs, sustainable development,*

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## POTROŠNJA LOKALNE HRANE – RAZLIKE IZMEĐU TURISTA IZ BIVŠE REPUBLIKE JUGOSLAVIJE: STUDIJA BEOGRAD I NOVI SAD

Nikola Vuksanović<sup>630</sup>

Dragan Tešanović<sup>631</sup>

Milijanko Portić<sup>632</sup>

**Apstrakt:** Cilj studije je ispitivanje razlika u potrošnji lokalne hrane između turista bivših jugoslovenskih republika sa uvažavanjem gradskih centara u kojima su boravili, Beograd i Novi Sad u Republici Srbiji. Polazna hipoteza je glasila: **H1** - Postoje statistički značajne razlike u potrošnji lokalne hrane između turista bivših jugoslovenskih republika i **H2** - Postoje statistički značajne razlike u potrošnji lokalne hrane između gradova Beograda i Novog Sada. Istraživanje je sprovedeno na uzorku od 674 ispitanika. Razlike su ispitane dvofaktorskom analizom varijanse. Dobijeni rezultati pokazuju da postoje značajne razlike između Crne Gore i

Makedonije, Crne Gore i Hrvatske, kao i Crne Gore i Slovenije. Ispitanici iz Crne Gore u nešto izraženijem stepenu pozitivno procenjuju lokalnu hranu u odnosu na ispitanika iz Makedonije, Hrvatske i Slovenije. Istovremeno, nalazi ukazuju da postoje značajne razlike u potrošnji lokalne hrane između gradova Beograda i Novog Sada.

Rezultati su pokazali da turisti koji su posetili Novi Sad u nešto izraženijem stepenu pozitivno procenjuju lokalnu hranu u odnosu na turiste koji su posetili Beograd. Osim toga, dobri primeri prakse iz Novog Sada koji utiču na potrošnju lokalne hrane kod turista se mogu uključiti i integrisati u ponudu Beograda. Dobijeni podaci mogu poslužiti kao polazna tačka za ulazak u partnerstvo između različitih tržišnih subjekata odnosno strategiju razvoja lokalne hrane u Beogradu i Novom Sadu. Na primer, saradnja turističkih organizacija i drugih sektora kako

na lokalnom tako i na regionalnom nivou mogu preuzeti odgovornost nadzora nad radom kompanija koje se bave hranom u destinaciji. Mogu biti osnovani posebni ograni u cilju regulisanja i praćenja rada tih kompanija, otkrivanja neprimerenog ponašanja preduzeća, objavljivanja informacija vezanih za lokalnu hranu i bavljenja pritužbama turista. Praćenje

**Nikola Vuksanović** je student doktorskih studija na Univerzitetu u Novom Sadu, Prirodno-matematički fakultet, Departman za geografiju, turizam i hotelijerstvo. Trenutno radi na doktorskoj disertaciji pod naslovom *Gastronomska dimenzija kvaliteta turističkog proizvoda i njen uticaj na stavove posetilaca gradskih centara Srbije*. Trenutno zaposlen na Visokoj školi strukovnih studija, u Sremskim Karlovcima.



**Dr Dragan Tešanović** je redovni profesor na Univerzitetu u Novom Sadu, Prirodno-matematički fakultet, a trenutno je šef na Katedri za gastronomiju na Departmanu za geografiju, turizam i hotelijerstvo, PMF, UNS. Uža oblast istraživanja obuhvata: gastronomiju, tehnologiju hrane, menadžment hrane i pića, gastroenologija i bezbednosti hrane u ugostiteljstvu.



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*smanjuje nezadovoljstvo i poboljšava pozitivnu evaluaciju lokalne hrane. Istovremeno, ovo takođe može poboljšati ukupno zadovoljstvo turista odabranim destinacijama.*

*Ova studija je jedna od prvih istraživanja koja je ispitivala potrošnju lokalne hrane u Republici Srbiji između turista bivših jugoslovenskih republika. Rezultati dobijeni u istraživanju mogu biti korisni lokalnom sektoru koji u nadležnosti ima stručnjake za marketing, proizvođače hrane, turističke*

*organizacije i ugostiteljske objekte na turističkoj destinaciji. Osim toga, ovo istraživanje omogućava privrednom i vladinom sektoru da bolje razumeju značaj lokalne hrane, kao deo destinacije, te kako da poboljšaju prihvatljivost kod turista.*

**Ključne reči:** *lokalna hrana, turisti, bivše republike Jugoslavije, Republika Srbija*

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## FROM GLOBALIZATION TO DEGLOBALIZATION? HISTORICAL AND LEGAL THEORETICAL ASPECTS

Mariya Zheleva<sup>633</sup>

**Abstract:** *The author's point of view in the paper is that in this moment there exists a tendency to transition from globalization to deglobalization. Deglobalization, like globalization, is a natural process, governed by certain laws. There exist historical and legal theoretical arguments in confirmation of this assertion. All of them are related with international system's quality to keep its homeostasis.*

**Key words:** *globalisation, deglobalisation*

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- Assist. Prof. - from 1995 to 2010
- Additional training within the framework of Erasmus programme in Universite D'Artois – France (Sep 2003 – Feb 2004)
- Ph.D. since 22 Feb 2005 / thesis in the field of French - Bulgarian diplomatic relationships between the two world wars./
- Assoc. Prof. at TU-Varna (Department of Social and Legal Sciences) - from 2010 to now
- Assoc. Prof. at University of Ruse (Department of Law) – from 2010 to now



**Lectures in:**

- Theory of State and Law – at TU-Varna;
- European Social Legislation – at TU-Varna;
- Refugees Law- at TU-Varna;
- Legislation (Bulgarian) in the Social Sphere - at TU-Varna;
- Origins and development of modern society” - at TU-Varna
- Maritime Law- at TU-Varna, Department of Navigation
- History of Bulgarian State and Law – at University of Ruse, Department of Law;
- International Relations - at University of Ruse, Department of Law;
- Institutional Law of European Union - at University of Ruse, Department of Law;

**Key publications:**

- State Power and Public Interest. Varna, 2009- monograph
- French-Bulgarian Diplomatic Relationships 1919-1925. Varna, 2005 – monograph
- Civil Society and State in the Works of Jean-Jacques Rousseau – In: Sibiu Alma Mater University Journals, Series B. Volume 2, no.1/2009 (Law and Administrative Sciences). p. 1-5.
- Separation of Powers during Times of Conflict – In: Sibiu Alma Mater University Journals, Series B. Volume 2, no.2/2009 (Law and Administrative Sciences).
- Lawful deviations of the principle of Separation of Powers. – In: Journal of Legal Theory, September 2009/3.

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## PRAVO NA RAZVOJ I OČUVANJE OKOLIŠA

Amina Nikolajev<sup>634</sup>

**Sažetak:** *Različiti koncepti ekonomskog razvoja ističu i različite vrijednosne premise o poželjnim ciljevima onoga što je Mahatma Gandhi nazvao „ostvarenjem ljudskog potencijala“. Usljed težnje za ostvarenjem što većeg nivoa ekonomskog razvoja i životnog standarda, pritisak na okoliš postaje sve intenzivniji pa se s razlogom izražava zabrinutost u pogledu posljedica koje različite ekonomske aktivnosti izazivaju po okoliš. Stoga bi u mjerenju dostignutog stupnja razvoja trebalo, pored ustaljenih kriterija poput nacionalnog dohotka, bruto društvenog proizvoda, krajnje granice siromaštva, smrtnosti novorođenih, stope nezaposlenosti, nivoa obrazovanja i sl. koristiti i neke druge kriterije kao što je stanje okoliša. S obzirom da razvojni modeli nisu jednoobrazni i primjenjivi za sve zemlje podjednako, shvatanje razvojnog puta dobija novi smisao. U tom kontekstu Pravo na razvoj, kao dio koncepta ljudskih prava, u središte razvojnog procesa postavlja čovjeka kao glavnog sudionika i korisnika razvoja. Pri tome, Pravo na razvoj ima za cilj ne samo zadovoljenje osnovnih potreba ljudi, nego i ostvarenje drugih prava. Uvažavajući konkretne prilike i potrebe ljudi, razvojne politike trebaju biti usmjerene na povećanje mogućnosti izbora pojedinaca u poboljšanju blagostanja i ostvarenja onoga što smatraju vrijednostima. U tom smislu, očuvanje okoliša i pravo na zdravu okolinu izrasta iz zajedničke potrebe svih ljudi da se zaštite od negativnih posljedica narušene ekološke ravnoteže. Tako postavljen koncept treba voditi prosperitetu cjelokupne društvene zajednice, što podrazumijeva i obavezu očuvanja čiste i zdrave okoline za što su svi pojedinačno i kolektivno odgovorni.*

*Amina Nikolajev* rođena je 26.05.1974. godine u Sarajevu. Diplomirala je na Pravnom fakultetu Univerziteta u Sarajevu. Odbranom magistarske teze pod nazivom *Humani razvoj i njego*va perspektiva u Bosni i Hercegovini na Ekonomskom fakultetu Univerziteta u Sarajevu 2009. godine stekla je zvanje magistra ekonomskih nauka. Doktorsku disertaciju pod nazivom *Međuuvjetovanost ekonomije i pravne regulacije u konceptu ekonomske analize prava* odbranila je 2015. godine na Pravnom fakultetu u Sarajevu stekavši zvanje doktora pravnih nauka. Od 2003. godine zaposlena je na Pravnom fakultetu Univerziteta u Sarajevu gdje u zvanju docenta predaje na obaveznim i izbornim predmetima *Pravno-ekonomske naučne oblasti studijskih programa Pravnog fakulteta u Sarajevu*. Iz naučnih oblasti kojima se bavi objavila više naučnih radova, a ima i objavljenu knjigu (u koautorstvu sa prof. dr. Jasmina Osmanković) pod naslovom „*Humani razvoj*“, Ekonomski fakultet Sarajevo, Sarajevo 2010.



**Ključne riječi:** *okoliš, očuvanje okoliša, ekonomski razvoj*

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## THE PRICE OF JUSTICE THROUGH THE PRISM OF LAWYERS' COSTS

**Biljana Gjozinska**<sup>635</sup>  
**Elizabeta Spiroska**<sup>636</sup>

**Abstract:** *The modern state guarantees the right of legal protection through its Constitution, laws and other rights and regulations. One of the elementary mechanisms for protection of rights and legally constituted interests of citizens is the lawyer-based protection before the courts of law.*

*This paper analyzes the relation between citizens' guaranteed right of legal protection and their legally constituted interests before the court of law on the one side, and the amount of lawyers' costs/expenses on the other side. States legally hold the position that court access in the protection of basic rights and freedoms should not be limited to anyone due to lack of finance. However, it is questionable whether such protection is available to citizens in effect, having in mind lawyers' costs and average citizens' salary in a given state, or this form of protection is a privilege limited only to citizens who can afford it financially.*

*This paper aims to analyze the connection of the right to accomplishing justice with a portion of the costs related to the process, specifically lawyers' costs, through relating such costs to the average salary/income of citizens in a state.*

*The paper comprises of an introduction, two chapters and a conclusion. The introduction briefly describes the structure of lawyer costs and basic characteristics of the right to protection before courts of law. The first part/chapter of the paper will analyze the relation of lawyers' costs and average salary*

*in the Republic of Slovenia and the Republic of Serbia. These two countries are the subject of analysis because of the following: primarily, their shared history with the Republic of Macedonia within former Yugoslavia; then, the Republic of Slovenia as a country which has become the first ex-Yugoslavian EU member-state, in that sense expecting her politics and*

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**Elizabeta Spiroska** is lecturer in law at MIT University, Skopje - Faculty of Law and mediator. She holds a **Ph.D. degree in law from the Ss. Cyril and Methodius University, Skopje - Law Faculty "Iustinianus Primus"**, in the area of Civil procedural law. Ms. Spiroska is Vice-president of the Ethical Council of The Chamber of Mediators of the Republic of Macedonia and a mediator of the Institute for Sociological, Political and Juridical Research, Support Center for Facilitating Interethnic Disputes (CFID). Ms. Spiroska is an external longtime associate trainer for the National Examinations Centre of the Republic of Macedonia, for the directors of primary and secondary Schools in the Republic of Macedonia (module Legislation). Her work experience includes five years working as an attorney at law.



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*strategies to be similar to those of the European Union, towards which Macedonia aspires as well; and also a comparison made with the Republic of Serbia given its similarities in the political and economic establishments with the Republic of Macedonia. The second chapter/part of the paper analyses the correlation between average citizens' salary and lawyers' costs in the Republic of Macedonia.*

*The conclusion includes assessments of the analyzed questions and recommendations for the further treatment of the lawyers' costs in the Republic of Macedonia. Results in this paper are generated by analyzing official legal documents and political acts and using literature and studies connected with the issue.*

**Key words:** *lawyers' costs, justice, average salary*

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## INTELLECTUAL PROPERTY LAW AND PROFITABLE “FAN-LABOR” PRODUCTS

Vivian Mohr<sup>637</sup>

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**Abstract:** *Millennials (children born in 80s and 90s) are the first generation that grew up using Internet – according to the International Telecommunication Union, 51% of population in the developed world identified themselves as Internet users by 2005. As new media accelerated the transmission of ideas, meanings and values around the world, resulting in extended and intensified social relations, scholars started to talk about new phenomena – cultural globalization (James, 2006).*

*We (Millennials) did not only read the same books and watch the same movies and TV series; we had means to discuss them with fellow enthusiasts on the other side of the world. Without waiting on the publishing of a new fan-produced magazine or travelling to a convention, it became easier and cheaper to belong to a fan community. On the fan-run websites and blogs were posted countless of opinions, criticisms, comments and – legally more problematic – fan fiction.*

*Fan fiction is commonly defined as fiction written by a fan of a particular book, movie or TV series, featuring characters or settings of that original work. It is not the only form of creative expression by fans – there are also fan art, music, cosplay, etc. – but it is probably the most widespread. As the original work, on which fan fiction is based, is considered as intellectual property there has already been many discussions about legality of fan fiction. Eventually, it was decided that all forms of “fan labor” are generally legal, as long as they are not profitable and contain an intellectual property disclaimer.*

*However, in the last years we could notice many fan-made products, based on the original work, which were profitable and still not infringing the intellectual property law. While the majority of these products generated only a modest profit (they were mainly fan-written songs about fictional worlds sold on iTunes, i.e. Wrock songs by The Parselmouths or Swish and Flick), the publication of Fifty Shades of Grey changed that trend – this was the first know fan fiction story, which was sold in more copies than the original novel it was based on.*

*In this article, I would like to research the relationship between profitable “fan-labor” products and intellectual property law. As a bigger part of popular fiction and, consequentially, fan fiction is written in English, the comparison of intellectual property law will be focus on American, British and International law.*

**Key words:** *intellectual property, law, fan labor products, millennials*

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## BUSINESS ENVIRONMENT AND DYNAMICS OF CONSTRUCTION SECTOR IN BULGARIA

Venelin Boshnakov<sup>638</sup>

**Abstract:** *Studies of various dimensions of the business environment in Bulgaria have been conducted frequently by both domestic and international researchers during the past 25 years of social transformations and market transition. The interest in this interdisciplinary area of research is constantly high due to the importance of the environmental conditions that should facilitate successful economic reforms. The turbulent social and economic transformations in Bulgaria during the last 20 years have been induced by major events as the bank system collapse and inflation crisis of 1996-1997, the introduction of Currency Board in 1998, EU accession period (up to 2006) and all structural shifts incurred due to the opening of Bulgarian economy to the EC common market regime and regulations. The global economic crisis of 2008-2009 additionally generated drastical economic downturn and a following period of stagnation and disruptive resurrection. In these conditions, the Bulgarian economy strived to revive in the harsh post-crisis years.*

*The paper suggests selected empirical results from a correlation analysis of the dynamics of construction sector output and business environment factors in Bulgaria for the period 2010-2015. Covariation patterns are evaluated between the monthly growth of construction output and several indicators of the business environment. New insights about possible effects of environmental variables are suggested concerning the construction sector dynamics during this period.*

**Key words:** *Business environment, construction sector, Bulgaria.*

**Venelin Boshnakov** has graduated as MA in Economics in 1994 at the University of National and World Economy /UNWE/, Sofia, Bulgaria. After working shortly as Economic Statistics Expert at the Ministry of Economic Development (1995-1996) he joined the postgraduate program at the Department of Applied Statistics and Econometrics at UNWE in 1997 where he obtained a PhD degree in Economics in 2005. V.Boshnakov is a full-time lecturer at the same department – assistant professor (since 1998) and associate professor (since 2010). During the last 20 years he has participated in various research and education projects publishing over 60 publications focused on topics significant for the market transformation of Bulgarian economy, e.g. foreign direct investments; international labour migration; households income distribution, inequality, redistribution; business environment factors.



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## ULOGA GLOBALIZACIJE U FORMIRANJU SAVREMENIH ORGANIZACIONIH STRUKTURA

### THE ROLE OF GLOBALIZATION IN CREATING CONTEMPORARY ORGANIZATIONAL STRUCTURE

Peter Harmath<sup>639</sup>

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Marko Aleksić<sup>641</sup>

**Apstrakt:** Kreiranje adekvatne organizacione strukture predstavlja jedan od neophodnih uslova za opstanak preduzeća. Pod adekvatnošću strukture podrazumeva se da je kreirana tako da je uspostavljen funkcionalan i efikasan sklad elementa organizacije; da se efektivno brani od entropije; da je kadrovska struktura racionalno postavljena i sa aspekta kvaliteta i kvaniteta i ono što je najbitnije da je fleksibilna na potrebe okruženja. Poslovno okruženje savremenih organizacija postaje sve složenije što ima za posledicu i rast kompleksnosti organizacije, a to sve predstavlja izazov za kreiranje organizacionih struktura koje će preduzećima koja posluju u dinamičnom okruženju omogućiti opstanak i razvoj prilagođavanjem sve intenzivnijim promanama. Promene su neminovnost, one se stalno dešavaju, a s obzirom na to da ne postoji jedno dugoročno rešenje, organizacije moraju prilagođavati svoje strukture modifikacijom ključnih obeležja kao što su departmetalizacija, centralizacija, raspon kontrole, formalizacija i sl. Trend koji ima najveći uticaj na poslovanje savremenih organizacija je globalizacija. Pod uticajem globalizacije povećava se intenzitet promena u okruženju, raste konkurencija, klijenti, kupci i potrošači su postali zahtevniji, a sve to otežava uspostavljanje adekvatne orgnaizacije na duži vremenski period. Autori su pokušali da ukažu na značaj uloge koju globalizacija ima na formiranje savremenih organizacionih struktura i daju predlog izgleda organizacione strukture koja bi mogla da opstane i da se razvija u savremenom promenljivom okruženju. Predmet rada je analiza obeležja kao što su: kompleksonst, formalizacija, centralizacija i raspon kontrole, kao i analiza razlika između tradicionalnih i savremenih strukturalnih oblika. Metodologija rada bazirana je na anlizi relevantne literature i vladajućih stavava istatkuntih autora i straživača iz ove oblasti. Rezultati, a i istovremeno i zaključci rada ukazuju na značajnu ulogu globalizacije u kreiranju organizacionih struktura i da savremeni trendovi zahtevaju

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*kontigencioni pristup, odnosno pažnja stalno mora biti usmerena na usklađivanje internih obeležja organizacije međusobno, kao i na njihovo usklađivanje sa situacijama u okruženju nastale pod uticajem savremenih trendova od kojih najveći uticaj ima globalizacija. Rezultati rada predstavljaju smernice i preporuke organizatorima za postavljanje adekvatne organizacione strukture preduzeća u savremenim uslovima poslovanja.*

**Ključne reči:** *globalizacija, organizacioni dizajn, obeležja organizacije, savremene strukturalne forme*

**Abstract:** *Creating an adequate organizational structure is one of the most important and necessary condition for the survival of the company. An adequate structure has to secure efficient and functional harmony between elements of an organization; to provide an effective defense against entropy; to set rationally personnel structure in terms of quality and quantity, but the most important is that structure must be flexible to the needs of an environment. The business environment of contemporary organizations become more complex, and the consequence of that is the growth of the complexity of the organization. That is a challenge for creating organizational structures that enable to companies, which operating in a dynamic environment, the survival and development in the way to adapt to the ever more intensive changes. Changes are unavoidable, they happen all the time, and considering that there is not a long-term solution, organizations must adapt their structures by modification of key properties such as departmentalisation, centralization, a span of control and formalization. A trend that has the greatest impact on the business of modern organizations is globalization. The main effect of globaliztion is reflected in increasing the intensity of changes in the business environment, increasing competition, clients, customers and consumers have become more demanding, and all that complicates the establishment of appropriate organizations that are an adequate for a longer period of time. The authors have attempted to explain the importance of the role that globalization has in the formation of contemporary organizational structure and they give the proposal of organizational structure that could secure survival and development of the company in the modern changing environment. The subject of the paper is analysis of organizational properties such as complexity, formalization, centralization and the span of control, and the analysis of differences between traditional and modern organizational structures. The methodology is based on an analysis of the relevant literature and ruling attitudes of recognized authors and researchers in this field. Results, and also the conclusions of the study suggest a significant role of globalization in creating of modern organizational structures. Contemporary trends of globalization require situational approach, continuous attention must be focused on the harmonization of the internal characteristics of each organization, as well as their alignment with the situation in an environment. The results of the paper present the guidelines and recommendations to the organizers to set up an adequate organizational structure in contemporary business conditions.*

**Key words:** *globalization, organizational design, organizational properties, modern organizational forms*

## ULOGA I ZNAČAJ INVESTICIJA ZA PRIVREDNI RAZVOJ ZEMALJA ZAPADNOG BALKANA

### THE ROLE OF INVESTMENT IN ECONOMIC DEVELOPMENT IN THE WESTERN BALKANS

Sanja Jakovljević<sup>642</sup>  
Tatjana Klincov Vujaković<sup>643</sup>  
Dragana Kalabić<sup>644</sup>

**Sadržaj:** U radu je analiziran uticaj investicija na privredni razvoj zemalja koje su još uvijek u procesu tranzicije i koje političari nazivaju zemlje Zapadnog Balkana ( Bosna i Hercegovina, Republika Srbija, Makedonija, Crna Gora i Albanija). Testirali smo sledeće hipoteze: a) veći priliv investicija je povezan sa rastom spoljnog duga i b) ne postoji statistički značajan odnos između priliva investicija i ekonomskog rasta u zemljama Zapadnog Balkana. Rezultati studija koje istražuju odnos investicija i ekonomskog rasta su oprečni, što se može objasniti sledećim razlozima: nivoi razvoja zemalja uključenih u analizu su različiti, razlikuju se trgovinske politike i institucionalne karakteristike analiziranih zemalja, razlikuju se metodologije istraživanja. Na osnovu dosadašnjih saznanja ekonomske nauke i dosadašnjih iskustava kako razvijenih, tako i zemalja u tranziciji u radu je ukazano na: značaj inostranog kapitala i njegove uloge u privrednom rastu i razvoju, neophodnost izgradnje adekvatnog privrednog i političkog ambijenta, kao i na to da strane direktne investicije ne bi trebalo da predstavljaju supstitut za domaći kapital.

**Ključne reči:** investicije, Zapadni Balkan, WTO, SDI, trgovinska politika.

**Abstract:** This paper analyses the impact of investment on economic development of countries that are still in the transition process. This region is often referred to as the Western Balkans (Bosnia and Herzegovina, Serbia, Macedonia, Montenegro and Albania). We tested the following hypotheses: a) greater inflow of investment is connected with the growth of external debt and b) there is no statistically significant relationship between the inflow of investment and economic growth in the countries of the Western Balkans. The results of the studies that

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2012-2015 – Faculty of Business and Finance Studies (Bachelor of Economics); Banja Luka, Bosnia and Herzegovina

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- July 1, 2016 – August 31, 2016 – Erste Bank, summer internship; Breitenfurter Straße 256, Vienna 1230, Austria

- March 25, 2016 – Jun 31, 2016 – VEXPERT OG Allianz Zulassungstelle; Administration support volunteer; Ottakringer Straße 17, Vienna 1160

- March 28, 2014 – December 31, 2015 – Maros Immobilienverwertung GmbH; Cook; Ottakringer Straße 43/6a, Vienna 1160

- February 1, 2013 – July 31, 2013 – Institute of Statistics, internship, Republic of Srpska, Banja Luka, Bosnia and Herzegovina

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*explore the relationship between investment and economic growth are contradictory, which can be explained by the following reasons: the levels of development of countries included in the analysis are different, trade policies and institutional characteristics of the countries analysed differ and different research methodologies are used. Based on the current knowledge of economic science and previous experience of both developed and transition countries, this paper points out: the importance of foreign capital and its role in economic growth and development, the necessity of building an adequate economic and political environment, as well as the fact that foreign direct investments should not represent a substitute for domestic capital.*

**Key words:** *investment, Western Balkans, WTO, FDI, trade policy.*

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## LEGAL AND REGULATORY ENVIRONMENT - THE ALBANIAN SITUATION OF SMES

Neila Peka<sup>645</sup>

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**Abstract:** *Recent years have witnessed a significant change in legal and regulatory infrastructure for Albanian small and medium size enterprises (SMEs). It is widely accepted that better regulation has a significant positive impact on the framework conditions for economic growth, employment and productivity.*

*The purpose of this exploratory study is to investigate about the changes in legal and regulatory environment and the role that legislative measures plays in the practice of Albanian SMEs. The study employs a mixed methodology, comprising a review of the legislation, institutional framework and of the relevant literature in the SMEs context.*

*The in-depth analysis of the qualitative data revealed a basic understanding of legal framework and a low degree of financial literacy amongst these small firm owners. Also the compliance with tax rules in particular resulted very challenging for these SMEs. Some changes in regulatory environment were unnecessarily complex, and forced these small businesses to bear the costs of the extra workload.*

**Key words:** *legal and regulatory environment, SMEs, “Triple Helix” project, agreement of COSME 2014-2020, ect.*

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## SISTEM ZAŠTITE OD PRIRODNIH NEPOGODA U PROSTORNIM PLANOVIMA U SRBIJI

### SYSTEM FOR PROTECTION OF NATURAL DISASTERS IN SPATIAL PLANS OF THE REPUBLIC OF SERBIA

Dejan Filipović<sup>646</sup>  
Velimir Šećerov<sup>647</sup>

**Apstrakt:** Rizici od prirodnih nepogoda predstavljaju ograničavajući faktor prostornog razvoja pa im se u izradi strateških i planskih dokumenata prostornog razvoja mora posvetiti posebna pažnja. Teritorija Srbije je izložena riziku od prirodnih nepogoda, a stepen ugroženosti je različit u zavisnosti od tipa nepogode i očekivanih potencijalnih šteta, ali je dovoljan da može usloviti različite posledice, ugroziti zdravlje i živote ljudi i prouzrokovati štetu većeg obima na materijalna dobra.

Poznavanje karakteristika prirodnih nepogoda, rizika njihovog nastanka i sagledavanje posledica su neophodna istraživanja koja mogu biti od koristi prostornim planerima, urbanistima i projektantima prilikom izbora lokacija za izgradnju stambenih, industrijskih, infrastrukturnih, vodoprivrednih objekata, kao i pri izradi planova, strategija, elaborata, studija uticaja na životnu sredinu i dr.

Autori u radu sagledavaju ugroženost prostora kroz procenu opasnosti od prirodnih nepogoda što ujedno definiše i zone sa ograničenjima na osnovu: seizmičke ugroženosti terena (ugroženost od zemljotresa); inženjersko-geoloških uslova i pogodnosti terena za izgradnju (klizišta i nestabilne padine, ekscesivna erozija, bujični tokovi); klimatskih karakteristika (intenzivne padavine, grad, suša); hidroloških odlika terena (prostori ugroženi poplavama); i najvećeg rizika od izbijanja šumskih požara.

Na osnovu Seizmološke karte područje Republike je, za povratni period od 100 godina, locirano u području od VII, VIII i IX stepeni MCS skale, što odgovara dogođenom stanju na ovom području. Poplave i klizišta predstavljaju najčešće prirodne nepogode. Potencijalno plavna područja u Srbiji zahvataju površinu od 1,6 miliona ha. Prema proceni, oko 25% teritorije Republike potencijalno je ugroženo klizištima i odronima. Velike ograničavajuće posledice na korišćenje prirodnih resursa ima erozija tla pri čemu je jačim kategorijama erozije zahvaćeno oko 35% teritorije Srbije.

Republika Srbija je, tek od usvajanja Zakona o vanrednim situacijama, donošenjem Prostornog plana Republike Srbije i izradom Strategije upravljanja u vanrednim situacijama, počela da stvara jasniju i definisanu politiku zaštite od prirodnih nepogoda. Poslednjih nekoliko godina ovaj problem se rešava kroz sektorske studije za pojedine vrste nepogoda ili kao sastavni deo raznih planskih dokumenata.

U radu će biti predstavljen metodološki pristup tretmana prirodnih nepogoda u hijerarhiji prostornih planova u Srbiji, sa preporukama u kom pravcu u planerskom smislu razvijati sistem zaštite prostora.

**Ključne reči:** Prostorno planiranje, prirodne nepogode, sistem, zaštita, upravljanje, Srbija

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## SMART CITIES AND KNOWLEDGE ECONOMY

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**Abstract:** *The paper will assess the implications of hyper urbanisation for sustainable management of cities through the concept of “Smart City”. Using various analyses produced over the last 10 years will identify how successful smart cities address key issues and contribute to the growing competitiveness of their respective countries. Experience has demonstrated that smart cities have to make use of modern, scientific approaches and management techniques, relying on ICT, but equally encouraging the population to participate in policy formulation and proactively evaluate the quality of services.*

*The modern cities are increasingly facing problems in the following domains:*

- *Economic and financial: maintaining a business-friendly environment to keep existing companies and attract new investors, keeping unemployment at manageable levels, help in development of needed infrastructure, and make sure that all city services and facilities are operating at descent levels of efficiency;*
- *Social: keeping social security at acceptable levels, enabling accessibility of the schooling and education system, supporting health, nursing, cultural and sport activities so as to provide citizens with adequate standards of quality of life;*
- *Political and administrative: keep transparent planning and governance of city administration and making sure that people feel they can influence decisions affecting their livelihood in the city.*

*According to Wikipedia, the **concept of the Smart City** relates to: “an urban development vision to integrate multiple information and communication technology (ICT) and Internet of things (IoT) solutions in a secure fashion to manage a city's assets”. It is a sustainable and well-balanced urban environment. Therefore, smart cities must continuously create conditions for building the needed human capital, manage overcrowding and demographic pressure, manage sustainable urban planning, design innovative models of transport, environmental management, secure urban mobility, provide clean water and required energy sources. We shall identify the global champions and present some of their best practice.*

*The consulting company “**Frost & Sullivan**” estimate, that by 2020 the “**smart city market**” will be worth **1.56 trillion USD**.*

*Sustained economic growth and employment can be achieved if and when smart cities are supporting not only technological, but also **social innovation** – including **city governance and management of services**. In these domains enormous savings and improvement of the quality of services can, and certainly will be achieved. These domains include: education & training – to reduce the skills gap; healthcare and care of elderly – responding to aging of population; access to facilities and services determining quality of life in the city; as well as open, participatory governance – as people nowadays expect to be consulted on matters of their vital interest.*

*Smart cities will continue playing a leading role in generating innovative answers to these, and many other issues of modern urban life, and the efforts of nations to grow as knowledge economies. It will be the responsibility of our city leaders, as well as all development actors to **observe and to learn from the smart cities good practice**, and to adjust and apply them in our own urban communities.*

**Key words:** *smart cities, knowledge, economy*

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