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FACULTY OF HOTEL MANAGEMENT AND TOURISM IN VRNJAČKA BANJA

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Editorial

Hotel and Tourism Management is an open access peer-reviewed journal which discusses major trends and developments in a variety of topics related to the hotel and tourism industry. The journal encourages quantitative and qualitative studies that are multidisciplinary in their nature. It contains both theoretical and applied research papers, giving full support to collaborative research efforts taken jointly by academia and industry. According to its editorial policy goal, *Hotel and Tourism Management* has constantly been striving to increase its quality, by allowing and promoting the popularization of science and providing significant scientific and professional contribution to the development of hotel industry and tourism, both in Serbia and in the global scale. The journal is published by the Faculty of Hotel Management and Tourism in Vrnjačka Banja, University of Kragujevac.

Hotel and Tourism Management includes following sections: Original Scientific Paper**,** Review Article, Short or Preliminary Announcement and Scientific Critique. It is published biannually. This journal offers an open access of its contents, which makes research results more visible to a wider international academic community. All articles are published in English and undergo a double-blind peer-review process.

The originality of the study, contribution to the theory and practice and use of grammar and style (American or British English are accepted, but not a mixture of these) have been considered as main aspects important for a paper evaluation. Normal turn-around period is one to two months from the date of receipt. The crucial requirements for the submission of a manuscript are that the submitted manuscript has not been published before, nor it is under consideration for publication anywhere else. The manuscript will be initially checked to ensure that it meets the scope of the journal and its formal requirements. Submitted content will be checked for plagiarism. The names and email addresses entered in the journal will be used exclusively for the stated purposes of this journal and will not be made available for any other purpose or to any other party.

According to the classification of scientific journals by the Ministry of Education, Science and Technological Development of Serbia, *Hotel and Tourism Management* is categorised as a prominent national journal M52 in the field of social sciences within Economy and Organisational Sciences.

Hotel and Tourism Management has a reputable international editorial board comprising experts from United States, United Kingdom, Russian Federation, Spain, Italy, Mexico, Japan, Poland, Romania, Finland, Moldova, Greece, Slovenia, Bulgaria, Serbia, Croatia, Montenegro, Republic of Macedonia, Bosnia and Herzegovina.

The first issue of the journal was published in 2013. Until this moment ten issues have been published. I am pleased to invite you to look into the latest research in the fields of hospitality and tourism presented in the current issue No. 11.

I am glad to announce that starting with this issue the journal will be published in English. I would like to use this opportunity to express my deep gratitude to authors, reviewers, the members of the Editorial and Publishing Boards, and thank them all warmly for invested time and effort that has contributed to the development of our journal. As *Hotel and Tourism Management* strives to achieve the highest standards of academic community, their help will be of crucial importance for future development as well.

Editor in Chief
prof. Drago Cvijanović, PhD

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Original Scientific Paper

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Travel fairs attendance with the reference to political instability: Belgrade Travel Fair

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Abstract: Travel fairs are someof the most important events in the field of business tourism. Due to their international character, they are exposed to numerous influences, among which the influence of political instability is nowadays especially pronounced. Figuring as one of the factors that affect all aspects of the tourism industry, the examination of the perception of political instability of various stakeholders in the tourism industry is gaining importance. Travel fairs are someof the best sources of the information about the impact of political instability on various providers in tourism. This paper investigates the connection between the exhibitors' perception of political instability and their unique characteristics. The survey was conducted through a questionnaire distributed to exhibitors during the 39th Belgrade Travel Fair. The data was analyzed through the SPSS platform, using frequency analysis, descriptive statistics and one way ANOVA. The results have shown significant differences in the exhibitors' perception of the political instability in relation to their level of education, the size of the company and the sources of information about travel fairs.

Keywords: trade fair, travel fair, political instability, Belgrade, Serbia
JEL classification: L83

Učešće na sajmu turizma sa osvrtom na političku nestabilnost: Sajam turizma u Beogradu

Sažetak: Sajmovi turizma predstavljaju jedan od najvažnijih događaja u oblasti poslovnog turizma. Zbog svog međunarodnog karaktera izloženi su brojnim uticajima među kojima je danas posebno izražen uticaj političke nestabilnosti. Kao jedan od faktora koji utiče na sve aspekte turističke industrije, istraživanje percepcije o političkoj nestabilnosti različitih stejkholdera u turističkoj industriji sve više dobija na značaju. Sajmovi turizma su jedan od najboljih izvora informacija o uticaju koji politička nestabilnost ima na različite pružaoce usluga u turizmu. Ovaj rad istražuje vezu između percepcije izlagača o političkoj nestabilnosti i njihovih jedinstvenih karakteristika. Istraživanje je sprovedeno putem upitnika koji je podeljen izlagačima tokom 39. Sajma turizma u Beogradu. Prikupljeni podaci su analizirani putem SPSS softverskog paketa, koristeći analizu frekvencija, deskriptivnu statistiku i analizu varijanse (ANOVA). Rezultati istraživanja su pokazali da postoje značajne razlike u percepciji izlagača o političkoj nestabilnosti u zavisnosti od njihovog nivoa obrazovanja, veličine kompanije i izvora informacija o sajmovima turizma.

Ključne reči: sajam, sajam turizma, politička nestabilnost, Beograd, Srbija
JEL klasifikacija: L83

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1. Introduction

Observed on a global scale, business tourism is one of the fastest growing sectors of the tourism industry. An increasing number of trips made for business reasons are recorded on an annual basis. The development of this kind of tourism brings prosperity to many tourist destinations. In order to be competitive on the market of business tourism, many destinations invest in building both infrastructure and superstructure, which provides positive effects for the destination itself as well as for the state.

Despite the development of modern technologies, the need for direct contact has existed and will always exist. Only in direct contact with people can a true impression of their competence, reliability and professionalism be created, and that is what will always encourage a certain kind of direct gathering. This is especially important in industries such as tourism, where the final service is intangible. As customers buy something intangible, it is necessary to provide some tangible elements of services. One of the ways in which this can be achieved is by attending a travel fair. Their role and importance, from the perspective of the sellers, is reflected in the possibility of promoting their offer to potential buyers and by establishing direct contact with them, create confidence in their services, and thus compensate for the lack which creates the intangibility of services they offer.

Travel Fairs bring together in one place exhibitors from various sectors of the tourism industry; hotels, restaurants, airlines, travel agencies, tour operators and tourism organizations that come from different countries to present their offer to potential tourists and to achieve cooperation with business partners. In Serbia and Southeast Europe, one of the largest tourist events is the Belgrade Travel Fair that has been held for almost 40 years. The Belgrade Travel Fair is one of the most important meeting points for various companies in tourism sector within the country or abroad. The fair offers an opportunity to all participants to gain new perspectives and promote latest trends in the international tourism.

Due to an increasing importance of trade fairs and travel fairs on a global scale, understanding exhibitors' profile and perception is seen as highly desirable. Along with other tourism events, travel fairs are affected by political instability, an aspect that cannot be diminished by both travel fair organizers and exhibitors'. The aim of the paper is to assess the relationship of the political instability regarding exhibitors' characteristics. An acknowledgement of the differences between exhibitors related to a political instability, has the capacity to provide the understanding of complex business strategies in relation to travel fair attendance.

2. Literature review

2.1 Trade fairs

Trade shows, trade fairs, expositions, the name may vary but the basic function of the activity represents a major marketing event (Black, 1986). Trade shows are an integral part of the marketing strategy for many products and services (Kellezi, 2014). They can be described as "events that bring together, in a single location, a group of suppliers, distributors and related services who set up physical exhibits of their products and services from a given industry or discipline" (Black, 1986, p. 369). The event is a dynamic and complicated process that covers everything from promotion, organization to sponsorship and support, and therefore, involves efforts from a wide range of players. Exhibition organizers, exhibitors and visitors have been identified as most important stakeholders (Bruhn & Hadwich, 2005). For exhibitors, trade fairs are an effective marketing sales tool, which offer them the opportunity to establish their brand image, get knowledge about potential buyers' needs, observe competitors and make direct sales (Kaniewska – Sęba et al., 2006). On the other hand, attending an exhibition allows the visitor to obtain information from many vendors in one place (Dwyer & Tanner, 1999). Generally, trade shows can be used to stimulate domestic trade and promote exports when they are attended by foreign visitors (Davidson & Cope, 2003).

Unlike today's view of fairs as marketing tools, in the past most firms participated as exhibitors just to follow competition, without setting any particular objectives or strategies to be pursued (Mottard, 2003; Pitta et al., 2006). However, businesses are now beginning to realize that there is more to exhibiting at a fair than simply setting up a stand and waiting for things to happen and that is one of the reasons why the trade show sector has been rapidly developing in the last few decades (Miller, 2003). Companies spend millions of dollars on trade show participation, identifying prospects, selling products, improving their public image, introducing new or modified products and servicing current customers (Gopalakrishna et al., 1995; Kerin & Cron, 1987).

Specific conditions for the exchange of information and knowledge building are created during trade fairs because many actors meet at the same time so there is no physical distance between actors in the network (Sarmento et al., 2015; Siemieniako & Gębarowski, 2017). Knowledge is the essential element of interest to both visitors and exhibitors (Zieliński & Leszczynski, 2011), so trade fairs are seen as a perfect opportunity for knowledge diffusion (Zhong & Luo, 2018). From the exhibitors' point of view, trade fairs are an excellent way to enter a new market or to build their image and maintain relations (Rosson & Seringhaus, 1995). In sum, trade shows can provide the opportunity to affect multiple phases of the buying process in one location: they can create awareness of new prospects, reinforce existing customer relationships, improve the company image and allow sales on the spot (Moriarty & Spekman, 1984).

2.2 Travel fairs

Satisfaction of customers is one of the main principles that a travel company business results depends on. Returning costumers as well as the established relationship of loyalty are indicators that the company is doing well on the tourist market. Knowledge of a potential tourist’s needs and wishes and successful marketing strategies based on that determine sales and profit of a particular travel company (Djeri et al., 2007). In recent years, due to the effects of globalization and the subsequent increase in tourism activities, significant growth of travel fairs has been recorded. Their significance is particularly evident for travel and hospitality services providers due to their products’ uniqueness, such as intangibility, perishability and variability (Yuksel & Voola, 2010). Based on the following fact, travel fairs are frequently used by a range of organizations, including both public agencies and private enterprises to encourage tourists and travel retailers to buy tourism products, visit tourist destinations, increase destination or product awareness, reach potential audiences, and increase business (Pizam, 1990).

Within the travel fairs destinations and tourism, companies exhibit a tourism product at their stands which stands out by some specific features that affect overall exhibition activity. Complexity and hybrid structure of a tourism product cause that exhibitors’ performances during trade shows have a form of micro-events which include, among other things, some contests, food and drink tasting, vocal and dance performances. All this is done in order to attract attention of visitors and engage all human senses so as to make visitors remember the exhibited tourism product with all unique qualities of the place (Gębarowski & Wiażewicz, 2014).

2.3 Political instability

One of the major determinants in travelers' decisions to visit a place is the perception of safety and security (Beirman, 2003). Tourists make their travel decisions based on perceptions rather than reality (Roehl & Fesenmaier, 1992), so the risk perception influences tourists' behavior to avoid or cancel travel to a particular destination as Irvine and Anderson (2006) have stated. This leads to the fact that tourism can be characterized as an industry where both demand and supply can be sensitive to extreme events such as political instability (Richter & Waugh, 1986; Ryan, 1993).

As a highly vulnerable industry and particularly sensitive to exogenous factors, which are able to distract and obstruct the sensitive equilibrium and balance under which the tourism industry is functioning, tourism is incredibly vulnerable to political instability (Seddighi et al., 2001). Political instability with high media coverage has the magnitude of impact greater then major natural disasters, such as hurricanes, earthquakes or floods, and can seriously affect the number of tourists and their expenditure (Santana, 2001). Characterized by a multifaceted and complex character, political instability has a multilevel and multidimensional impact in various countries worldwide (Gupta, 1990). The extent and magnitude of political instability are the determinant factors for the image of destinations in tourist generating countries and for the perceived stability and safety of a particular destination in the eyes of prospective holidaymakers (Seddighi et al., 2001). Political instability can be detrimental to tourism development both directly and indirectly. Directly, it can create an image of lawlessness and tourists may be concerned that they will be the target of different factions. Indirectly, economic growth and development which provide the foundation for tourism could be damaged by influence of political instability (Fletcher & Morakabati, 2008).

Political instability has been identified in several studies (Ioannides & Apostolopoulos 1999, Mansfeld, 1999, Seddighi et al., 2001) as a major risk for tourism development. There are numerous examples where the negative effects of political instability have led many tourist destinations to decline and totally disappear from the tourism map (Seddighi et al., 2001). Political instability can also cause the generalization effect by affecting neighboring countries that are not directly involved in any conflict (Fletcher & Morakabati, 2008).

Changing the negative image created by political instability is not an easy and quick job. As one of the possibilities to reduce the negative effects of political instability for tourism destinations in particular could be travel fairs. Gathering tourist ambassadors from different countries or regions provides a possibility of influencing the perception of tourists especially in situations where a particular area is characterized by political or any other instability. Participation at a travel fair opens up an opportunity for foreign exhibitors to help improve the bad image that the media has created about the situation in their destination, as well as to try to convince tourists to visit a specific destination by their own presence and efforts. On the other hand, when it comes to the benefits of the travel fair for the country in which it is organized and which has until recently been marked as a politically unstable country, the organization of the travel fair and the participation of domestic exhibitors profiles the particular country as a safe destination for taking trips there.

3. Methodology

Belgrade Travel Fair is one of main travel fairs in this part of the Europe with the tradition of almost forty years. Depending on the year, it gathers around 800 exhibitors' from more than 40 countries from all over the world. This event holds UFI label providing global recognition and importance. Travel Fair in Belgrade is of utmost importance for neighbouring countries, and thus has a regional effect on tourism flows (Beogradski sajam turizma).

The survey was implemented during the 39th Travel Fair during working days, since over the weekend number of visitors is increasingly higher and thus exhibitors are busier. Exhibitors in the main hall were approached by investigators and given fifteen minutes to respond to the questionnaire. Specifically, researchers have collected the main exhibitor data, and their opinion related to regional political instability based on a seven – point scale (1 – being not at all important; 7 – being extremely important). Questionnaire was initially evaluated within a small focus group in order to formulate understandable statements. In total, 205 questionnaires have been successfully completed and considered for further data analysis; unfortunately, some of the questionnaires have missing data.

Political instability as variable was formulated according to earlier studies dealing with this issue (Seddighi et al., 2001). However, statements which originate from this study were additionally adapted for the purposes of this study.

Data analysis was completed in the SPSS using following statistical analyses: frequency analysis; descriptive statistics and one way ANOVA. Frequency analysis was performed to identify the socio-demographic characteristics of exhibitors. Descriptive statistics was implemented in order to acquire mean values and standard deviations of political instability statements. Lastly, one way ANOVA was deployed to examine if there was difference in the perception of political instability between groups, based on demographic variables (age and education), type of the exhibitor, respondents' position in the firm, and other exhibitors' data (company size and information about travel fair).

4. Results

The demographic structure of the sample consists mostly of female respondents (48.5%). The age group (35 – 44) has the largest proportion of respondents (37.6%), while most of the respondents (35.6%) have obtained a bachelor's degree (Table 1).

Table 1: Sample demographic characteristics (n = 205)

Gender	Number of respondents (%)
Male	92 (44.9%)
Female	99 (48.3%)
Missing sample	14 (6.8%)
Age	
18 – 24	12 (5.9%)
25 – 34	62 (30.2%)
35 – 44	77 (37.6%)
45 – 54	37 (18.0%)
55 – 64	11 (5.4%)
Missing sample	6 (2.9%)
Education	
High school graduate	16 (7.8%)
Associate degree	64 (31.2%)
Bachelor's degree	73 (35.6%)
Master's degree	43 (21.0%)
Missing sample	9 (4.4%)

Source: Research by the authors

Most significant source of information for exhibitors to attend a travel fair was the Internet (53.7%). Respondents willing to engage in the survey were mostly employees (52.7%), as owners were generally busy with networking activities. Structure of the sample was divided among hotel companies (47.3%), DMO's (26.3%) and travel agencies (22.4%). Companies at a travel fair have approximate number of 5 – 20 employees (32.7%) (Table 2).

Table 2: Exhibitors' information (n = 205)

Information about travel fair	
Internet	110 (53.7%)
Advertisements in magazines or newspaper	6 (2.9%)
Television	15 (7.3%)
Word of mouth	55 (26.8%)
Missing sample	19 (9.3%)
Respondent position	
Owner	16 (7.8%)
Manager	74 (36.1%)
Employer	108 (52.7%)
Missing sample	7 (3.4%)
Type of exhibitor	
Travel agency / Tour operator	46 (22.4%)
DMO	54 (26.3%)
Hotel company	97 (47.3%)
Missing sample	8 (3.9%)
Company size	
< 5	36 (17.6%)
5 – 20	67 (32.7%)
20 – 50	45 (22%)
> 50	39 (19%)
Missing sample	18 (8.8%)

Source: Research by the authors

Table 3 includes descriptive data regarding the exhibitors' perception of political instability. Political instability was evaluated through two statements encircling the unique nature of observed phenomena. Results obtained suggest that exhibitors generally gave high importance to political instability issues. The threat of the war in the wider region was considered as more important in comparison to a change in government, riots and political instability in neighbouring countries.

Table 3: Descriptive statistics of political instability (n = 199; Missing sample n = 6)

Statements	**Mean values**	**Standard deviation**
Change in government, riots and political instability in neighbouring countries	5.15	1.94
Threat of war in wider region	5.39	1.95

Source: Research by the authors

Table 4 presents the findings of one way ANOVA test related to demographic data. Observing age in the context of the political instability, it can be concluded that different age groups of respondents have heterogeneous attitudes. According to Scheffe Post hoc test, the statement "Change in government, riots and political instability in neighbouring countries" has been perceived in a significantly different manner between younger respondents (25 – 34; M = 4.51) and older respondents (45 – 54; M = 5.71). As for the statement "Threat of war in wider region", a significant difference between younger respondents (25 – 34; M = 4.57), mid – age respondents (35 – 44; M = 5.81) and older respondents (45 – 54; M = 5.76) has been identified. Focusing on different education categories, a statistically significant difference was found only for the first statement, distinguishing attitudes of respondents with a master's degree, (M = 4.21), college degree (M = 5.38) and bachelor degree (M = 5.47) (Table 4).

Table 4: Results of ANOVA test for socio – demographic exhibitors data

	Age		**Education**	
	F	p	F	p
Change in government, riots and political instability in neighbouring countries	**2.854**	**0.025** **	**4.368**	**0.005** **
Threat of war in wider region	**4.727**	**0.001** ***	1.256	0.291 ^{ns}

Notes: *** p < 0.01; ** p < 0.05; ^{ns} non – significant

Source: Research by the authors

When the main exhibitors data was examined, any statistically significant differences regarding political instability statements were not recorded. Thus, it could be concluded that groups within respondent position and type of exhibitor have homogeneous attitudes on different aspects of political instability. Results of the one way ANOVA test are shown in Table 5.

Table 5: Results of ANOVA test for the main exhibitors' data

	Respondent position		**Type of exhibitor**	
	F	p	F	p
Change in government, riots and political instability in neighbouring countries	1.418	0.245 ^{ns}	1.464	0.226 ^{ns}
Threat of war in wider region	2.135	0.121 ^{ns}	0.422	0.737 ^{ns}

Notes: ^{ns} non – significant

Source: Research by the authors

Finally, Table 6 presents the findings of one way ANOVA test related to company size and information about travel fair. Result findings indicate that statistically significant differences have been noted for a company size and information about travel fair. Companies of different size have heterogeneous attitudes regarding political instability issues. Specifically according to Scheffe Post hoc test, the first statement has shown a different attitude by companies with a smaller number of employees (5 – 20; M = 5.73) in comparison to companies with a larger number of employees (> 50; M = 4.54), while the second statement has emphasized a different perception of importance related to the threat of war for companies with 5 – 20 employees (M = 6.06) in comparison to companies with the smallest number of employees (< 5; M = 4.74) and companies with the largest number of employees (> 50; M = 5.00). The attitude towards political instability of respondents who use different sources of information about travel fair was also observed, indicating that there was a statistically significant difference for both political instability statements. The statement that covers the issue of the threat of war in the wider region is perceived differently byrespondents using Internet as main source for information about travel fair (M = 5.05) and WOM (word of mouth) (M = 6.04) (Table 6).

Table 6: Results of ANOVA test other exhibitors' data

	Company size		**Information about travel fair**	
	F	p	F	p
Change in government, riots and political instability in neighbouring countries	**3.671**	**0.013** **	**2.599**	**0.054** *
Threat of war in wider region	**4.737**	**0.003** **	**4.235**	**0.006** **

Notes: ** $p < 0.05$; * $p < 0.1$; ns non – significant

Source: Research by the authors

5. Discussion and conclusion

As political instability is becoming the global concern, this issue has become one of the main factors in the decision making process related to any sector in tourism, with special importance for travel fair attendance and organization. Several studies have already proven the importance of political instability for destination (Sönmez, 1998; Causevic & Lynch, 2013; Saha & Yap, 2013), while its importance was neglected regarding business tourism, and more specifically exhibitions within this sector.

One of the important conclusions of the conducted study is the fact that political instability importance has been highly valued by company representatives attending travel fair. More precisely, respondents give higher importance to the perception of the threat of war in the wider region, due to unstable political situation with highly visible daily hostilities between countries within observed region. This is somehow in the line with earlier study done by Hughes (2008), who suggested that political instability is still an everyday subject when it comes to the countries of former Yugoslavia, along with daily political conflicts in the surrounding countries such as Greece and Turkey. Travel fairs could be used as a tool to cope with unfortunate reality and enhance interregional collaboration using transformative power of tourism to bring peace (Farmaki, 2017) and stability in regional economic market.

It was interesting to observe the phenomenon of political issues in the context of demographic and other exhibitors' data, in order to determine the potential differences between groups in researched categories. On the level of demographic characteristics of the representatives of the companies exhibiting at the travel fair, the representatives of different age and level of education have shown a different perception of political instability. Specifically, concern about government change, riots and political instability in neighbouring countries was more expressed by older respondents. Older generations are more aware of the consequences of political instability in the wider region and therefore they perceive it as more important for tourism development. They are aware that exhibiting at travel fair provides them with an opportunity to bring more optimistic message to tourist, thus using this attendance as a crisis management instrument (Beljic, 2017). The difference was noticed also at the level of education, underlining that more highly educated representatives of tourism companies give lower importance to political instability then the representatives with a lower level of education. Exhibitors with higher education, having a wider picture in mind, are already aware of the ongoing global political instability, so they do not take it so seriously on the regional level, while exhibitors with lower level of education are more influenced by constant media coverage of political turmoil increasing its importance for future business activities.

By observing exhibitors data including the respondent's position and the type of exhibitor, findings suggest that there are homogeneous attitudes on different aspects of political instability within groups. However, the aspect of political instability is perceived differently by exhibitors from smaller and larger companies and regarding source of information of travel fair attendance. Smaller companies as exhibitors at travel fairs perceive political instability as more important than companies with a higher number of employees. These companies are usually very sensitive to any changes in both economic and political environment in the region so their higher awareness of political instability is expected. On other hand, larger companies have a continuity in their business activities and therefore they are more resistant to political risks. However, a business strategy cannot ignore the consequence that political instability generates huge problems to firms, especially to the companies in the industry such as tourism, which is more open and vulnerable than other industries. The threat of political instability needs to be calculated in marketing strategies, for both small and large companies, using travel fairs to promote the picture of a secure and safe destination.

Lastly, attitude towards political instability has been significantly perceived by exhibitors which have used Internet as the main source for information about the travel fair in comparison to the word of mouth. This is a reasonable conclusion as companies that use Internet are also taking into account the media coverage about region related to the political instability, so they take political instability issues as more important. On the other hand, exhibitors that have been choosing a travel fair based on the word of mouth already have a direct insight in the political situation in the region providing valuable material for the final decision.

Limitation of the study is solely exhibitors' perspective, as the travel fair as the consumer trade fair provides opportunity for deeper insight in visitors' (tourists') perception related to the political instability. Future research could also include visitors’ perception, or provide a cluster analysis of exhibitors based on their perception of political instability and provide insight in its relation to satisfaction, word of mouth and revisit intention.

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Boards attributes and their implications on decision-making process

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Abstract: The results of the research presented in the paper are expected to confirm that all dimensions and aspects of the new model of corporate governance are present in the practice of companies in the Republic of Serbia, and that attributes of the board of directors, or the supervisory board of companies, considered in this paper, are present in accordance with the requirements of positive law and the practice of good corporate governance.

Keywords: board of directors, corporate governance, strategic management
JEL classification: G34

Atributi odbora i njihove implikacije na proces donošenja odluka

Sažetak: Očekujemo da ćemo u radu potvrditi pretpostavke da su sve dimenzije i aspekti novog modela korporativnog upravljanja prisutni u praksi kompanija u Republici Srbiji, te da su atributi odbora direktora, odnosno nadzornog odbora kompanija, koji su razmatrani u radu prisutni u skladu sa zahtevima pozitivnog prava i praksom dobrog korporativnog upravljanja.

Ključne reči: odbor direktora, korporativno upravljanje, strategijski menadžment
JEL klasifikacija: G34

1. Introduction

The basic approach to corporate governance perceives this notion as a relationship between the board of directors, i.e. the supervisory board, top management, shareholders and other stakeholders. This paper perceives the new model of corporate governance, with its dimensions and aspects (contextual-situational, strategic, integrative and evaluative), through the work of companies in the Republic of Serbia. In relation to this model, we created a questionnaire that should show its validity in the business practice of corporate governance in our country. That is the primary goal of this paper. First of all, we tried to present and, then, examine the presence of the basic attributes of the board of directors, or the supervisory board, in Serbian companies, considering that the attributes, in addition to other elements, can be viewed within the internal point of view of the contextual-situational aspect of corporate governance. We expect the research to confirm the following assumptions:

1. all dimensions and aspects of the new model of corporate governance are present in practice of companies in the Republic of Serbia,

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2. the considered attributes, composition, i.e. the structure of leadership, as well as the diversity, size and composition of the board of directors, or the supervisory board of companies, are represented in accordance with the requirements of positive regulations and the practice of corporate governance.

The work is divided into four parts. After the introduction, (part one), the second part represents the theoretical framework in which the above mentioned model of corporate governance and the strategic role of the board of directors will be good considered. In the third and fourth parts, the methodology of the research, the results of the research and the discussion were presented successively. The paper ends with the conclusion.

2. Theoretical framework

Factors that affect the work of the board are numerous. However, in order for the board of directors to effectively and efficiently perform all of its functions, it is necessary to establish a certain relationship between a number of factors of the board and the processes within the board, that will have positive business results. The success of the board of directors is manifested in the successful accomplishment of the management service function, supervisory and control function and in the implementation of the strategic role. The realisation of all those roles is preceded by a number of processes that include making fast, cohesive and efficient decisions, which presupposes motivated, cohesive, educated, trained and informed board members, who cooperate well with executive directors. (Ogbechie, 2012).

It is assumed that, apart from human capital, the key factors for the success of the board, i.e. company performance, are the attributes of the board of directors, which include the size of the board, composition, diversity, and structure of leadership. When it comes to the size of the board, there are some considerations and experiences which show that small boards reach an agreement faster, but the bigger ones, i.e. boards with more members, have a more complex approach to decision-making, which enables them to analyse a problem from different perspectives. The structure of the board gives information regarding the board's independence when it comes to a decision-making process, especially from the Chief Executive Officer, i.e. CEO, as well as other managers. In accordance with the OECD Principles of Corporate Governance from 2004 and the legislation of the Republic of Serbia, the category of non-executive directors, that have to be predominantly represented in the board of directors of the joint-stock company, has been established (Article 387 of the Law on Companies of the Republic of Serbia, 2011), in order to make fairer and more successful decisions within the board, i.e. the supervisory board, and the presence of independent members in the supervisory board of the public joint-stock company is mandatory (Article 392 of the Law on Companies of the Republic of Serbia, 2011).

When it comes to the diversity or variety of the board of directors, the main attributes that are taken into consideration are social, intellectual, gender, age and other characteristics. Composition, i.e. the leadership structure, draws attention to the dual function of the leader, who, in addition to being a CEO, may also be the chairman of the board of directors, i.e. the company. According to the current legislation of the Republic of Serbia, the chairman of the board of directors in public joint-stock companies has to be one of the non-executive directors, which legally excludes the duality (Article 400 of the Law on Companies of the Republic of Serbia, 2011). When it comes to human capital, we accept those interpretations that perceive human capital as a set of specific knowledge, experiences and skills of board members.

Despite expectations, some empirical research shows interesting results. Thus, the size of the board, the duality of the CEO, and the independence of the board have no significant impact on the processes within the board and its effectiveness. However, the board diversity as well as the professional human capital within the board was found to have a significant impact on the processes in the board and its performance. It has been determined that the processes within the board, in terms of operations, cohesion and decision-making, have a significant impact on the key dimensions of the service, strategic and controlling function of the board (Ogbechie, 2012). Therefore, it seemed important to conduct a company research in the Republic of Serbia. Good corporate governance depends on balanced relationships between internal and external mechanisms that ensure management efficiency (Tipurić et al., 2011). The internal mechanisms of corporate governance, in addition to the board of directors, include: reimbursement to management, concentration of ownership, relationship with influential and interest groups-stakeholders, financial transparency, and disclosure of relevant information. The external mechanisms include: the market for corporate control, legal infrastructure, protection of minority shareholders and competitive conditions (Tipurić, 2007). There is no doubt that the board of directors is the key body when it comes to fulfilling the management and supervisory role of the company, as foreseen in the Cadbury Report (1992), as well as in the OECD Principles of Corporate Governance (2004). However, the question is how to ensure that board members make a responsible and successful decision.

2.1 New corporate governance model

In order to answer this question, we will try to present the basic characteristics of M. Hilb's new corporate governance model and analyse it further considering the environment in Serbia, with an emphasis on the attributes of the board of directors and their influence on its success.

The new model of corporate governance, as perceived by M. Hilb, has the following dimensions or aspects:

1. contextual-situational,
2. strategic,
3. integrative and
4. evaluative (Hilb, 2013).

1. The contextual-situational aspect of corporate governance can be observed from an a) external and b) internal point of view. The context is all that surrounds us. It is the understanding of one's own involvement in the outside world and the realisation that without respecting this environment it is difficult to manage. In order to understand and analyse the context, the literature proposes to act in accordance with the reverse pyramid, which has answers related to the analysis of the territory, geography and demography at the top. The lower level suggests considering the market and the main stakeholders in the given branch of the economy. The level below deals with the problem of organisation and structure of a company, which includes the analysis of personnel functioning at the workplace (Жадько & Чуркина, 2009).

a) As for the internal point of view, we consider the power relations in the board, the mix of board functions, the size of the company, level of its development, components of the complexity of the board as well as ownership relations, company development stages and the degree of business internationalisation. The size of the company and the level of its development affect the number of board members which usually ranges from three, in small, to seven, in large and developed companies. In accordance with the Corporate Governance Code of the Chamber of Commerce and Industry of Serbia from 2012, (Principle 6), the size and composition of the directors board (supervisory board in case of two-tier model of corporate governance), should correspond to the size and activities of the company. The number of the board members should be defined by the internal acts of the company.

Serbian law on companies gives an autonomous choice between the one-tier and two-tier model of corporate governance (Article 198 and Article 326 of the Law on Companies of the Republic of Serbia, 2011). (In the one-tier model of corporate governance, in addition to the assembly of a limited liability company, in which all members of the assembly of shareholders of the joint stock company are represented, one or more directors form the management body in limited liability company, and when it comes to joint stock company there are one or more directors, that is, the board of directors. In the case of two-tier management, in limited liability companies, besides the assembly, one or more directors, there is also a supervisory board. In limited liability companies where the management is one-tier, the directors perform all tasks that are not within the jurisdiction of the assembly and the supervisory board, while in limited liability companies where the management is two-tier, the directors perform all tasks that are not within the jurisdiction of the assembly and the supervisory board of the company. In the two-tier management of a joint stock company, there is a shareholders assembly, a supervisory board and one or more directors or the executive board.) (Article 198, Article 224 and Article 326 of the Law on Companies of the Republic of Serbia, 2011; more in Vasiljević, 2011).

Regardless of the accepted corporate governance model, members of the board are expected to make a responsible business decision. Board members are undoubtedly responsible to the shareholders' assembly, which appointed them to represent the interests of shareholders, but are also responsible for the way they represent the interests of other stakeholders, such as employees, creditors, customers, clients, local community, banks, and others. When making a responsible decision, they should be guided by the principles of economic efficiency, legal compliance and personal integrity (La Rue & Barry, 2013). The decision is considered to be righteous, fair, or legitimate, if it is universal (applicable to all), absolute (without exception for anyone), impartial (without favouring anyone) and basic (understandable for all), and achieves the common good (for individuals, companies and society as a whole). Manager's decisions that are in accordance with the law, without considering the principle of justice, provides benefits to individuals, groups and companies, but we have to bear in mind that their business decisions can also harm others, i.e. while recognising the rights of some, others can be deprived of that at the same time. Taking into consideration that parties do not have the same financial support during legal proceeding, meaning that one party may have fewer possibilities to hire an expensive and successful advocates, in comparison to the other party, and also the fact that engaged competitive legal offices do not have the same legal knowledge, experience and skills, it is necessary to rely on personal integrity as an additional corrective instrument in order to make a righteous decision (La Rue & Barry, 2013). In this situation, we should also bear in mind that people come from different economic, social and cultural environments.

b) Within an external point of view we can perceive its: i. institutional, ii. national and cultural and iii. normative dimension (Hilb, 2013).

i. The institutional dimension of the external viewpoint of the contextual-situational aspect of corporate governance in Serbia is manifested in: a) legal protection of property rights for holders of majority and minority capital (e.g. Articles 49, 55, 202, 205, 337, 339, 334, 342, 372, 376, 417, 474, 469, 498, 515 of the Law on Companies of the Republic of Serbia, 2011). Therefore, organisations that defend the interests of minority shareholders have been established in some countries in order to, for example, achieve a fair price when selling the shares (e.g. Association for the Defence of Minority Shareholders – ADAM in France). (Charkham & Ploix, 2008); b) financial system based on banks, with a poorly developed financial market; c) in terms of intercompany relations, there are forms of holdings, a group of companies, and mutual funds, all based on Article 550 of the Law on Companies of the Republic of Serbia, 2011); d) as for the position of employees in our law, they do not have to be, as such, represented in the management bodies of the company. They can achieve their goals by organising a union. There is a tendency to enable employees to participate in management processes through workers' councils, or board members' appointments, or to participate in decision-making processes through some other statutory rights (Charkham & Ploix, 2008).

ii. The national-cultural dimension of the external viewpoint of the of the contextual-situational aspect of corporate governance in Serbia is characterised by a 'hard' business culture, which is defined, inter alia, by objectives that focus on work rather than relationships, where business is the motivational factor instead of people.

iii. Normative dimension of external viewpoint of the contextual aspect of corporate governance in Serbia tells us that, in addition to legal and regulatory norms, soft law provisions are also applicable in the company law (Corporate Governance Code of the Chamber of Commerce and Industry of Serbia, 2012, and the codes of corporate governance of individual companies).

2. Strategic dimensions. A strategically diverse board enables the achievement of the strategic dimension of the board. If differences within the board in terms of basic competences, i.e. knowledge, social characteristics (such as age, gender, different cultures), but also the roles of individual members (the initiator, constructive thinker, critical thinker, organiser, controller) are no more complex than real life, and if members of the board are aware of their identity and the identity of other members, then those differences can be the source of a competitive advantage, given that they are properly managed (Hilb, 2013). The structure and management of the board are one of the seven segments for calculating SEECGAN scorecard index. Within the mentioned segment, twenty-one questions were raised, for example on gender equality, the representation of independent members, information transparency of the board members and financial reports, etc. The purpose of all these questions is to evaluate the role of management in one-tier or two-tier model of corporate governance (Tipurić et al., 2015).

3. The integrative dimension of the corporate governance model indicates that there are four components of integrated board management. Those are careful selection of members of the board and executive management; targeted feedback for members of the board and administration, that would enable their advancement and further development of their professional competencies and roles; targeted salaries for board and management members; targeted advancement of members of the board and administration, on individual, team and company level (Hilb, 2013).

The evaluative dimension of the board should be clearly separated from other supervisory tasks exercised by other subjects within the company, such as the audit committee, internal audits, and financial controls carried out by the management (financial executive director) (Hilb, 2013).

2.2 Strategic role of the board of directors

The role of the board of directors in the process of strategy creation and implementation is a matter of interest both in theory and practice. The aim is to find a framework that would enable finding the optimal relationship between the board of directors and the company's management. The optimal relationship in this context implies a high degree of co-operation and increased efficiency in making business decisions, which should lead to the company's success over a longer period of time. In spite of the increasing interest of experts in the field

of management for corporate governance and board of directors, there are still no empirical evidences of the influence of the composition of the board and its structure on board's decisions or the financial results (Minichilli et al., 2009).
There is still no common opinion regarding the place and role of corporate governance in the strategic processes in companies. In this respect, an explanation can be found in theories of strategic management, viewed in the context of corporate governance: Managerial hegemony theory, Agency theory, Stewardship theory, and Resource dependence theory (Hendry & Kiel, 2004).

Managerial hegemony theory - Modern companies are now managed by professional managers who have the power to make business decisions that will help achieve the set goals and protect the interests of both owners and stakeholders. In this respect, managerial hegemony theory assumes that the role of members of the board of directors is ephemeral, i.e. they are completely under the influence of the company's management and their function is to agree with the decisions of the management.

Agency theory - One of the consequences of separating the management function from the ownership function is the agency problem that is primarily based on the division of control between managers and shareholders. Owners of companies generally do not actively participate in their work, but hire managers. The agency theory describes the relationship between the two sides: the principal (owner) and the agent (management) that have opposing interests and attitudes. According to this theory, an appropriate mechanism is necessary for the two sides to overcome opposing attitudes and act in the best interests of the owner. In this regard, the focus of the agency theory is compliance functions, i.e. the control of the board of directors' role, which should prevent the management from putting its personal interests before the owners' interests.

Stewardship theory - The management theory, which emphasises the performance function or the strategic role of the board, can trace its origin in the human resource management school. Stewardship in this context can be defined as an effort to protect and care for the needs of others. The basic premise of the stewardship theory is the tendency for a manager and an owner to set common goals. In this sense, the stewardship relationship exists until one party fails or tries to deceive the other; then it turns into a typical agency relationship, with features described in agency theory (Tipurić & Podrug, 2010). In accordance with the management theory, company managers protect the interests of owners or shareholders and make decisions on their behalf. Their sole purpose is to create and maintain a successful and prosperous company.

Resource dependence theory - Resource dependence theory represents the theory of corporate governance that puts the resources in the foreground, i.e. the need for them as a prerequisite for successful business operations. Unlike the three previous theories: the resource dependence theory does not focus on the relationship between management and board members, but rather on the availability of resources, that today represent a critical factor in the successful management of a company. This theory is externally oriented and guided by the idea that the success and sustainability of a business is determined by the extent of the resources the company has at its disposal.

The strategy is a set of decisions and activities aimed at achieving goals of an organisation, whereby its abilities and available resources match ('coincide') with the chances and dangers in its immediate environment (Coulter, 2010). In this context, a legal strategy is of particular importance. Legal strategies can come from several aspects: judicial (process strategy), managerial and normative aspects. The managerial approach refers to how companies use the right to maximise organizational performance and profit, or to achieve their different business goals (Ljubojević et al., 2016). Thus, the strategy represents a balance between the current state of the internal capacity of an organisation (strengths and weaknesses), the goals set, available resources and characteristics of the external environment (chances and threats). It is believed that the main role of the board of directors in strategic management processes is to adapt to the needs of the organisation by defining a mission, vision and certain common goals. However, that does not have to be the case in practice. There are several reasons for involving the board of directors in the strategic process (Jensen, 1992):

1) formulating and monitoring the procedures for creating and developing strategies,
2) taking a stand that enables choosing between multiple options,
3) understanding the dynamics of both the organisation and the business sector in which the organisation operates. Knowledge and understanding of the business environment is a prerequisite for making the right business decisions,
4) evaluating the selected corporate strategies and the development process,
5) evaluating the outcomes and the results of the strategy. Without active participation and knowledge, this becomes meaningless, and
6) sharing risks and attitudes of executive directors and top management in general.

The relationship between the board of directors on one hand and the top management on the other determines the style of corporate governance. This style depends on the degree of engagement from both sides and the following four distinctions can be made: chaos management, entrepreneurship management, marionette management and partnership management (Haddad & Esposito, 2008).

When it comes to corporate governance styles, ways in which the board of directors makes decisions cannot be ignored. Some of the factors that influence the decision-making style are: power of the board of directors, leadership role in the board of directors and common mental model and decision-making (Bailey & Peck, 2013).

The way in which decisions are made, among other things, represents one of the key factors that defines the management style and, therefore, the strategic role of the board of directors.

3. Research methodology

The answers to the questions were determined in accordance with five-level Likert scale and the statistic analysis of the data was done accordingly. Twenty-two managers from the same number of companies were surveyed. The obtained data were analysed by using descriptive and analytical statistic methods. The descriptive method used was arithmetic mean. The questionnaire consists of 9 sets of questions, which cover topics that correspond to the research goal. The first set of questions is related to the composition of the board of directors, and includes questions regarding: the separation of the chairmanship of the board of directors' function from the chief executive's function, the size of the board of directors, the ratio of the number of executive and non-executive board members, as well as the number of independent members of the board. The second set of questions refers to the structure of board members and the role of human capital in creating wealth for the company: the diversity of board members (education, professional orientation, function), the vocation of independent members of the board (lawyers, accountants/auditors, engineers), non-executive directors' knowledge of the company (understanding of the way company does business, business branches, as well as issues related to knowledge of the financial situation in the company and legal regulations). The next, third set of questions includes questions related to the decision-making process and the operations adopted by the board of directors: enough time for quality work, the awareness about the responsibilities that the position of a member of the board of directors carries, work transparency, the dynamics of meetings, and the way in which the meetings of the board are held. The cohesiveness of the board of directors in managing the company represents the fourth set of questions and includes questions that refer to work analysis, way of solving conflicts, but also possible informal meetings. The fifth set of questions - the degree of implementation of the network of organisational/informal contacts that have a role in creating the company's wealth, covers questions related to: the cooperation with the republic and local authorities, as well as membership in social clubs and professional associations. The sixth set of questions concerns the degree to which the administrative committee exercises its supervisory (controlling) role. Next, the seventh set includes questions regarding the support that board of directors provides to executive management in terms of creating an environment that will enable the achievement of the set goals. Questions regarding the involvement of board members in the creation of the company's mission and vision, the way in which they deal with opportunities and threats from external surroundings and internal strengths and weaknesses, and finding an optimal organisational structure that fully corresponds to the set objectives constitute the eight set of questions: the strategic role of the board of directors. The questionnaire ends with questions that should determine which of the offered characteristics are seen as the most important when it comes to factors that contribute to the effectiveness of the board of directors by the respondents - the ninth set of questions.

4. Results of the research and discussion

The important information from the first set of questions relating to the composition of the board of directors was that in more than two thirds of companies (68.2%), out of the total number of those who filled in the questionnaire, the roles of the chairman of the board of directors and chief executive officer were separated. The reason for this may be the intention to prevent some kind of conflict of interest, but also to emphasise the independence of the board of directors, or its supervisory role. The average number of members in the board of directors is 6.64, two extremes in terms of the number of board members were 2 members (one answer) and 11 members (one answer). The structure of the board has 3.4% of dependent members and 3.1% of non-executive directors. In ten companies, non-executive directors were associated with the company in terms of Article 392 of the Law on Companies, which is 45.5% of the total number of companies. The analysis of the questions concerning the structure or the diversity of the board of directors showed that the respondents gave priority to professional orientation 80.4%, education 63.3%, and 31.7% to functional positions. In terms of knowledge of the company and its environment, half of the respondents (50%) felt that members of the board were completely or partially familiar with the company, and 40.9% thought that they knew the environment in which the company operates.

When it comes to the group of questions concerning the decision-making process, 40.9% of the respondents believe that the members of the board did not have enough time for the board activities and did not perform their duties properly, while 36.4% thought that they had enough time. Over half of all respondents, or 54.6% exactly, thought that board meetings are well-lead, and 45.4% agreed that it had been precisely determined who was responsible for following through the activities agreed upon on board meetings. It is interesting that more than a third of respondents did not give their opinion regarding the openness and transparency of the board's work.

Board cohesion-related groups of questions showed that 31.8% responded positively when asked whether members of the board of directors also socialise outside the meetings but 54.6% responded positively when asked if board members and top management resolve mutual conflict in a constructive way. This may indicate a professional approach to business.
When it comes to creating a network of contacts outside the organisation, 40.9% of respondents think that board members work on establishing contacts with representatives of the executive, while 45.5% of the subjects say that board members establish contacts with the representatives of local authorities. More than 60% of the respondents believe that

membership in professional organisations is especially important for creating a business network. When asked whether the board oversees the work of financial managers, 40.9% of all participants answered positively, 41.8% said they enabled the organisation to have an adequate financial system and procedures, whereas 40.9% maintained that board members were ready to undertake corrective actions and monitor the work of top management.

The most important data collected from the group of questions concerning executive management support are the following: 68.2% of the respondents say that members of the board work on finding investors, 45% respond that the board supports the entrepreneurial spirit. As for the strategic role of board members, only 27.3% of the subjects think that board members are partially or fully involved in defining organisational mission and determining its values. This result can be justified by the fact that board members are delegated later, i.e. they are not in the company from the start, so they only accept the existing state. More than half of the respondents believe that the board of directors determines, supports and applies the policies of the organisation, but only 31.8% say that the role of board of directors in creating the organisational structure and ability fully corresponds with the chosen strategies. The role and importance of board members in terms of its efficiency was analysed in relation to 15 criteria. The respondents evaluated them in the following way:

Table 1: Evaluation of the efficiency of the board of directors in accordance with the selected 15 criteria

Criteria	%	Mean	Stand. dev.
Competence (knowledge and skills of directors)	84.2	4.5	0.86
Integrity of directors	52.6	3.64	0.85
Good interpersonal relations among directors	57.9	3.64	0.85
Readiness to accept a great deal of criticism	31.8	3.41	1.14
Level of preparation for meetings	57.9	3.64	0.95
Variety of the board	36.9	3.41	0.91
Transparency and openness of the board of directors	42.1	3.64	0.95
Independence of the board of directors	57.9	3.59	0.96
Compliance with codes/laws and regulations	47.4	3.55	1.01
Commitment of individual directors	45.5	3.68	1.13
Participation of the members of the board of directors in the strategy	42.1	3.5	1.06
Leadership style of the chairman	57.9	3.5	1.14
Supervisory/controlling function of board members	63.2	3.78	1.11
Connection with groups and organisations that are vital to business	52.6	3.68	0.78
Timely and balanced reports to the management	47.4	4.45	0.96

The results of our research show that the components of the new model of corporate governance are recognised and accepted in the surveyed companies, but that they are not the result of an organised, systematic implementation of the said model, but as an attempt to find an optimal relationship between the members of the board of directors and management, all for the purpose of more efficient work and achieving better business results. A systematic approach to the introduction of a new model of corroborative management would result in synergistic effects in raising the efficiency of the board of directors and creating such a business and work climate where good business features will represent a routine. Since it is not possible to create a single corporate governance model that would positively affect business and be applicable in different types of companies, the new corporate governance model is a framework that can be the basis for the development of an appropriate form of corporate governance.

5. Conclusion

This paper analyses the attributes of the board of directors in the process of making business decisions. As stated in the paper, there is a clear difference in opinion regarding the company's success and characteristics of the board of directors, and the relationship between board of directors and top management. The mentioned differences in the existing literature are mostly determined by the context and environment in which companies operate. Our research has shown that the composition, i.e. the structure of the leadership of the board of directors or the supervisory board in the companies, in most cases (68.2%) is in accordance with the request of the legislator and good business practice that the functions of the chairman of the board and the chief executive should be separated.

The diversity of the board of directors or supervisory board is present in the practice of companies in the Republic of Serbia; according to the results, in 63.64% of companies board members differ in education and in 83.36% of them there is a difference in professional orientation.

The size of the board of directors, or the supervisory board, (an average of 6.64 members) corresponds to the average number of board members in European countries. The composition of the board of directors, i.e. the supervisory board of companies in Serbia, shows the presence of an average 3.4 dependent members and 3.1 non-executive members, and in 45.5% of the companies the non-executive members are not independent.

When it comes to the composition, a deviation from the requirements of the legislator and the recommendations of the corporate governance code is present, which foresees that the majority of the board members in companies in the Republic of Serbia are non-executive directors. The reason for these results might be a relatively small sample and not-selective approach in the survey, which are two main constraints in this research. In addition to these, the possible limitations of this research might include the disregard of specificities of companies such as the type of company, organisational form of corporate governance and the size of society.

In conclusion:

1. all aspects of the new model of corporate governance are represented in practice of companies in the Republic of Serbia that were surveyed, in accordance with the positive law, and
2. the attributes of the board of directors, i.e. the supervisory board, are represented, as explained above.

Despite the limitations mentioned, the conducted research shows the current state of corporate governance in the Republic of Serbia and as such can serve as a basis for some future research, which should examine the corporate governance practice in the Republic of Serbia and possible deviations in relation to the practice in developed countries where corporate governance has a long tradition.

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Modelling of the information system for monitoring the activities of a travel agency

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Abstract: The field of research of this paper is focused on modelling the information system, in order to improve the operation of travel agencies. By combining modern methods, information technologies and their practical applications, systems have been developed to facilitate access to relevant information as well as to monitor the business activities of travel agencies. The research subject of this paper refers to the improvement of the business of travel agencies through the introduction of an information system into the processes of agency business. The goal of the research is to design and develop a universal information system that will provide a more efficient and effective business for travel agencies in order to respond better to the demands of the users (both internal and external). The development of CASE (Computer Aided Software Engineering) tools i.e. BPwin, (Bussines Process for Windows) for business process modelling (the IDEF0 - Integrated Computer Aided Manufacturing DEFinition for Function Modelling standard) and Erwin (Entity Relationships for Windows) for data modelling (the IDEF1X - Integration DEFinition for information modelling standard), have enabled the modelling of the information system for monitoring the agency business. The research was carried out through the realization of functional, informational and applied modelling.

Keywords: modelling, travel agency, information system, IDEF0, IDEF1X
JEL classification: O31, O32

Modeliranje informacionog sistema za praćenje poslovanja turističke agencije

Sažetak: Područje istraživanja ovog rada usmereno je ka modeliranju informacionog sistema, radi unapređenja poslovanja turističkih agencija. Kombinacijom savremenih metoda, informacionih tehnologija i njihove praktične primene, razvijeni su sistemi koji olakšavaju pristup relevantnim informacijama kao i praćenje poslovnih aktivnosti turističkih agencija. Predmet istraživanja rada, odnosi se na unapređenje poslovanja turističkih agencija kroz uvođenje informacionog sistema u procese agencijskog poslovanja. Cilj istraživanja jeste projektovanje i razvoj univerzalnog informacionog sistema koji će obezbediti efikasnije i efektivnije poslovanje turističkih agencija, kako bi što bolje odgovorile na zahteve korisnika (kako internih tako i eksternih). Razvoj CASE (Computer Aided Software Engineering) alata tj. BPwin, (Bussines Process for Windows) za modeliranje poslovnih procesa (standard IDEF0 - Integrated Computer Aided Manufacturing DEFinition for Function Modeling) i ERwin (Entity Relationships for Windows) za modeliranje podataka (standard IDEF1X - Integration DEFinition for information modeling), omogućio je modeliranje informacionog sistema za praćenje agencijskog poslovanja. Istraživanje je sprovedeno kroz realizaciju funkcionalnog, informacionog i aplikativnog modeliranja.

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Ključne reči: modeliranje, turistička agencija, informacioni sistem, IDEF0, IDEF1X
JEL klasifikacija: O31, O32

1. Introduction

The development of technology causes changes that provide opportunities for more efficient and effective operation in all areas of business.

As the modelling of business processes and data is of great importance for the reengineering of performance of every business system, modeling of the information system is also applicable in the field of business of travel agencies (Milentijević et al., 2013; Mosleh & Nosratabadi, 2015). Modelling of the information system establishes simpler processes of communication and collaboration between both employees within the organization and employees with business clients.

Modelling of the information system enables instant access to different information, dynamics and real-time information provision, higher level of communication and cooperation between employees, as well as between employees and clients, personalized interaction between users and overcoming time and space barriers (Paunović et al., 2011).

Baseline studies are based on the use of CASE tools in business systems in general (Montini et al., 2014; Harmon, 2015; Skersys et al., 2015), on the basis of what has been observed as the need for implementation in the field of hotel business and tourism. (Maksimović et al., 2017).

Apart from the unique model of the information system proposed in this paper, with the help of the mentioned tools, it is possible to model the system according to the specific user requirements (Truong et al., 2014), in accordance with legal requirements. By introducing business intelligence into the travel agency's business system, it enables consistent delivery of information, decision making based on facts, improved communication, time and money saving. Such an information system enables successful integration of information into the agency's business, ensuring competitiveness as an imperative factor for the prosperity in the market.

2. Research methodology

The research methodology refers to three methodologies carried out in the paper itself and they are:

- the functional modelling methodology, using the IDEF0 standard,
- the information modelling methodology, using the IDEF1X standard,
- the application modelling methodology.

The functional modelling methodology enables the decomposition of business functions and the planning of the necessary resources for the realization of functions (Havey, 2005). The IDEF0 standard has been developed to present activities or processes that are conducted in an organized and standardized way (Waissi et al., 2015). The IDEF0 standard can be defined as a set of activities that can transform certain inputs, by means of a certain mechanism, subject to certain controls, into outputs. These inputs, outputs, controls and mechanisms are used to model relationships between different activities (FIPS, 1993; Cheol-Han, 2003).

The information modeling methodology is presented using the IDEF1X standard. The IDEF1X standard (FIPS, 1993) represents a technique of modeling of semantic data that support the development of conceptual schemes. It provides a formal overview of the entities, attributes, and relationships between the entities. Every attribute of the IDEF1X model can only have one owner. An important term in the IDEF1X standard refers to the use of entity keys. The entity key is the smallest set of entity attributes necessary for uniquely identifying entity instances. Each entity must have at least one key (Cheol-Han et al., 2003).

The application modelling methodology is used for the rendering of the data model into the selected database management system (Karpuk & Krasnoproshin, 2017). The selected system implies the information infrastructure within which the application solution will be implemented.

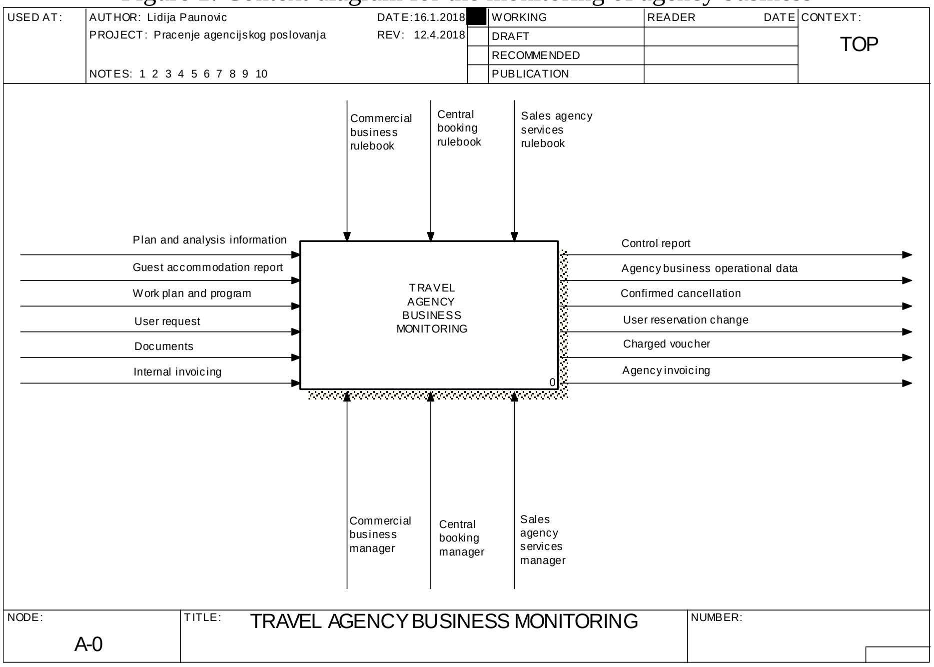
3. Research results and discussion

The applied modelling methodology was used, with the help of CASE tool BPwin, to conduct business process modelling. The modelling of business processes was realized through the following three types of diagrams:

- Context diagram for the monitoring of agency business,
- Activities tree for the monitoring of agency business,
- Decomposition diagram for the monitoring of agency business.

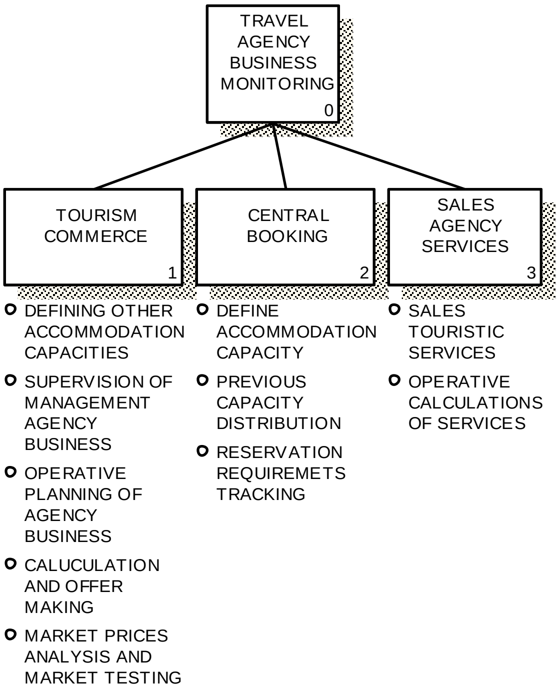
Context diagram for the monitoring of agency business is shown in Figure 1 (Veljović et al., 2009). It implies the highest level of abstraction. The inputs, outputs, mechanisms and controls that represent the boundaries of the model are defined within the diagram.

Figure 1: Context diagram for the monitoring of agency business



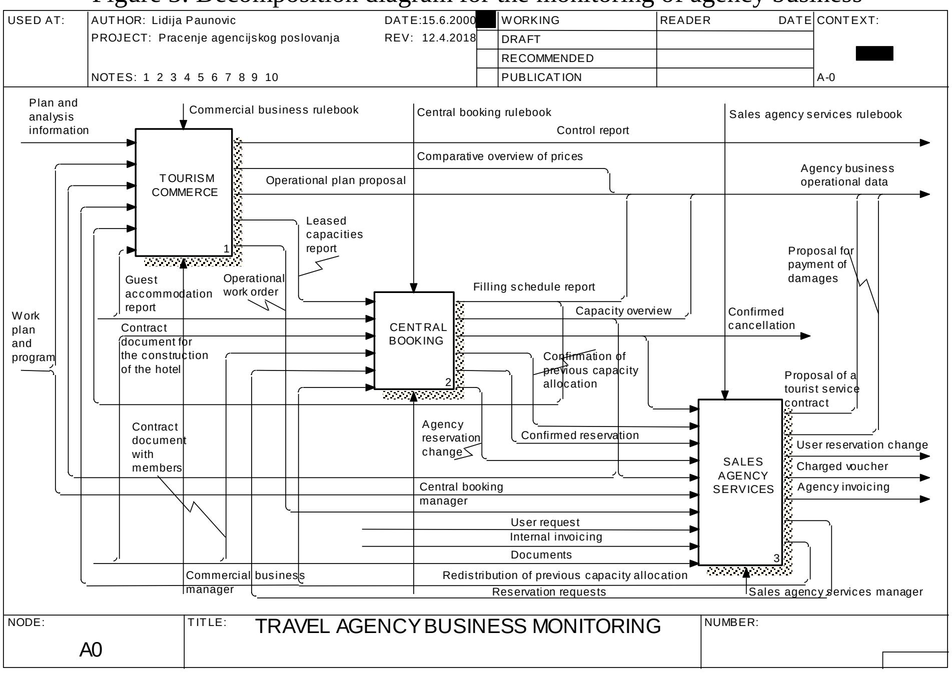
Vertical connections between the activities defined on the basis of the set model boundaries are shown in Figure 2, within the activities tree for the monitoring of agency business. Starting activity The monitoring of agency business is explained by subordinate activities. The figure shows the decomposition of the starting activity up to the third level.

Figure 2: Activities tree for the monitoring of agency business



After vertical connections have been established within the framework of defining the activities tree, horizontal links between activities of the same level have been established. Horizontal connections are shown in Figure 3 (Veljović et al., 2009), within the decomposition diagram. Decomposition diagram for the monitoring of agency business allows the connection of appropriate information defined within the activities tree.

Figure 3: Decomposition diagram for the monitoring of agency business



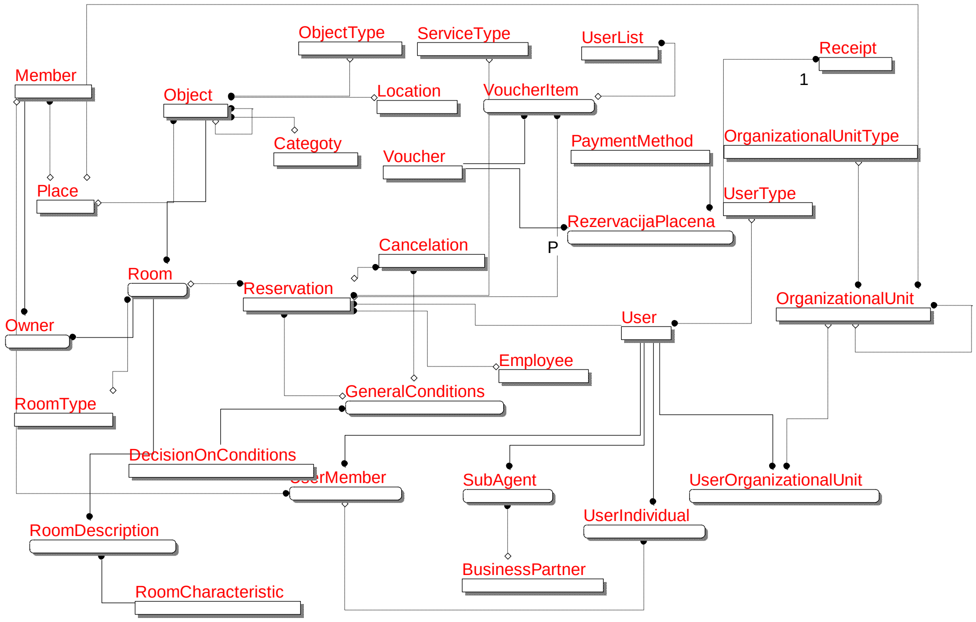
For the realization of information modelling a CASE tool ERwin was used, with the help of which data modelling was performed.

Data modeling has been defined through three models:

- Conceptual data model for the monitoring of agency business,
- Logical data model for the monitoring of agency business,
- Physical data model for the monitoring of agency business.

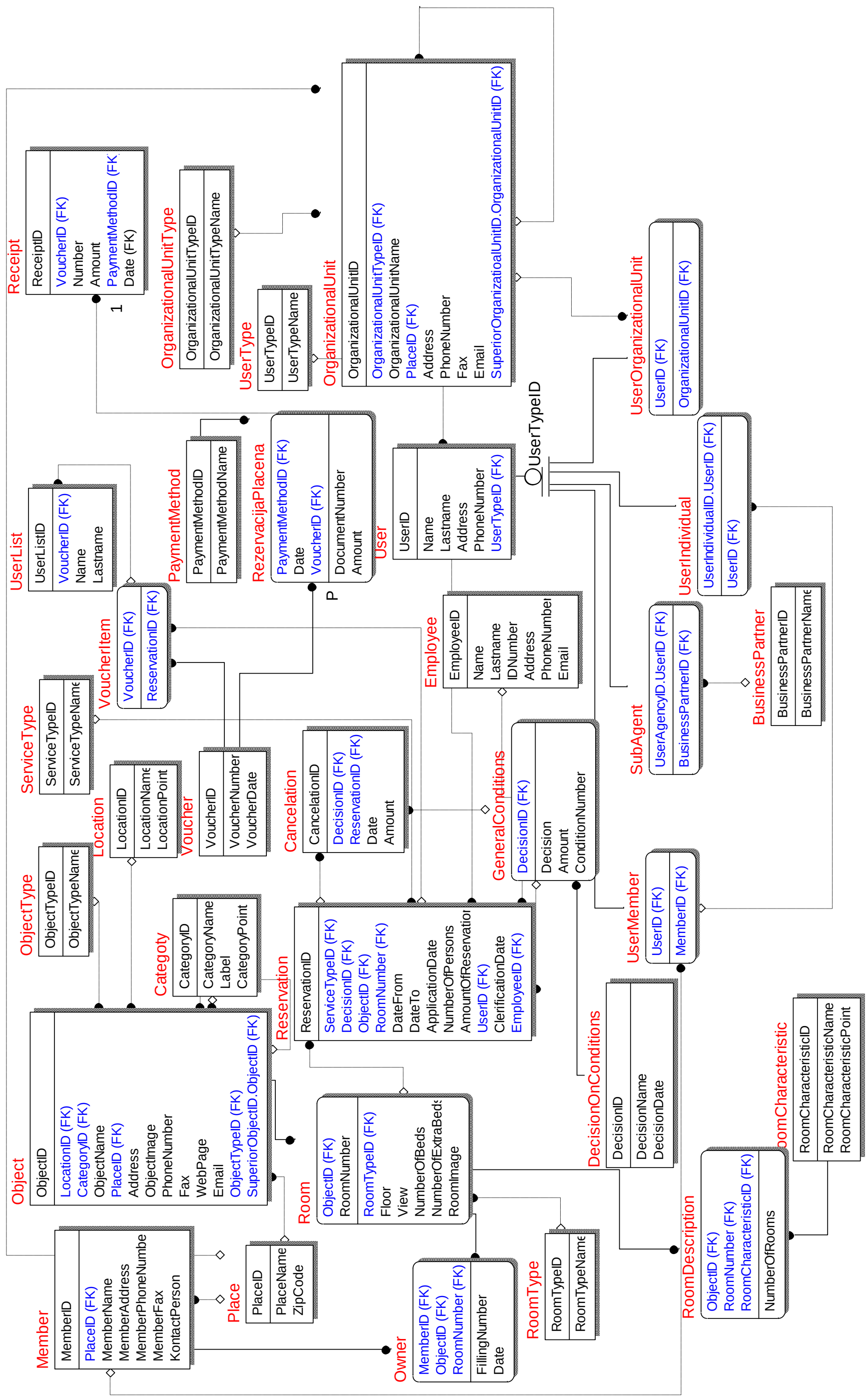
Conceptual data model (CDM - conceptual data model) covers only specific business needs that are presented by process analysis. The conceptual model defines entities and relationships between them. At this level, the highest level of links between entities has been identified. Figure 4 shows the conceptual data model for the monitoring of agency business.

Figure 4: Conceptual data model for the monitoring of agency business



Logical data model (LDM – logical data model) is shown in Figure 5. It defines a detailed overview of the observed business. It applies purely theoretical settings regardless of the physical-level implementation. The logical model is based on the conceptual model on the one hand and pre-set processes on the other. Within the logical model, the data is described in more detail, regardless of the method of implementation in the database. In this regard, the logical model includes the entities and links between them, the entity attributes, the primary key for each entity as well as the external keys. The normalization process is included within the logical model.

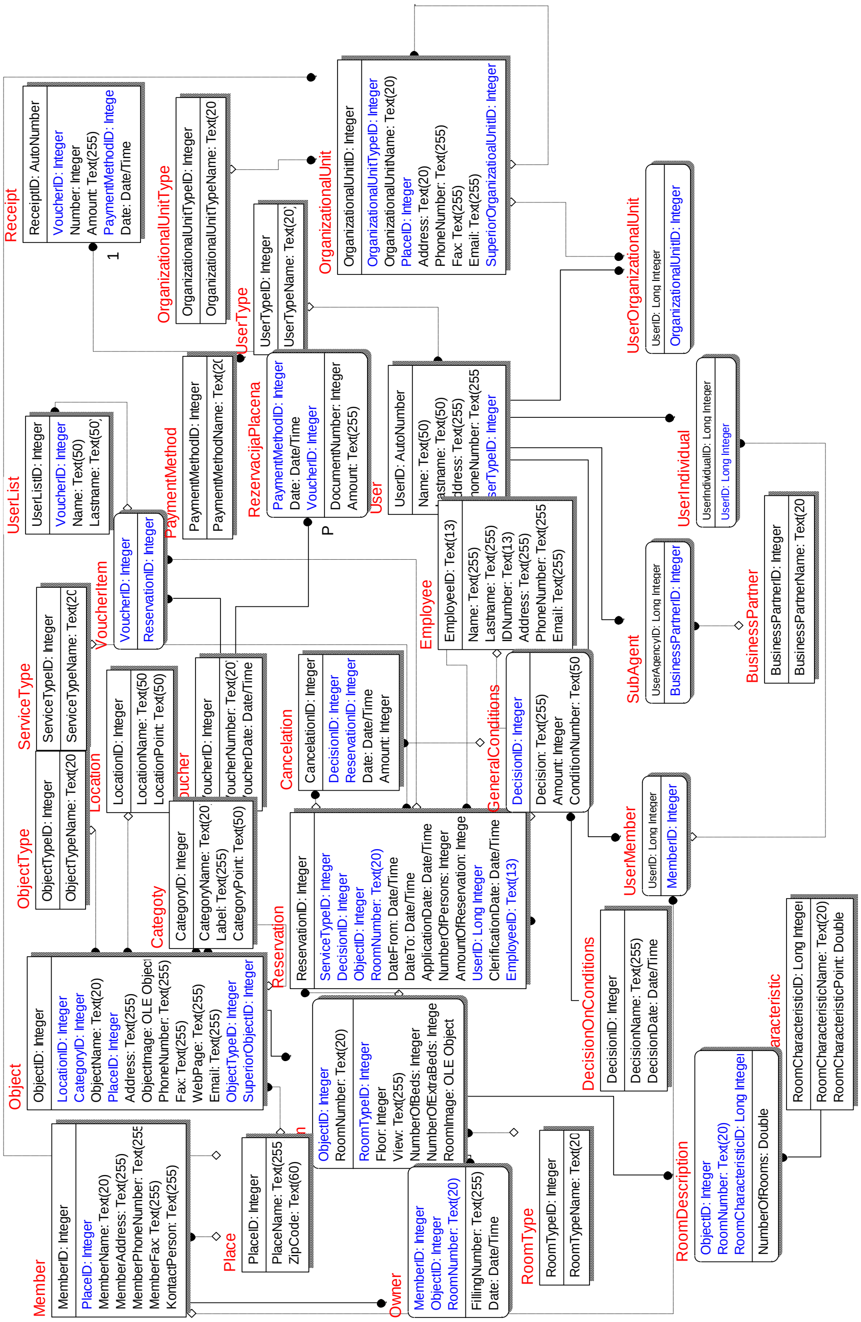
Figure 5: Logical data model for the monitoring of agency business



After a defined logical model that encompasses the entities, their attributes and connections, the physical data model is defined (PDM - physical data model) and shown in Figure 6. The physical model is a detailed description of the concept as well as a technical solution, which is why it is adapted to the architecture in which the solution will be implemented. The physical model includes the specification of all tables and columns as well as external keys.

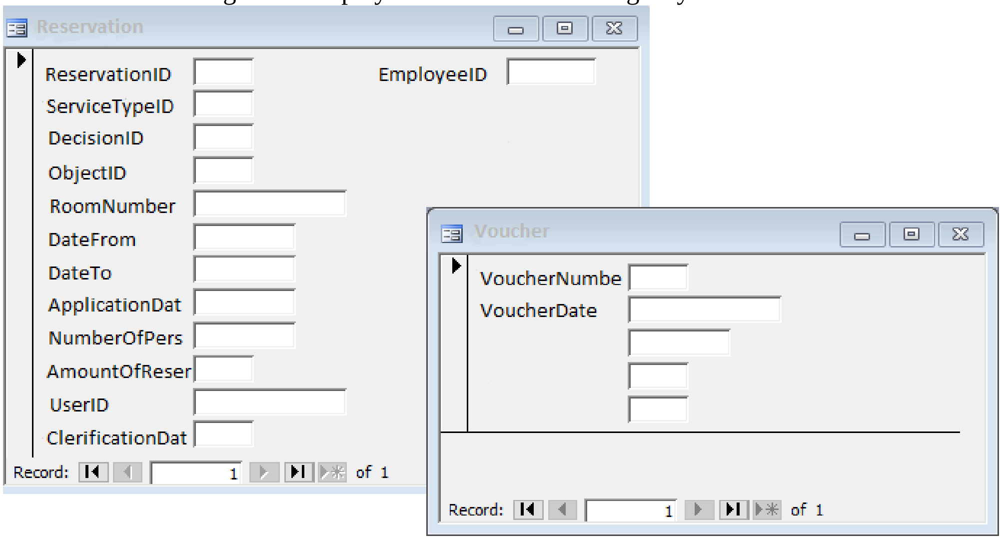
Within this model, denormalization is performed based on user requests. In order to design a projected model that will be implemented in the database, the transition of the entities into tables, the connection to external keys and attributes in the columns is performed.

Figure 6: Physical data model for the monitoring of agency business



Application modelling is considered from the point of view of the chosen database management system. Figure 7 the shows display forms of the Travel Agency's business. As a software solution for creating a database and implementing screen formats MS Access was selected.

Figure 7: Display forms of the Travel Agency's business



4. Conclusion

The information system for monitoring the business of a travel agency was modelled by the conducted research. For the observed system, the modelling of business processes has been proposed and executed through the defined depth and width of the system (vertical and horizontal connections). A conceptual data model that addresses specific business needs is defined. Based on the aforementioned modelling, a logical model has been established, which shows in more detail the entities and relationships between them, after which a physical model is implemented, which describes in detail the stated concept. Database generation, data entry as well as prototype-made client side have been executed. Implementation of the database and the display form itself is shown as the last item within the modelling process itself.

In this way, the implementation of a software solution according to user requirements is enabled, based on the experience gained through the operation of the real system. Optimized access to data was achieved through the access to a single database.

Modelling of the information system allows:

- optimization of business processes,
- improvement of relations with the target public,
- improvement of other business support services.

The directions of future research are reflected in the possibility of further development and improvement of the system through the implementation of the business intelligence model. Using business intelligence tools, the collected information and data are transformed into the knowledge that is used in the business decision making process, thus completing the agency's management system.

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An overview of online marketing promotion activities in the event tourism of the Moravica district

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Abstract: The development of technology in the last few decades has led to major changes in almost all areas of the economy. This is mostly related to production and service delivery processes, but also to other accompanying activities, without which the functioning of business systems is unthinkable today. The Internet is probably one of the most important representatives of this development and a factor without which the modern world can hardly be imagined. Its role is also highlighted in the field of marketing with the emergence of a new concept known as Internet marketing. By linking online marketing and manifestations/events, as one of the most important factors in tourism activity, the basis for satisfying the demands that modern age implies in the process of achieving quality relationships with the target market is created. Events and the way of their presentation, as the basis of marketing communications, with their specificities contribute to the uniqueness of a particular area by creating its image. The aim of this paper was to analyze the degree of the use of the Internet in the marketing activities of local tourist organizations as well as the tourist events of the Moravica administrative district, with particular reference to the use of websites and four most popular social networks.

Keywords: online promotion, Internet marketing, social networks, event tourism
JEL classification: M31, Z30

Pregled aktivnosti onlajn marketing promocije u manifestacionom turizmu moravičkog okruga

Sažetak: Razvoj tehnologije u prethodnih nekoliko decenija doveo je do velikih promena u gotovo svim oblastima privrede. Ovo se najviše odnosi na procese proizvodnje i pružanja usluga ali i na druge prateće aktivnostima bez kojih je funkcionisanje poslovnih sistema danas nezamislivo. Internet je verovatno jedan od najznačajnijih predstavnika tog razvoja i činilac bez koga se savremeni svet teško može zamisliti. Njegova uloga se ističe i u oblasti marketinga, sa nastankom novog koncepta poznatog kao Internet marketing. Povezivanjem online marketinga i manifestacija, kao jednih od najznačajnijih činilaca turističke delatnosti, stvara se osnov za zadovoljavanje zahteva koje moderno doba nameće u procesu ostvarivanja kvalitetnih odnosa sa ciljnim tržištem. Manifestacije i način njihovog predstavljanja, kao osnov marketing komunikacija, svojim specifičnostima doprinose jedinstvenosti određenog područja kreirajući njegov imidž. Cilj ovog rada je da analizira stepen korišćenja Interneta u marketing aktivnostima lokalnih turističkih organizacija, kao i turističkih manifestacija Moravičkog upravnog okruga, sa posebnim osvrtom na korišćenje veb sajtova i najpopularnijih društvenih mreža.

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Ključne reči: online promocija, Internet marketing, društvene mreže, manifestacioni turizam
JEL klasifikacija: M31, Z30

1. Introduction

Tourism can be observed as one of the most important elements in achieving economic growth and development, especially in certain regions and countries that have recognized their potentials in this area in time. The only question is whether somebody (an individual, organization, government, etc.) is ready to realistically perceive current state and situation, finding even minimal specificity that could distinguish them from the others and that could be the base for its market offer. It can be many things, a diverse dice combination that makes the overall mosaic of tourist offer.

Different kinds of events (cultural, music, sports, gastronomy, festivals, etc.) are listed as a tourism product of special importance for tourism development according to the Tourism Development Strategy of the Republic of Serbia for 2016-2025 period (The Government of Republic of Serbia, Ministry of Trade, Tourism and Telecommunications, 2016, p. 28). They are also mentioned as direct effects of tourism (The Government of Serbia, Ministry of Trade, Tourism and Telecommunications, 2016, p. 42). That way, events are, at the same time, one of the crucial initiators of the overall tourism activity, but also one of the main results of its development. Global trends, the so-called megatrends, also have influence on events development and tourism in general (Senić & Manojlović, 2017).

"Conceptually speaking, tourism events, tourist shows, performances and festivals mark periods of performing programs with certain content that is attractive for tourist visits." (Bjeljac, 2006, p. 7).

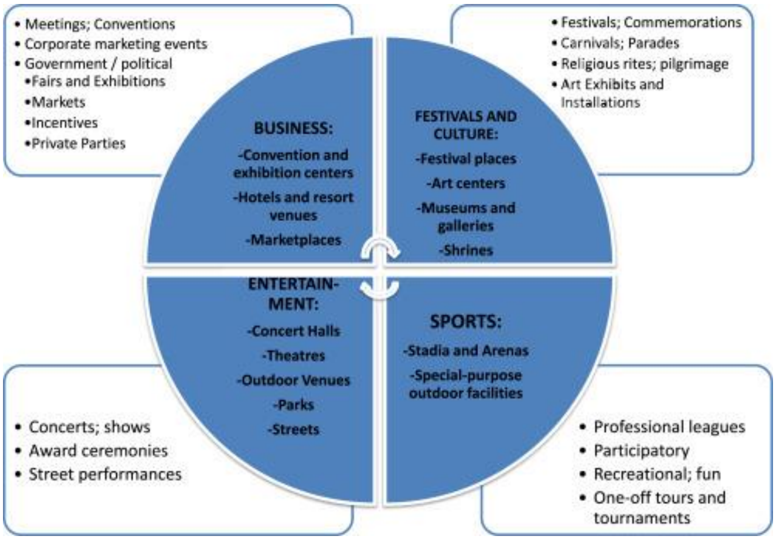
Events should be presented in a right way so that the target audience gets interested. Marketing activities are inevitable in this domain. Garabinovic (2017) states that marketing in tourism is related to various types of companies from tourism area that try to achieve goals they set in order to be satisfied with the realization of the planned profit and also in order to satisfy the tourists.

2. Event tourism

Event tourism plays a key role in building a more attractive destination. Significant motivator for tourism and development of destinations' marketing are tourism events. According to Getz (2008, p. 404) “Planned events are spatial–temporal phenomenon, and each is unique because of interactions among the setting, people and management systems - including design elements and the program”. The same author concluded that events are very important and they could satisfy many strategic goals. This is the reason for non-letting this job to amateurs.

According to Getz and Page (2016) all events and venues have its own topology, which is presented in Figure 1. Same authors pointed out that all events could be categorized into four categories: business, festivals and cultures, entertainment and sports.

Figure 1: Typology of planned events and venues



Source: Getz & Page (2016)

3. Internet promotion as part of modern marketing

Depending on the need for information, tourist marketers have to adapt their strategies for informing the target market. Đorđević (2013) conducted research in this domain and concluded that segmentation based on the importance of diverse types of information for tourists in decision making on travel is statistically more efficient than the one based on traditional criteria. He (Djordjević 2013, p. 83) also concludes that special focus has to be placed on the segment of tourists that need information about destination, hotels and travel programs, as well as the segment of tourists that value information about different brands.

Marić et al. (2017) analyzed the position and role of the modern customer in virtual space, i.e., in electronic interpersonal communication processes. They state that in regard to the traditional marketing environment, the biggest changes that generate the current marketing environment of the company are related to a technological dimension, i.e. electronic environment with the new role of the customers on the market and in the society as the consequence. They particularly emphasize the role of the Internet in these processes, putting greater emphasis on strengthening the negotiating power of the consumers themselves. Analyzing social networks, they state that the main motivation to join them is the possibility of social influence on others and the desire to belong to a particular group (Marić et al., 2017, p. 149).

Oklobdžija and Popesku (2017) analyzed a connection between digital media and making decisions about travel, with the focus on the impact of the IT on tourism activity, especially through the Web 2.0, Web 3.0 and Tourism 2.0 that occurs under their constant development. In their work, they presented the results of the research conducted from March 30 to April 15, 2016, on the total number of 444 respondents, in which 66.67% of the respondents stated that the main source of information for the selection of the tourist destination is digital media, especially for persons under 40 years old. When it comes to specific types of digital media, the results showed that the most commonly used are Internet searches (75.70%), followed by official websites of tourist destinations (51.60%), recommendations of other tourists (33.50%), social media (17.90%) and promotional materials received via email (8.10%).

According to a research conducted by the Tourist Organization of Serbia and ProPozitiv (Agency for Market and Public Opinion Research) about the opinions and habits of domestic tourists in Serbia in 2015 (Tourist Organization of Serbia, etc.), the most frequently used websites as the source of information about the tourist destination are websites of local tourist organizations and websites that promote the local tourist destination (40%), followed by websites for hospitality and other accommodation facilities (20%), social networks (Facebook) (19%), tourism specialized websites (18%), websites not specialized in tourism (15%), Internet tourism forums (12%), tourist agency websites (12%) and Internet blogs on tourism (2%).

A special review of social networks, as one of the most influential parts of Internet marketing, and their role in marketing communication was made by Tomše and Snoj (2014). They observed main differences between traditional and marketing communications on social networks and their advantages and disadvantages in times of crisis. Among the positive aspects, the ones which were highlighted are: possibility of applying different advertising options, paid (such as banners, sponsored links, etc.), as well as completely free options - Facebook and Twitter accounts, writing blogs and/or participating in other authors' blogs, participating in forums, posting videos on YouTube, etc.

Authors of this research will try to summarize all relevant data which is available online about event tourism in Moravica district. The specific goal will be the analysis of Internet usage in marketing activities of event tourism i.e. the existence of websites and accounts/profiles/channels on most popular social networks.

4. Conceptual and territorial determination of the Moravica Administrative District

Moravica Administrative District (defined in 2006 by *Decree on Administrative Districts* (Official Gazette of the Republic of Serbia No. 15/06)) includes four local administrations - Čačak, Lučani, Gornji Milanovac and Ivanjica, of which only Čačak has the status of a city, and as such represents its administrative center. The characteristic is the spatial distribution of the district that goes north to south in the way that every local administration is located right next to previous, starting from Gornji Milanovac on the north, followed by Čačak and Lučani and to Ivanjica on the south. It borders with four districts - Kolubara, Šumadija, Raška and Zlatibor. The total area covered by the Moravica Administrative District is about 3 016 km2 (Moravica Administrative District), with the largest share in the municipality of Ivanjica (36.14%), followed by the municipality of Gornji Milanovac (27.72 %), the city of Čačak (21.09%), while the smallest territory has the municipality of Lučani (15.05%). When it comes to the population (212 603 according to the 2011 census), the situation is somewhat different. The most dominant in the structure of the population is the city of Čačak (54.25%), followed by the municipality of Gornji Milanovac (20.89%), Ivanjica (15.03%) and the least, as well as the territory, the municipality of Lučani (9.83%).

The rich tourist offer of the Moravica Administrative District is additionally complemented by numerous events held on its territory. Of course, some events have local or regional character, and they are not so familiar to people living in other parts of Serbia, but there are also those that are well known not only in Serbia but also in the surrounding area. The diverse themes of the events and accompanying activities make each event stand out in its particularity, matching with the colorful ambience of the overall tourist offer of the district. This rich tourist offer represents a great potential for the development of the economy of this area. The existence of tourist organizations at the local level has the task of discovering new and promoting tourism potentials so that more people are interested in visiting them. Therefore, tourist organizations are useful for the society, primarily in the economy.

5. Organization of the research

As we saw, the combination of the Internet, marketing and tourism forms the basis of a modern approach to the formation of a market offer and its communication to the target market. That is exactly what will be the focus of this paper, primarily focusing on the position of online marketing in the tourist sector of the Moravica Administrative District - tourist organizations and events. Actually, we will analyze the activities of online promotion of tourist events that take place on the territory of the Moravica Administrative District. We will determine whether and to what extent these events use the most known social networks (Facebook, Twitter, Instagram and YouTube) and whether they have a website or possibly a blog.

Given that the number of followers, likes and posts changes on a daily basis, it is important to note that the whole research was conducted from 22nd to 25th of February, 2018.

It is a known fact that each of the four local administrations in Moravica district has its own tourist organization. At the start of our research, we searched the Internet to be sure that all tourist organizations have their websites. After that, by analyzing data on the events taking place on the territory of the Moravica District based on the websites of the tourist organizations, it became known that there are 98 events (64 in Čačak, 22 in Gornji Milanovac, 6 in Lučani and 6 in Ivanjica). These events were marked by local tourist organizations as the most important ones and they represent the research sample in this paper. The second part of our research was to examine for each of 98 events whether it has a website, an account/profile on Facebook, Twitter and Instagram or a channel on YouTube.

6. Results and discussion

Table 1 summarizes the analysis of presence/activity of tourist organizations from the Moravica district on the Internet i.e. analyzed social networks.

Table 1: Websites and social network accounts of tourist organizations

Tourist Organization	**Website**	**Facebook**	**Twitter**	**Instagram**	**YouTube**
Čačak	+	+	+		+
Lučani	+	+	+	+	+
Gornji Milanovac	+	+	+		+
Ivanjica	+	+	+		

Source: Authors – the research conducted on February 22, 2018

Based on the collected data, it can be seen that all four tourist organizations have their own website, that Facebook and Twitter are the most popular among social networks since all organizations have accounts on them. Instagram is used by only one organization, while three of them have official YouTube channels.

Following the table, the events which use some of the analyzed elements of Internet marketing are presented.

Table 2: Tourist events of Moravica district that use some of the analyzed forms of Internet marketing

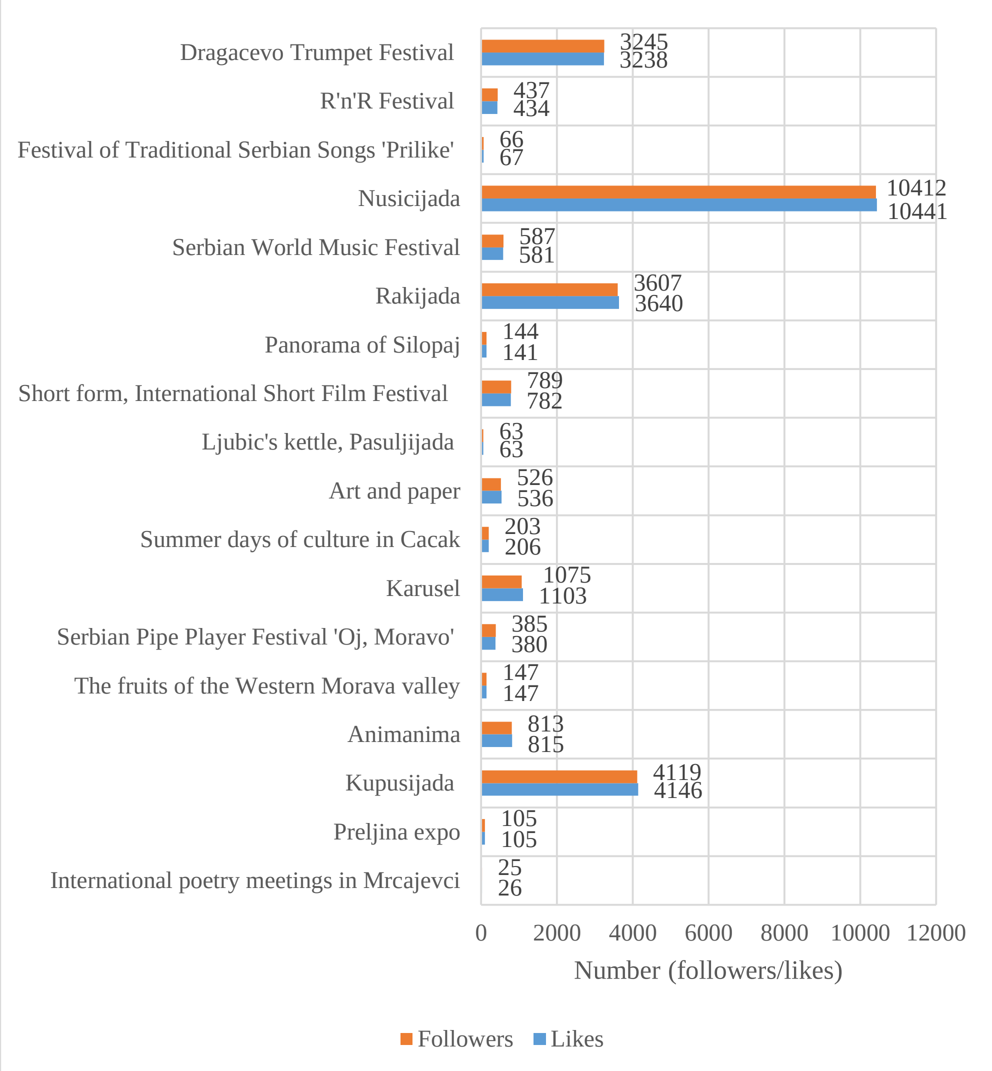
No.	Name	Place	Website	Facebook	Twitter	Instagram	YouTube
1.	Animanima	Čačak	+	+			
2.	Karusel	Čačak	+	+			+
3.	Kupusijada	Čačak	+	+		+	
4.	Summer days of culture	Čačak		+			
5.	International poetry meetings of Mrčajevci	Čačak		+			
6.	Pasuljijada "Ljubićski kotlić"	Čačak		+			
7.	Fruits of the Western Pomoravlje	Čačak		+			
8.	Preljina expo	Čačak		+			
9.	Flute festival of Serbia "Oj, Moravo"	Čačak		+			
10.	Art and paper	Čačak		+			
11.	Dragačevo Trumpet Festival	Lučani	+	+	+	+	
12.	Rock'n'Roll Sabor	Lučani		+			+
13.	Short form "Short and Mini Film Festival"	Gornji Milanovac	+	+		+	
14.	Rakijada	Gornji Milanovac		+	+	+	
15.	Serbia Festival of the World Music	Gornji Milanovac	+	+	+		+
16.	Šilopaj's Panorama	Gornji Milanovac		+			
17.	Festival of Traditional Serbian Songs	Ivanjica		+			
18.	Nušićijada	Ivanjica	+	+	+	+	+

Source: Authors – the research conducted from 22nd to 25th of February, 2018.

When it comes to using websites as official presentations, only 7 out of 98 events (7.14%) have their own website. Out of that number, 3 sites have a version in only one language (Serbian), while the other 4 have versions in two languages.

The usage of Facebook is presented in Figure 2. It is used by 18 events (18.37%). The average number of followers is 1 486. 5 pages have more than 1 000 followers, and the largest number is 10 412 (Nušićijada). When it comes to the number of likes, the average number is 1 492.5 pages have more than 1 000 – the same event as the number of followers. The Facebook page of Nušićijada stands out with the highest number of likes (10 441).

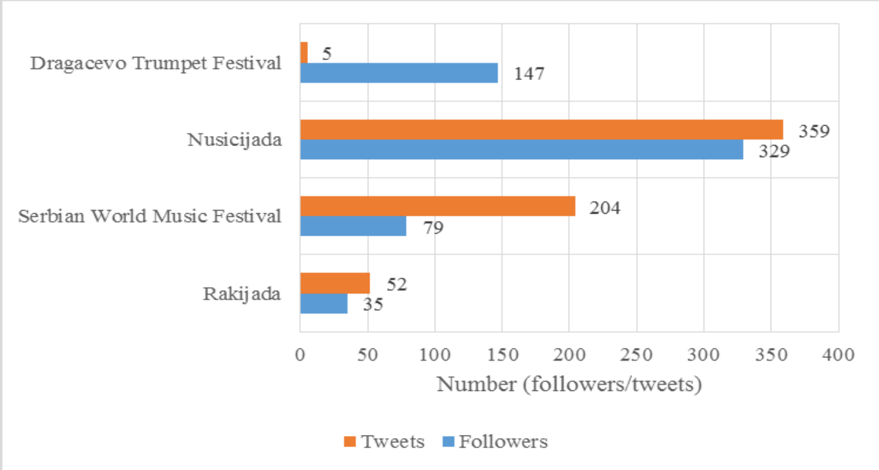
Figure 2: The usage of Facebook (number of likes and followers)



Source: Authors – the research conducted from 22nd to 25th of February, 2018.

Four events (4.08%) are using Twitter (Figure 3), with the average number of tweets of 155 and followers of 148. As regards both of the above criteria (as with Facebook), the Twitter account of Nušićijada (359 tweets, 329 followers) stands out.

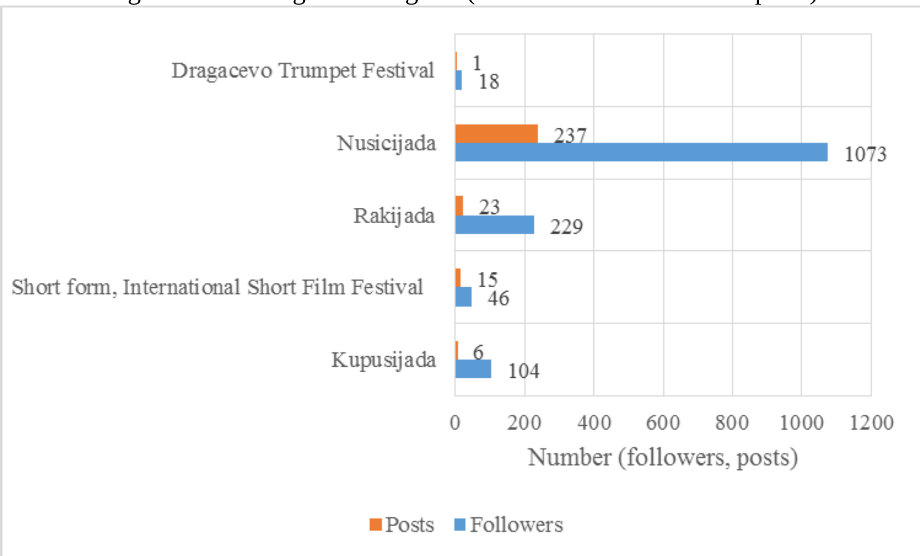
Figure 3: The usage of Twitter (number of followers and tweets)



Source: Authors – the research conducted from 22nd to 25th of February, 2018.

Only 5 events (5.10%) have their own Instagram account (figure 4) with the average number of 56 posts and 294 followers. The most posts (237) and followers (1073) has Nušićijada.

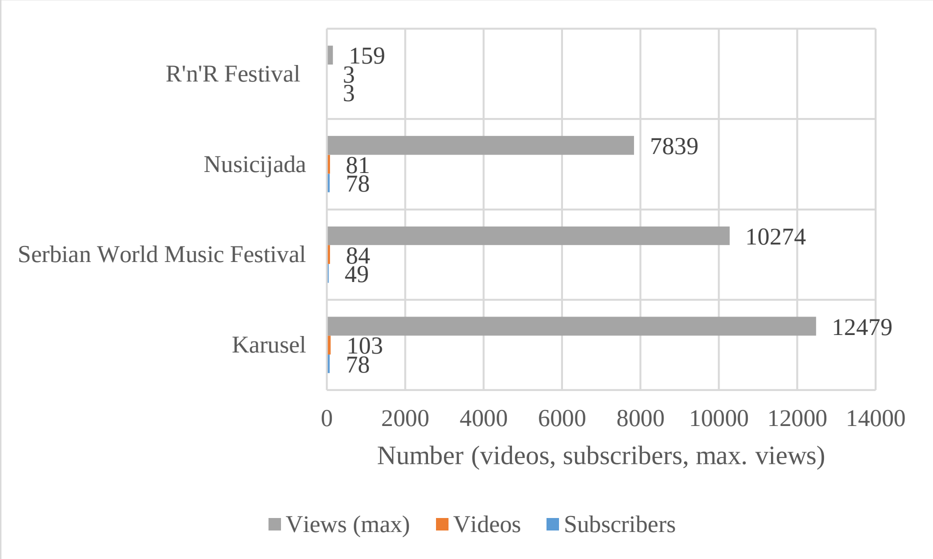
Figure 4: The usage of Instagram (numbers of followers and posts)



Source: Authors – the research conducted from 22nd to 25th of February, 2018.

Only 4 events (4.08%) have official YouTube channels (Figure 5), with average number of 54 uploaded videos and 42 followers. The average number of views (based on one video per channel with the maximum number of views) is 6 150. In all three categories (number of posts - 103, followers - 78 and most viewed videos - 12 479) YouTube channel of Karusel festival is dominant.

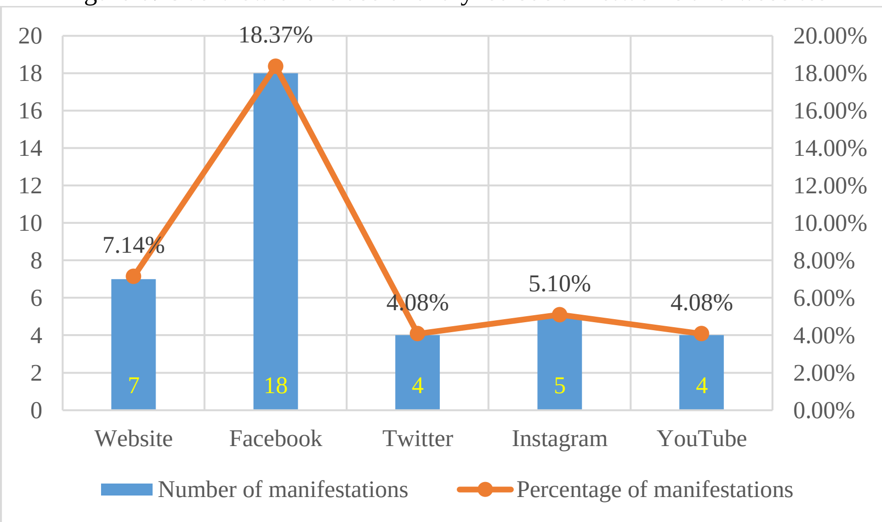
Figure 5: The usage of YouTube (views, followers and posts)



Source: Authors – the research conducted from 22nd to 25th of February, 2018.

In the following figure (Figure 6), you can see a summary overview of using websites, social networks, and YouTube, where data on the secondary y axis is expressed in percentages.

Figure 6: Overview of the use of analyzed social networks and websites



Source: Authors – research conducted from 22nd to 25th of February, 2018.

According to Figure 6, most events use Facebook, which is generally also most popular social network, as their promoting tool (18.37%). At the second place is a website usage, and then Instagram, Twiter and Youtube follow. Only one event (1.02%, Nušićijada) uses all five analyzed resources, two of them (2.04%) use 4, four events (4.08%) use 3, two events (2.04%) use 2, and nine events (9.18%) use 1 resource and that is Facebook. As opposed to this, 80 events (81.36%) do not have any element which indicates their online activity nor even visibility.

7. Conclusion

In this paper, we wanted to point out the importance of online promotion as an integral part of marketing in the field of tourism. We analyzed 98 well-known tourist events/events that take place in the territory of the Moravica Administrative District and we came to the results that the application of the Internet services is very limited in the promotion activities:

- Only 7 out of 98 events (7.14%) have websites. Out of that number, 3 web pages have a version only in one language (Serbian), while other 4 have bilingual versions;
- Facebook used by 18 events (18.37%). Facebook page of Nušićijada stands out with the largest number of likes (10 441) and followers (10 412);
- 4 events use Twitter (4.08%). As with Facebook, Twitter account of Nušićijada stands out;
- 5 events have their own Instagram accounts (5.10%). The largest number of posts (237) and followers (1 073) has Nušićijada.
- 4 events (4.08%) have official YouTube channels. In all three categories (number of posts - 103, followers - 78 and most viewed videos - 12 479) dominates the YouTube channel of Karusel festival.
- 80 events (81.36%) do not have neither their own website nor accounts/channels on social networks Facebook, Twitter, Instagram and YouTube.

Based on the above, we consider that the activity of online promotion of the observed tourist events is represented in the amount far less than expected. Obviously, there is a need for further improvements because tourists and generally people who would potenatially visit some of the events are accustomed to finding everything on the Internet - if there is nothing on the Internet, it is as it does not exist.

Nušićijada (Ivanjica) is the only event that stands out because it is active on all social networks and, in our opinion, has a very high-quality website. It also has its own up to date Android application. As for the YouTube, Nušićijada is in the third place and the first two events (Karusel - Čačak and the Serbian Festival of the World Music - Gornji Milanovac) are of a musical type and are very serious with a clear target audience, and therefore their position from the aspect of this Internet service is not a surprise. We should also mention the International Animation Festival "Animanima", which, in addition to the official website (in two languages) and a Facebook page, also uses Vimeo (a site like YouTube) and Issuu (digital magazine). Dragačevo Trumpet Festival in Guča (Lučani) is probably the most famous event in Moravica district but it does not have a YouTube channel which is a surprise.

Given that now the question can be posed as to why the current situation is, we will continue to work on attempts to reach an answer in the future. The directions of further research will relate to the analysis of the time required to maintain accounts on social networks and on the website also. We will also analyze how many perpetrators are needed for such a job, how much is a monthly fee or a working hour for these jobs, and whether there are officially defined jobs for this purpose; what level of education is needed and what completed schools would be a prerequisite for this job to be done professionally.

Practical implications of the research refer to the effects that resulted from the researched subjects. In this research, the results show an immediate need for more marketing activity in the area of event tourism. The use of all the analyzed social networks is basically free, and nowadays, a large percentage of people own smartphones and other devices connected to the Internet, so our conclusion is that this state of affairs for modern business conditions is inadequate.

Limitations of this research are related to the district that we analyzed. For more precise and adequate analysis, we have to include other districts.

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Intangible cultural heritage as a motive for choosing the tourist destination Aranđelovac

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Abstract: Intangible cultural heritage is of vital importance for the development of a tourist destination. It manifests itself through the customs, celebrations, music, songs, dances, stories, myths, traditions, legends, old crafts, aesthetic, spiritual and social systems of community values. As a value, tourist destinations are presented on the spot as well as at festivals, carnivals, concerts and food service facilities. Culture and tourism are becoming increasingly connected over time and therefore represent an inseparable whole. Interest in culture and cultural programs, among which are also those whose framework pertains to intangible cultural heritage, is constantly increasing. This paper deals with the study of the bond between tourists and intangible cultural heritage of a destination. Namely, the paper argues that the tourists' choice to visit a particular destination depends largely on the intangible cultural heritage in the area of that destination.

Keywords: intangible cultural heritage, culture, tourism, destination
JEL classification: Z300

Nematerijalno kulturno nasleđe kao motiv za izbor turističke destinacije Aranđelovac

Apstrakt: Nematerijalno kulturno nasleđe je od vitalne važnosti za razvoj turističke destinacije. Ispoljava se kroz običaje, praznovanja, muziku, pesmu, igru, priče, mitove, predanja, legende, stare zanate, estetske duhovne i društvene sisteme vrednosti jedne zajednice. Kao vrednost turističke destinacije prezentuju se na licu mesta kao i na festivalima, karnevalima, koncertima, u ugostiteljskim objektima. Kultura i turizam vremenom se sve čvršće povezuju i predstavljaju neraskidivu celinu. Interesovanje za kulturu i kulturne programe, a među njima i one čija je okosnica nematerijalno kulturno nasleđe, u neprestanom je porastu. Ovaj rad se bavi istraživanjem veze između turista i nematerijalnog kulturnog nasleđa destinacije. Naime, rad zastupa stanovište da opredeljenost turista da posete određenu destinaciju pretežno zavisi od nematerijalnog kulturnog nasleđa sa kojim destinacija raspolaže.

Ključne reči: nematerijalno nasleđe, kultura, turizam, destinacija
JEL klasifikacija: Z300

1. Introduction

Intangible cultural heritage is becoming increasingly important as a tourist motivation. Tourists are becoming more and more interested in different cultures, performing arts, crafts,

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rituals, gastronomy and interpretations of nature and the universe. The most developed countries in the world promote their cultural heritage for the purpose of tourism development, and devote a great deal of effort in its understanding and promotion.

Intangible cultural heritage consists of intangible cultural assets. It belongs to the oral folk culture which was formed in the remote past and which has been passed down through generations. The tourist offer of a destination predominantly depends on its cultural values and has a great impact on the visitors.

The aim of this research is to investigate the ways and possibilities for the utilization of the intangible cultural heritage potentials at the disposal of the destination, in order to create and improve the tourist offer of the destination. Intangible cultural heritage is considered to be one of the most important and most expansive components of tourism. Thanks to the important historic figures and events from the past, heritage is viewed as part of the cultural tradition of a society. On the other hand, the concept of tourism is a real form of modern consciousness, and it is fundamental and dynamic in its constant interaction with the intangible cultural heritage. Therefore, the concept of tourism based on intangible cultural heritage is invaluable for developing and expanding tourist destinations.

Based on theoretical knowledge and results, international experience and the characteristics of the domestic market, the main objective of this paper is to emphasize the role and importance of the intangible cultural heritage in choosing a tourist destination. In this regard, this paper should also point out the importance of the intangible cultural heritage for the development and creation of a sustainable competitivness of the tourist destination.

The basic goal of the research arises from all of the mentioned above, and it indicates the importance and role of the intangible cultural heritage in the process of development and selection of a tourist destination.

The starting point of this research paper is the basic assumption that the intangible cultural heritage positively influences the choice of a tourist destination. The attractiveness of the destination is conditioned by the offer of intangible cultural heritage. Intangible cultural heritage represents a blend of the modern and traditional. Futhermore, it determines the appearance of a tourist destination, which is available in the selection.

Also, one of the additional assumptions is that the intangible cultural heritage positively influences the higher profitability of the tourist products of Aranđelovac. The image of a nation has a very big impact on visitors since it is directly linked to the tourist offer of the country. Material and spiritual formations and values should be made part of the progress of human society, the creation of a national identity, and therefore a tourist brand as well. Profitability of the tourist product could be significantly improved if the tourist offer were enriched with the intangible cultural heritage.

Last but not the least, it can be concluded that the various contents of intangible cultural heritage are in a positive correlation with the satisfaction of the visitors of Arandjelovac. Namely, the success of the tourist destination results in satisfied visitors.

In the research part of the paper, a statistical method of hypothesis testing will be used. The analysis will be carried out using the Statistical Package for Social Sciences (SPSS).

2. Culture and tourism

"Culture is a set of all material and spiritual values (processes, changes, and creations) that have emerged as a consequence of the material and spiritual investment of a man in nature, society and thinking, without which there would be no human society, not even in the simplest form of organization" (Alberti & Giusti, 2012). Culture represents one of the factors of the tourist economy, and that is the part that rests on cultural values or goods as motives for tourist trips. Tourism can be observed from three points of view. First, tourism is a social phenomenon, not a product of activity. Secondly, tourism is the sum of the costs of all travelers or visitors for all their needs, and not just of certain status groups or groups with similar interests, i.e. needs. Thirdly, tourism is a process of experiencing, not of products, but a wealth of different experiences (Rodzi et al., 2013). Therefore, cultural tourism is defined as a specific form of sustainable tourism, or as a visit of tourists who are motivated by their interests in historical, artistic, scientific or craftsmanly products and offer from the local community (Milić, 2014).

However, cultural heritage management is a recent phenomenon (mainly in the last 20 years), whose tendency in many countries has been to concentrate on the heritage "resource" or asset as the central element in manamegent process (Du Cros, 2001). Today there is a trend of increasing interest in cultural tourism products in the world. It is anticipated that the cultural tourism market will be one of the five leading segments of the tourism market in the future (Alberti & Giusti, 2012). The growth of cultural tourism is reflected in the financial indicators. It is estimated that cultural tourists spend one third more than average tourists spend, which is why cultural tourism is ranked among the ten most important and most dynamic tourist branches, and an increasing production of cultural activities influences the increase of its competitiveness (Krasojević & Đorđević, 2015). Such a growing trend of interest in cultural tourism provides the opportunity for cultural heritage as a resource of development to become sustainable, bringing benefits to the local and wider community, with the precondition for its preservation.

Cultural tourism is becoming an increasingly important form of tourism with multiple positive implications on the socio-economic plan. It provides financial support for the preservation, revitalization and promotion of cultural heritage assets (Krivošejev, 2014). It contributes to the financial and organizational independence of cultural institutions and organizations, as well as the process of decentralization of culture. Cultural tourism has a significant financial effect on the development of the economy of many countries, especially the developing countries. In addition to the material effects of cultural tourism, immaterial effects such as developing awareness and caring for their own cultural values, creating a cultural identity and a positive image of the community are also important. According to UNESCO, the concept of cultural heritage includes several categories (Krasojević & Đorđević, 2015): Material heritage (movable cultural heritage - paintings, sculptures, manuscripts, coins); Immovable cultural heritage (monuments, archaeological sites) and underwater cultural heritage (ship wrecks, underwater ruins and cities); Intangible cultural heritage (oral tradition, music, dance, rituals, etc.); Natural heritage (natural landscapes with cultural motifs); Legacy of armed conflicts.

A broader view of the structure and content of cultural heritage includes the classification of heritage into tangible and intangible (Herz & Arnegger, 2016). Within the tangible heritage, there are: military attractions (battlefields, cemeteries, memorials, military buildings, etc.), dark attractions (places of terrorist attacks and mass murders, camps, prisons); historic sites (historical cities, restored coasts, villages, rural settlements), archaeological sites / historical buildings (ancient remains, archaeological sites, castles, churches, historical buildings, museums), industrial attractions (docks, railways, mines, quarries, factories), religious attractions (churches, cathedrals, mountains, rivers, caves, temples, churches). Intangible heritage consists of: art (art tradition, manual skills, diet, gastronomy), language (unique languages, music), national customs (clothes, agricultural methods, religion, behavior, folklore, stories and legends), music and performing arts (dances, music, opera), religion (beliefs, practices and rituals, ceremonies), sport (game, rules and methods), festivals and festivities (ethnical festivals, food festivals, religious ceremonies).

Modern business requires a change in the tourist product, and therefore a change of a tourist market where cultural heritage becomes one of the elementary factors of attractiveness of tourist destinations. Over the past several years, the interrelationship between tourism and culture has attracted considerable attention and quite rightly become a key point for cultural policy at a regional, national and international level (Isaković, 2016). The border of the destination should be determined by the market, regardless of the administrative boundaries of a specific spatial area visited by tourists (Jovičić, 2013). Today, there is a large number of cultural and historical heritage sites in almost all urban and rural areas.

The term "cultural tourism", which is used interchangeably with the terms "tourism of heritage" or "ethnic tourism", offers tourists the aforementioned attractions of the cultural heritage. In addition to all of the above, the Australian Federal Government describes heritage tourism as "accepting a complete experience that visitors can sense in order to learn what makes a particular destination recognizable - the way of life of the domicile population, the heritage of destination, art, hospitality-and the way of providing services and interpreting cultural heritage (Rodzi et al., 2013). Therefore, the intangible cultural heritage must be the source of emotions for tourists, it must give them a certain experience. Apart from many positive effects of tourism on cultural heritage, there are inevitable negative impacts, too. Tourism can physically negatively affect cultural heritage, so in some destinations tourists are not desirable because they are searching too much for an authentic cultural experience that can open very sensitive sites to a dangerous mass tourism.

Innovative cultural and tourism products enrich the basic product, i.e. the destination brand, increase the consumption, the length of stay of the tourists and the satisfaction with their stay. The result of such movements is the re-visit of tourists, which leads to the stimulation of destination demand, creating opportunities for the development of new market segments (Chhabra et al., 2003). The development of cultural tourism in the future will depend on the quality of cultural resources, but also on their preservation. It can be concluded that culture receives an additional source of income from tourism, markets expand and new market niches are profiled. There is a need for more professional management and promotion of cultural heritage, better control over the use of cultural potentials; a better attitude towards culture is created among the local population, and thus a better image of a tourist destination.

3. Significance of intangible cultural heritage for the development of a tourist destination

Modern tourism is characterized by significant quantitative and qualitative changes that manifest themselves in the growth of tourism transportation and the creation of new and more flexible forms of tourism products in which the intangible cultural heritage is becoming more important. Travel movements are a manifestation of personal freedom and the ability of an individual to express his own individual needs and desires, and social interaction is their important characteristic.

While on the move, tourists often temporarily forget many of the social norms that regulate their everyday life and work. Tourists are different from domicile population because they are characterized by different ways of dressing, language and habits, different physiological characteristics. Most often they come from highly-urbanized environments, which means that the interaction that takes place in the destination is between people of different geographical and socio-cultural backgrounds (Jovičić, 2013). Social interaction can be explained more closely by the term of acculturation that characterizes tourism movements. It can be defined as the process of merging and interweaving of the two cultures, which in tourism is reflected in the exchange of cultures of tourists and domicile population in tourist destinations (Jovičić, 2013).

The development of a tourist destination is important both for the country in which the destination is located as well as for the domicile population. The positive effects of tourism manifest themselves through the inflow of financial means into the country, while the domicile population, by developing a tourist destination, benefits from the employment of tourist workers and the growth of revenues due to the influx of tourists. According to some surveys, 15% of the tourists' daily spending remains at the disposal of the local population (Nuryanti, 1996).

According to one study dealing with the determinants of tourists' arrivals to the destination, it has been concluded that there are three types of tourist sites: cultural sites, natural beauties and modern tourist places (Rodzi et al., 2013). The main discovery of this survey is that cultural sites (intangible cultural heritage) have a stronger impact on tourists' visits than natural beauties. Ai-Lin-Lee (2010), in her study "Satisfaction of tourists with cultural heritage site", came to the conclusion that there are three important attributes that bring satisfaction to tourists: tourist attraction in general, cultural attraction and heritage, hospitality and diversity. Out of these three attributes, the most important is the cultural attraction and heritage and it is followed by hospitality, and then finally the tourist attraction itself. Based on the above, it can be stated that the cultural heritage is capable of attracting more tourists compared to the tourist attraction itself.

It is evident that the heritage consists of three essential aspects: the diversity of the environment, the life of the domicile population and traditional art, folklore, and so on. If the tourist destination were to be compared with a man as a social being, the tourist destination without these three aspects would be like a man without a soul (Rodzi et al., 2013). Intangible values have been converted into a tourism product that is exchanged on the market to meet the needs of tourists. This process uses the authenticity of culture to achieve economic and commercial effects.

On the basis of conducted research and studies as well as opinions of theoreticians in this field it can be concluded that the intangible heritage is an important factor for the formation of a tourist destination, a factor of development as well as an inevitable component of the development policy of the tourist destination.

4. Intangible heritage and choice of a tourist destination

An important part of the national and cultural identity of Serbia is a rich cultural and historical heritage and intangible cultural heritage reflected in oral tradition, customs, festivals, artistic expressions and traditional crafts. The establishment of the national and tourist brand of Serbia implies the use of all those elements that have positive effects on creating a comprehensive picture of Serbia as an attractive area (Bjeljac et al., 2015). In order to understand the connection between the intangible cultural heritage and the choice of the tourist destination, a survey was conducted so as to examine the impact of intangible cultural heritage as one of the motives for choosing Aranđelovac for a tourist destination. Survey of the respondents was conducted in the period August - September 2017 on the territory of Aranđelovac. The total of 161 respondents were surveyed by a simple random sample. Using the statistical software package for social sciences, the steps of the analysis that was carried out will be presented in the further text.

On the basis of the conducted survey, the sample structure shows that 56% of the respondents are men, while 44% of the respondents are women. Graph 2 shows the structure of the sample according to age, where the most numerous respondents are aged 16 to 30 and they make 48%, respondents aged 31 to 50 make 44% of the total sample, 7% of the respondents are over 50 years of age, 1% of respondents under the age of 15.

Figure 1: Structure by gender

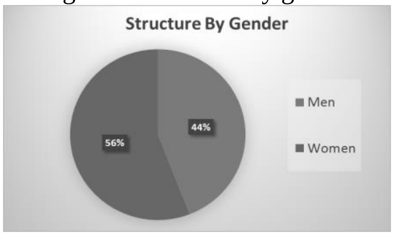
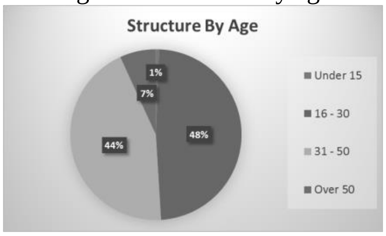


Figure 2: Structure by age



The structure of the sample according to profession is made up of 57% of employed respondents, 32% are students, 7% are unemployed, 3% are pensioners, while 1% are pupils. In terms of their education, 52% are those with completed higher education, 19% with secondary education, 18% have completed master's studies, 9% have a doctoral or master's degree, while 2% have completed primary education.

Figure 3: Structure according to occupation

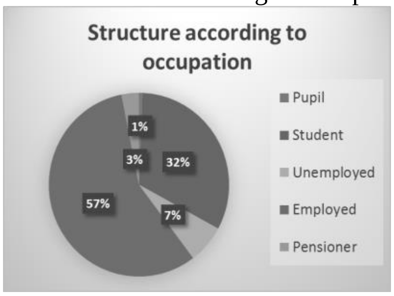
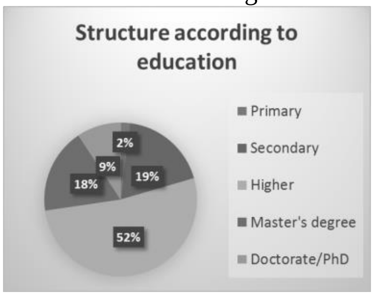


Figure 4: Structure according to education



Examination of the interdependence between the intangible cultural heritage and profitability

Table 1: Correlation analysis

	Intangible heritage	Other motives	Profitability	Satisfaction
Intangible heritage	1	0.561**	0.709**	0.522**
Other motives	0.561**	1	0.360**	0.388**
Profitability	0.709**	0.360**	1	0.526**
Satisfaction	0.522**	0.388**	0.526**	1

** All correlation coefficients are significant at the level 0.01

Based on the results of the correlation analysis, it can be seen that the values of the Pearson coefficient (Pearson) are significant at the level of 0.01, respectively correlations are statistically significant with a probability of 99%. The highest value of the Pearson coefficient is present between Intangible Heritage and Profitability and is 0.709. By looking at the results in Table 1, a strong linear correlation between intangible heritage and profitability is evident. Consequently, the established statistical linear correlation means that the intangible cultural heritage positively influences the higher profitability of the tourism product of the destination.

Examination of the impact of intangible cultural heritage on tourist satisfaction

Table 2: Simple regression analysis

Variables	R^2	F	β	t
Intangible Heritage	0,273	59,624	0,522	7,722**
Other motives	0,150	28,153	0,388	5,306**

** The value is significant at the level r <0.01

The obtained values based on the simple regression analysis are statistically significant at the level of 0.01 and with a probability of 99%. The determination coefficient for the variable Intangible Heritage is 0.273, which means that 27.3% of the variability of satisfaction is described by the regression model, and 72.7% is under the influence of a factor that does not contain the regression model. Observing other motives of coming to Arandjelovac, according to the obtained regression research, they do not have a major influence on the satisfaction of the tourists, since 15% of the variability is described by the regression model. Based on these results, it can be concluded that intangible heritage and other motives to visit do not have a significant impact on the satisfaction of tourists. This contravened the hypothesis that the different contents of the intangible cultural heritage are in a positive correlation with the satisfaction of the visitors of Aranđelovac.

Multiple regression analysis

Table 3: Results of multiple regression analysis

Variables	B	t	Sig
Intangible Heritage	0,205	1,968	0,05
Other motives	0,156	1,984	0,049*

** The value is significant at the value r <0.01 * r <0.05

$R^2 = 0.338$ $F = 26.733$ $p < 0.01$

The value of the coefficient of determination is 0.338, which means that 33.8% of the variability of satisfaction is described by the regression model, while 66.2% is under the influence of a factor that does not contain the regression model. Observing values from the columns β and Sig, it can be seen that the intangible heritage has no statistically significant effect on the satisfaction of tourists.

Parameter T test for two independent samples

Table 4: Results of parameter T test

Statements	Men		Women		T value	Importance
	AS	SD	AS	SD		
1.Natural attractions can serve as a motive for your visit	4,58	0,921	4,46	0,781	0,908	0,365
2.Cultural attractions of Aranđelovac are a significant motive for the visit	4,45	0,891	4,14	0,989	2,037	0,043
3.The history of Aranđelovac/ tradition can be crucial when deciding to visit it	4,24	1,088	4,06	1,105	1,055	0,293
4.Sports and recreational offer can be an important motive for visiting Aranđelovac	3,37	1,334	3,52	1,163	-0,779	0,430
5.Aranđelovac is most often visited because of healthcare / wellness & spa programmes	2,93	1,356	3,06	1,239	-0,608	0,540
6.Gastronomic offer has an important role in selecting Aranđelovac as a tourist destination	4,01	1,189	3,43	1,218	3,035	0,003
7.Aranđelovac is most often visited for manifestations, concerts or other events	3,38	1,324	3,18	1,223	1,006	0,316

8.Entertainment and nightlife affect the choice of tourist destination	3,87	1,264	3,47	1,326	1,972	0,050
9.Visit to relatives or friends is a frequent motive for coming to Arandjelovac	3,58	1,509	3,60	1,444	-0,096	0,923
10.Religious needs influence the choice of a tourist destination	3,32	1,529	2,76	1,310	2,539	0,014
11.Learning about cultural heritage can influence the choice of Aranđelovac	4,10	1,071	3,89	1,086	1,224	0,223
12.Aranđelovac's artistic tradition can be crucial when deciding on a visit	4,08	1,052	3,77	0,995	1,962	0,051
13.You think that intangible cultural heritage initiates your frequent visits to Aranđelovac	3,92	1,180	3,52	1,073	2,209	0,029
14.You think that you spend enough money on getting to know the intangible heritage	3,61	1,248	3,12	1,150	2,551	0,012
15.Elements of supply of intangible heritage are affordable in price	3,97	1,069	3,77	1,039	1,228	0,221
16.The relationship between service quality and prices is very favorable	4,03	1,042	3,84	0,911	1,193	0,235
17.The hospitality of the hosts is crucial for subsequent visits to Aranđelovac	4,32	0,997	4,33	0,899	-0,062	0,950
18.You are very satisfied with the whole tourist offer of Aranđelovac	3,79	1,286	3,62	0,978	0,933	0,368
19.You would recommend your friends to visit Aranđelovac	4,28	0,974	4,47	0,737	-1,328	0,186

Observing the motives that determine the choice of a tourist destination by parametric T test for two independent samples, there have been significant differences in attitudes between men and women. On the basis of the higher value of the arithmetic mean, where the value of T is positive, in comparison with women, the men gave higher grades for the following motives that influence the choice of a tourist destination: Cultural attractions Aranđelovac, Gastronomic offer, Entertainment and night life, Religion and artistic tradition of Aranđelovac. The research has shown differences in attitudes of men and women to the statement “You consider that the intangible cultural heritage initiates your frequent visits to Aranđelovac”, where higher grades were given by men whose arithmetic mean is 3.92, while the significance is at the level of 0.05. Therefore, it can be noted that elements of intangible heritage positively influence the choice of a tourist destination.

ANOVA test

Table 5: ANOVA test results

Variables	F	Sig
Intangible Heritage	2,642*	0,036
Other motives	1,402	0,236
Satisfaction	1,740	0,144

* $p < 0.05$

Based on the results of the ANOVA test, we see that there are differences in assessments according to given variables in respondents of different degrees of education. Differences exist with the variable Intangible Heritage where the Sig value is 0.036, which is less than 0.05, so the value is significant with a probability of 95%. In other variables, we see that Sig values are greater than 0.05, so we can conclude that there are no differences in assessments according to different categories of education in the variable Other motives and Satisfaction.

This statistical analysis has proven the starting hypothesis of research that the intangible cultural heritage positively influences the choice of a tourist destination. Also, statistical data processing has proven that intangible cultural heritage affects the higher profitability of the tourist destination product. Namely, there is a strong linear correlation between intangible heritage and profitability. The analysis disproved the hypothesis that the various contents of the intangible cultural heritage are in a positive correlation with the satisfaction of the visitors of Aranđelovac.

5. Conclusion

All material and intangible, natural or cultural assets as factors of the spatial cultural-historical units represent tourist resources and can be used for tourist purposes. They can also produce economic performance and contribute to the economic development of a particular destination. Cultural resources can become tourist resources only by design planning.

The essence of a cultural intangible product in tourism is its interpretation that should enable tourists to experience culture in the past and present. Tourists are increasingly interested in different cultures, performing arts, crafts, rituals, gastronomy and interpretations of nature and the universe. There is an increasing awareness of the importance of cultural interaction which encourages dialogue, builds understanding and improves tolerance. Oral folk culture which was formed in the remote past has been passed down through generations. The main principles of oral culture are continual preservation and the obligation to pass the heritage to younger generations. Oral traditional culture consists of customs, rituals, beliefs, music, skills, crafts, oral literature. The research has shown that the intangible cultural heritage positively influences the choice of a tourist destination. It is evident that the intangible cultural heritage contributes to the higher profitability of the tourism product of the destination. It was concluded by testing that different contents of intangible cultural heritage are not in a positive correlation with the satisfaction of the visitors of Aranđelovac.

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Religious sites and events as resources for tourism development in cities - case study: Novi Bečej

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Abstract: A large number of tourists are traveling motivated by the desire to learn about the historical and cultural heritage of cities which represent achievements in various fields of art. The volume of tourist traffic in cities depends on the wealth of cultural and historical monuments, environmental, events and other various contents which are concentrated in them. This paper analyzes all religious objects and events that are located in the municipality of Novi Bečej (Serbia) and have importance for tourism development in order to create tourist values of these objects. 100 tourists were interviewed to determine the motives for visiting the municipality of Novi Bečej and to assess the significance of religious objects and events for tourism development from demand side. Based on the survey results, a SWOT analysis was made in order to provide direction for the further development of tourism in the municipality of Novi Bečej. Based on the evaluation of all the elements (tourist and geographical position, artistic value, ambiance, attractiveness, construction and fitting of tourism sites) and performed valuation, it was found that the municipality has a very good quality of cultural sites which distinguish the broader regional importance.

Keywords: city, religious objects, events, tourism, municipality of Novi Bečej (Serbia)
JEL classification: Z32

Verski objekti i događaji kao osnova za razvoj turizma u gradovima – studija slučaja: Novi Bečej

Sažetak: Veliki broj turista putuje motivisan željom da se upozna sa istorijskim i kulturnim nasleđem gradova, koja predstavljaju dostignuća u različitim oblastima umetnosti. Obim turističkog prometa u gradovima zavisi od atraktivnosti kulturnih i istorijskih spomenika, okoline, događaja i drugih različitih sadržaja koji su u njima koncentrisani. Ovaj rad analizira sve verske objekte i događaje koji se nalaze u opštini Novi Bečej (Srbija) i imaju značaj za razvoj turizma kako bi se kreirale turističke vrednosti ovih objekata. Intervjuisano je 100 turista kako bi se utvrdili motivi za posetu opštini Novi Bečej i procenio značaj verskih objekata i događaja za razvoj turizma sa strane potražnje. Na osnovu rezultata istraživanja, napravljena je SWOT analiza kako bi se obezbedio pravac daljeg razvoja turizma u opštini Novi Bečej. Na osnovu procene svih elemenata (turistički i geografski položaj, umetnička vrednost, ambijent, atraktivnost, izgradnja turističkih mesta) i izvršene procene, utvrđeno je

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da opština ima zadovoljavajuću atraktivnost verskih objekata i događaja, te da oni mogu imati širi regionalni značaj za razvoj turizma.

Ključne reči: grad, verski objekti, događaji, turizam, opština Novi Bečej (Srbija)
JEL klasifikacija: Z32

1. Introduction

Cultural attractions are elements of the offer which often have decisive influence on the choice of a destination. Culture has existed since the beginnings of the society and it has left traces of their existence in a form of cultural heritage. The cultural heritage of a society consists of monuments, stories, songs and folk dances that are transmitted from generation to generation. Heritage includes the material and spiritual culture of one nation (Csapo, 2012).

Cultural tourism includes such type of tourism in which tourists visit museums, galleries, concerts, or it is related to different forms of material heritage. Tourism has been the main means of cultural exchange, because it provides tourists experience related not only to the past but also contemporary cultural and social life of destination that tourists visit (Russo & Borg, 2002; Antić, 2017).

From the interactions that occur in the tourist encounters with the local population, new ways of communicating, new knowledge and new values can be created. Upon that kind of impact, tourists to locals and vice versa, depends the success of the development of tourism in the destination. The main challenge in cultural tourism is therefore included in finding ways to revive and activate the cultural potential of the local community (Besculides et al., 2002; Ioan-Franc & Iştoc, 2007).

This paper analyzes the potential of Novi Bečej for the development of cultural tourism using potential of religious facilities and religious events. The tourist evaluation of these tourism resources was done, the survey among tourists, who visited Novi Bečej, about the possibilities of development of this type of tourism in Novi Bečej was conducted and SWOT analysis was made in order to overcome the shortcomings and boost positive aspects by developing cultural tourism in this city.

2. Background

Urbanization is a global process, the main force of development of cities, where people live, work and buy. Cities function as places where the population concentration is determined by space, economic activities are located in the same area or nearby, providing an opportunity for the production and consumption of goods and services. Cities provide different social, cultural and economic activities that attract people, and tourism is one of the main service activities (Bock, 2015).

About 46% of the world population lives in cities and according to the forecasts, it is considered that in 2030 this number will increase to 61%. These results show an increase in the importance of urban places for tourists' consumption (Page & Hall, 2003).

City tourism can be characterized as tourism which in general takes the form of cultural trends, and this is precisely the most massive form of the cultural movement of tourists, as the urban areas are complex cultural or anthropogenic tourist values. The volume of tourist traffic in cities depends on the wealth of cultural and historical monuments, environmental, manifestational and other diverse cultural events which are concentrated in them (Paskaleva-Shapira, 2007; Zmyślony, 2011) (Table 1).

City tourism' trends are characterized by relatively short stays, and it reaffirms their cultural landmark, as cultural tourism needs are met in a relatively short time - observing, watching, learning about it and experiencing. According to Richards (2010): "Culture and tourism are the two main growing industry of the twentieth century, and by the end of the century a combination of these two sectors in the "cultural tourism" has become one of the most desirable option for developing countries and regions around the world" (pp. 3).

Table 1: Attractive factors for visiting city

The main (basic) pull factors	Specific pull factors
Rarity and interestingness	A lot of things to be seen; interesting places; unique experience
Cultural attractions, sightseeing	Interesting architecture; history; excellent museums and galleries; interesting locals; different cultures and ways of life; local customs and tradition
Entertainment	Exciting nightlife; exciting shopping; live music; theater and art; popular festivals and events
Food and accommodation	Good hotels, sophisticated restaurants, a typical gastronomy

Source: Page & Hall, 2003.

Attractions in the form of heritage such as: attractions (monuments, historical buildings, archaeological sites); religious attractions (churches, cathedrals, temples, etc.); industrial heritage (mines, factories, etc.); literary heritage (birthplaces or homes of famous writers); artistic heritage, and various cultural attractions in the form of traditional festivals, events, folklore, attract many visitors. Visits to the important religious sites and events are carried out to encourage participants to travel more to strengthen their faith. This means that the main motive of these trips is satisfying spiritual or religious needs of people.

Characteristics of tourists who are interested in modern heritage tourism are as follows (Berki & Csapo, 2008):

- Represented mainly by tourists with higher education;
- Specific consumption of these tourists is higher than average;
- Tourists come from urban areas and from more developed "western world";
- Most of the tourists are in their middle ages and without children;
- According to the length of stay, it might be concluded that in the case of cultural tourism the time allotted for the trip is shorter, while the frequency of the trips is higher.

Products of cultural tourism will be able to survive and to attract more and more tourists - of course taking into account the basic principles of sustainable tourism – by using competitive product development of cultural tourism, which is mainly based on the quality, uniqueness, creativity and economic benefits (Ontario Cultural and Heritage Tourism Product Research Paper, 2009).

The municipality of Novi Bečej is located in the center of Vojvodina province (Serbia) and is one of the five municipalities in the middle Banat region. The municipality comprises four settlements: Novi Bečej, Novo Miloševo, Kumane and Bočar.

Novi Bečej is situated on the left bank of the river Tisza on the 66th kilometer from its confluence with the Danube River, and is the only town on the Tisza whose center is on the river. With regard to the national position (considered in relation to Belgrade, as the capital city of the Republic of Serbia), the municipality is characterized by favorable position. Belgrade is the strongest tourist market and good connections can affect the intensive tourist excursion. Good relations with Belgrade and a good tourist geographic position within Vojvodina make an emitting area of Novi Bečej, which in this case has about 4 million inhabitants.

On the basis of census from 2011, the population of the municipality of Novi Bečej is 24.455 inhabitants. In the ethnic structure of the population, most notable are the Serbs (69.94%) and Hungarians (19.22%).

In the area of Novi Bečej, diverse economies are developed. Among the industries dominate agriculture and industry, and in the last few years, increasing attention has been paid to transport, trade, catering and tourism.

The municipality of Novi Bečej is an area with a long history, and therefore has a very large number of religious buildings. The municipality has seven Orthodox religious objects, four Catholic religious sites and the remains of a medieval Romanesque churches. Some of the most important religious sites for tourism development in Novi Bečej are (Strategija razvoja turizma opštine Novi Bečej, 2009):

- The chapel "Monastery" was built in the eighteenth century as a single-nave building with a semicircular apse and a tower above the western part of the temple. The greatest value of Novi Bečej's chapel is made from material preserved from the old temple. Particularly interesting is a triptych from the beginning of the eighteenth century (preserved in 1965), which bears on the central field of play Sv. George Killing the Dragon, while the side wings displayed scenes from the saint's life. At the chapel, protection works were carried out in 1969, 1975, 1979 and 1987, and the work was undertaken by the Institute for Protection of Cultural Monuments of Zrenjanin city.

- The Catholic Church of St. Clara of Assisi is a catholic chapel built in 1747 from adobe, the place where today's Catholic Church in Novi Bečej is. The current Catholic church was built from Clara's donation in the period from 1804 to 1809. The new church at the request of donors was dedicated to Clara of Assisi, and to a former patron of the former chapel, St. Valentine, is dedicated a special altar.

- The remains of the medieval Romanesque churches Arača - there are no data that reliably show the time of occurrence of this church. Since the beginning of the eighteenth century, when the Turks left Banat, was in ruins. The basis of this impressive church and spatial distribution is characteristic of the Franciscan church (semi-circular, shallow pointed harbor and narrow, semicircular windows), suggesting that it was built in the late twelfth or early thirteenth century. During excavations in 1879 in Arača, it was discovered a tombstone with the performance of the saints and donors, decorated interweave three-member band, which was dated to the XII century. Recent archaeological research confirms that on the north side there were many residences and tombs.

Religious events are held in the municipality every year, such as Assumption of the Mother of God ("Velika Gospojina"), St. Elias ("Sveti Ilija") and the church celebration St. StefanReligious tourism events are those that have an attractive religious content and significance. They may be associated with certain religious holidays (Christmas, Easter) or places designated for performing religious rites and events from the history of the church, marking significant dates of the prophets, apostles, saints. Religious and historical events are those that besides religious and ethnographic characters, have historical significance. On this occasion, worship takes place, performing the ritual with usually important church dignitaries. In church or in front of it, is a kind of national parliament, within which are held applications based on folklore and traditions of the city or region (Bjeljac, 2006).

Serbian Orthodox Church celebrates the feast of the Assumption. It belongs to the immovable church holidays (at 28th August). The Assumption as a village celebration of Novi Bečej has started to be held from 1994. For this celebration, the city of Novi Bečej has combined different cultural and entertainment events: the traditional and the modern, culture and sports, past and future.

3. Materials and Methods

The aim of this paper is to analyze all the religious objects that are located in Novi Bečej and events that are associated with religious holidays and religious objects, which can provide a great opportunity for the development of cultural and religious tourism.

The aim of this paper is to present all religious sites in Novi Bečej, to point out their inestimable value, as well as to highlight the elements that would lead to the valorisation of religious buildings, and the development of tourism in this area. The aim of this paper is: to get acquainted with the natural and social characteristics of Novi Bečej, to get acquainted with the basic concepts of cultural tourism, its division, elements and importance within the tourism industry, to become familiar with the concept of religious tourism, to analyze to what extent is possible to develop cultural tourism in this area, and to analyze and evaluate religious facilities.

4. Results and Discussion

Tourist valorization presents a detailed assessment of natural and anthropogenic values of importance to the development of tourism at one site, in one center, a place, geographical region or country as a whole. Novi Bečej with its natural and anthropogenic characteristics has the potential to develop different forms of tourism.

Among all anthropogenic tourist values, religious buildings occupy an important place in their number, but also its values..

On the basis of the analysis of the basic elements of tourist valorization, the assessment of these elements is the next step, and all this in order to form the tourist value of the anthropogenic values. For comparison, religious objects in Novi Bečej were taken (Table 2).

The evaluation was performed for each unit individually, as follows:

- score 1 - insufficient quality, it is not for the tourist presentation,
- score 2 - quality satisfies, a local tourist importance,
- score 3 - good quality, regional character,
- score 4 - very good quality, a wider regional importance,
- score 5 - excellent quality, international tourist significance.

Table 2: Valorization of religious sites in Novi Bečej

Cultural complex	Tourism position	Artistic value	Environment	Attractiveness	Degree of development	Incorporation	General tour. value
Chapel “Monastery”	4	5	5	5	4	5	4.66
The Church of St. John the Precursor	3	5	3	3	2	4	3.33
The Church of St. Nikola	5	5	5	5	5	5	5.00
The Catholic Church of St. Clara of Assisi	5	4	5	3	3	4	4.00
The Catholic Church of St. Ištvan Kiralj	3	5	3	3	2	4	3.33
The remains of the medieval Romanesque churches Arača	4	5	5	5	1	2	3.66
The average value	4,00	4,83	4,33	4,00	2.83	4.00	3.99

Source: Authors' personal assessment

Based on the evaluation of all the elements, a general assessment of their tourist value was made, which amounts to 3.99, indicating a very good quality, which means that religious sites in Novi Bečej have wider regional importance. The highest values have artistic value and the incorporation of the tourist wealth and they are characterized by very good quality and a wider regional importance.

In this area there are basic conditions for the development and presentation of the destination. It is necessary to take the needed measures in order to raise the quality of tourism, and to take advantage of the possibilities offered by these places of worship, because only well-preserved and protected objects represent real tourist value.

SWOT analysis is a technique of strategic management, which is identified by the strategic choices, bringing the bond strengths and weaknesses of the company with the opportunities and threats in the external environment (Table 3).

Table 3: SWOT analysis of religious facilities and religious events in Novi Bečej

Strengths	**Weaknesses**
- geographical position, - vicinity of the borders, - a favorable climate, - the attractiveness of natural factors, - wealth anthropogenic factors, - religious events, - multicultural environment, - Ramsar site, - the phenomenon of flowering in the Tisza river, - proximity to Corridor 10, - good tourist signaling in the municipality	- under-utilization of the Tisza and canals for tourism purposes, - the lack of a plan for tourism development, - lack of expertise of personnel employed in tourism, - a small number of accommodation facilities, - the poor quality of roads, - lack of tourist propaganda, - no monitoring of tourist traffic, - there is not a tourist product that would consolidate all the resources
Opportunities	**Threats**
- investment in infrastructure, - training and education of tourism staff, - raising awareness of local population about the cultural and historical significance of resources, - a significant proportion of hunting tourism in the overall tourist offer, - Development of small and medium-sized enterprises in this area, - Employment of local residents	- economic crisis, - lack of funds for the development of local and international infrastructure, - competition of similar cities (with similar characteristics, anthropogenic) in the environment, - more developed nautical traffic in the Hungarian part of the Tisza, - quality roads in neighboring countries

Source: Authors

Advantages - The geographical position of Novi Bečej is very good, because it is located on the main road Kikinda-Novi Sad, Kikinda-Zrenjanin, and a new bridge at Ada connects the villages with Subotica (Bačka region). Very close is the Romanian border (about 25 km) and Hungary (70 km). The region's climate is very favorable for the development of cultural tourism, events, excursions and other forms of tourist movements, because all four seasons are represented in this region. The municipality has a very long history, and therefore has a lot of anthropogenic factors, which have already been mentioned in the paper. Religious events are events that are recognizable in the region and that offer the city a possibility for easier development and promotion of cultural tourism.

Multiculturalism in the municipality, which currently has about a dozen nations, can also be a very attractive motive for visitors from abroad. like. The Ramsar Convention was adopted in 1971, and is the action in the national and international context, with regard to the protection and wise management of wet areas and their resources (Salt Kopovo).

The phenomenon of Tisza blooming - a natural phenomenon that happens on the banks of the Tisza around Kanjiža city almost every year, depending on water temperature and water level. People call this phenomenon a "blossom river". It is not about water plant but about an insect, called the flower prints or *Palngenia longicauda* whose mate is a natural phenomenon that occurs on the entire Tisa. Besides this, the city has a very good traffic signs and road signs.

Weaknesses - the Tisza River is still poorly used, or even untapped to tourism purposes. The municipality has a plan, which refers to the involvement of all the villages in the development of cultural tourism in this area, and which the Tourist Organization of the Municipality of Novi Bečej has been working on. In Novi Becej there is the tourism organization, where visitors can be able to inquire about cultural resources. The municipality has a very small percentage of accommodation facilities (Hotel Tisa Flower, Hunter and Azucki).

When it comes to the road infrastructure, it is invested only when it is no longer safe for a safe trip. There is a site of the municipality of Novi Bečej which provides basic information about the history, culture, and tradition. The number of visitors is not recorded during a visit. In the municipality there is no tourist product that would consolidate all the resources, and represent a complex entirety.

Threats - The development of cultural tourism depends largely on the economic crisis and the lack of money. Threats to the development of cultural tourism in the city of Novi Bečej are also the surrounding cities (Kikinda, Temerin, Mokrin) that invest much more in the development of tourism. Nautical traffic in the Hungarian part of the Tisza river is much more developed than in Novi Bečej, and when it comes to the land transport, neighboring countries have a much better infrastructure, which facilitates the development of tourism.

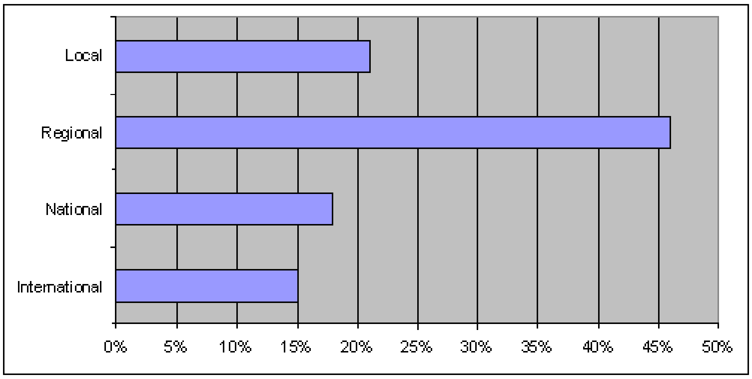
A survey research was carried out in Novi Bečej and 100 tourists were surveyed - of whom 42 were men (42%) and 58 women (58%). Of all the 100 respondents, from Novi Sad were 28 respondents (28%), from Belgrade 30 respondents (30%), from Subotica there were 22 respondents (22%), and from Zrenjanin city 20 respondents (20%).

Novi Bečej has the opportunity to develop cultural tourism according to 84 tourists (84%), while the remaining 16 respondents (16%) think that the city does not have a large number of cultural resources for cultural tourism development. This shows that some respondents are not familiar with what can be included in the development of cultural tourism in this city.

Tourists were asked if they visited religious buildings in the municipality, and 80 respondents (80%) visited some religious object. Also, tourists were asked if they visited a religious event, and 94 participants visited a religious event, while 6 respondents did not see a single event in the municipality. Most tourists visited Assumption days, followed by a village feast St. Ilija, and the Church main feast St. Stefan.

The opinion of respondents on the importance of religious buildings was divided - 21 respondents believe that religious buildings in the municipality have local significance (21%), 46 respondents believe that cultural objects have a regional character (46%), while 15 respondents believe that cultural goods of Novi Bečej have international importance (15%) (Figure 1).

Figure 1: The importance of religious objects for tourism in Novi Bečej



Source: Authors based on processing data of the survey research

Of the 100 respondents, 91 respondents would like that cultural tourism is developed in the municipality, while nine respondents answered negatively to this question.

5. Conclusion

Thanks to centuries of human residence in the territory of Novi Bečej, today, still can be seen the remains of archaeological sites, fortresses, churches and castles, which have immeasurable value for the people of this region, and which speak about the rich history, culture, and traditions of this nation, and are attractive for tourists. Although there are cultural assets that may be factors of promoting and developing cultural tourism in Novi Bečej, the present level of tourism is at a low level of development.

Based on the evaluation of all elements (tourist and geographical position, artistic value, environment, attractiveness, degree of development and incorporation), and performed valuation, it was found that the city has a very good quality of cultural goods, which are characterized by wider regional importance. In this area there are basic elements for the development and promotion of cultural tourism. Based on a survey research, it was found that most tourists are familiar with the concept of cultural tourism, as well as they agree that Novi Bečej has a great possibility for the development of this form of tourism. From the results, it was concluded that tourists are not satisfied with the existing level of affirmation of cultural assets and the quality of the organization of certain events. What is necessary for the further tourism development is to create an infrastructure that would allow adequate access to cultural property, then planning and arranging their immediate environment, investment in advertising materials, increase in the number of restaurants, and creating the image of the municipality which will be unique and distinctive. All these elements will enable the improvement of living standards of the local population and raising awareness about the importance of the cultural and historical attractions of this municipality, will attract investors, which in turn will lead to the development of small and medium-sized enterprises.

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Using DEA method for determining tourism efficiency of Serbia and the surrounding countries

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Abstract: Data Envelopment Analysis (DEA method) was used for determining tourism efficiency of Serbia and the surrounding countries. Analysis is done on the basis of input and output parameters which provide objective analysis and identify the best practice. Tourism expenses and the number of beds are used as inputs, while the number of arrivals, the number of nights spent and tourism revenue in 2016 are used as output parameters. The applied analysis has shown that in the aspect of tourism 6 countries are relatively efficient, while other 9 are relatively inefficient. The efficient countries are: Montenegro, Bosnia and Herzegovina, Croatia, Greece, Austria and Albania, while Serbia, FYR Macedonia, Slovenia, Romania, Bulgaria, Italy, Hungary, Slovakia and the Czech Republic have efficiency value of: 64.49%, 54.57%, 97.82%, 86.96%, 86.38%, 83.78%, 86.38%, 69.54%, and 73.27%, respectively. In order to improve their efficiency, the inefficient countries should reduce tourism costs and the number of beds and increase some of the output parameters. This paper should give the instructions to inefficient countries how to improve their efficiency.

Keywords: DEA method, tourism efficiency, analysis
JEL classification: Z32

Korišćenje DEA metode u određivanju efikasnosti turizma Srbije i zemalja u okruženju

Sažetak: Analiza obavijanja podataka (DEA metoda) korišćena je za određivanje efikasnosti turizma Srbije i zemalja u okruženju. Analiza je zasnovana na osnovnim ulaznim i izlaznim parametrima koji obezbeđuju objektivnu analizu i identifikuju najbolju praksu. Troškovi turizma i broj ležaja korišćeni su kao ulazni, dok su broj dolazaka, broj noćenja i prihod od turizma u 2016. godini korišćeni kao izlazni parametri. Primenjena analiza je pokazala da je u turističkom aspektu šest država relativno efikasno, dok su preostalih devet relativno neefikasne. Efikasne države su: Crna Gora, Bosna i Hercegovina, Hrvatska, Grčka, Austrija i Albanija, dok su Srbija, Makedonija, Slovenija, Rumunija, Bugarska, Italija, Mađarska, Slovačka i Češka efikasne 64,49%, 54,57%, 97,82%, 86,96%, 86,38%, 83,78%, 86,38%, 69,54% i 73,28%, respektivno. Kako bi popravile efikasnost, neefikasne zemlje bi trebalo da smanje troškove turizma i broj kreveta, a da povećaju neke od izlaznih parametara. Ovaj rad bi trebalo da da smernice neefikasnim državama kako da poboljšaju svoju efikasnost.

Ključne reči: DEA metoda, efikasnost turizma, analiza
JEL klasifikacija: Z32

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1. Introduction

The tourism sector is one of the largest and fastest growing industries in the world. Thanks to employees, revenues, investments and infrastructure development, the tourism sector gives a serious direct and indirect contribution to socio-economic development (Soysal-Kurt, 2017).

Efficiency is a basis of development, and tourism is an integral part of the economy of a state, so it is considered very important for both social and economic development of a certain country (Onetiu & Predonu, 2013). Hadad et al. (2012) have concluded that large interest in measuring efficiency and productivity in tourism industry is not surprising, considering both the growing economic importance of tourism as a source of international revenue and employment, and increasing competition in the global tourist markets.

Efficiency is the relation of output and input parameters in general and refers to the operational performance of the firm (at micro level) or of the state (at macro level). The process that produces more outputs than inputs has bigger efficiency. If you can produce significantly more outputs than inputs, optimum efficiency will be achieved. Without the use of new technologies or the introduction of various changes, it is impossible to increase efficiency (Soysal-Kurt, 2017). Efficiency can be achieved using parametric and non-parametric methods. In parametric methods, the production function is predefined, and changes which can randomly affect production (factor analysis, regression analysis, etc.) are taken into consideration. In nonparametric methods, the analysis is carried out without prior definition of the production function, using linear programming (DEA method, artificial intelligence network, etc.) (Soysal-Kurt, 2017).

Toma (2014) has proven in her paper that DEA model can be used to evaluate the efficiency of tourism sector at regional level, which can offer additional information and indicate necessary decision making, in order to reach an optimal size of tourism market. The idea of this research is to evaluate tourism efficiency at national level and get the information that can be used as a guideline for the government when making long-term decisions concerning the future development of tourism.

In this paper, the data given in Table 1 were used to implement the DEA method used to measure tourism efficiency of Serbia and the surrounding countries. Tourist costs and the number of beds were used as input elements, while the number of arrivals, number of nights spent and tourism revenue were used as the output elements. It should also be noted that the DEA method was applied for 15 European countries (Serbia, FYR Macedonia, Montenegro, Bosnia and Herzegovina, Croatia, Slovenia, Romania, Bulgaria, Greece, Italy, Hungary, Austria, Slovakia, the Czech Republic and Albania) and that the data used as input and output parameters relate to 2016, as well as that they are taken from the official site of Eurostat database.

This paper consists of four parts. The first part gives an introduction to the research problem. The second part presents the methodological basis of the research, i.e. description of the DEA method. The third part presents the results, and the fourth part presents conclusions.

2. Materials and methods

Data capture analysis (DEA method) is a linear programming technique for measuring the performance of organizational units in which the presence of multiple input and output variables makes them difficult to be compared. Basically, the DEA method is designed to accept multiple different input and output parameters in order to determine the effectiveness of different decision-making units (DMUs). The obtained efficiency is relative because it is calculated within a predetermined set of decision units and the inclusion of a new decision-making unit or its exclusion in relation to the existing set can affect the change of results. In general, DEA method can be explained as a tendency to maximize the output parameters, while minimizing the input parameters (Rosić et al., 2015).

In chapter 12 of Avkiran (2006) book, Joseph Sarkis explained the rules that make sure that the basic productivity models are more discriminatory. Those rules have defined the optimal number of DMUs and input and output variables. The total number of DMUs should be either equal to or more than three times the sum of input and output variables. For example, if there are 2 inputs and 3 outputs (as in this case), the recommended minimum total number of DMUs should be 15 for some discriminatory power to exist in the model.

If we observe a system of *n* decision-making units, in a system with *m* inputs and different outputs, the efficiency in the DEA method is generally defined as the ratio of the weight of the output parameters and the weight of the input parameters that should be maximized according to the equation: (Rosić et al., 2015)

$$E_0 = max \frac{\sum_{r=1}^{s} u_r y_{r0}}{\sum_{i=1}^{m} v_i x_{i0}} \tag{1}$$

where y_{rj} and x_{ij} represent the r-th output, i-th input, and for the j-th decision equation, i.e. the weight factor is assigned to the r-th output, i.e. the input. Efficiency is calculated for each decision-making unit separately with respect to these limitations in the sense that efficiency is always less than or equal to 1, and weight factors are non-negative values (Rosić et al., 2015).

This equation can also be presented in the form of a linear programming task (Rosić et al., 2015):

Target function:

$$maxE_0 = \sum_{i=1}^{m} v_i x_{i0} \tag{2}$$

Limitations:

$$\sum_{r=1}^{s} u_r y_{r0} = 1 \tag{3}$$

$$\sum_{i=1}^{m} v_i x_{ij} - \sum_{r=1}^{s} u_r y_{rj} \leq 0, \text{ uz uslov } u_r, v_i \geq 0, r = 1, \dots, s, i = 1, \dots, m \tag{4}$$

The DEA method makes it easy to find weak decision-making units. Also, in this paper an input-oriented CRS model of the data capture analysis is used, which focuses on what should be the optimal input parameters that give certain output parameters.

3. Results and discussion

Table 1 presents statistical data on Serbia and the surrounding countries which were used as the base for the implementation of the DEA method using the CRS model.

Table 1: Statistical data on Serbia and the surrounding countries for 2016

Name of the country	**Inputs**		**Outputs**		
	Tourism costs (in mil. euro)	**Number of beds**	**Number of arrivals**	**Number of nights spent**	**Tourism revenue (in mil. euro)**
Serbia	1,085.0	109,469.0	2,753,591.0	7,533,739.0	1,040.0
FYR Macedonia	163.2	45,377.0	737,182.0	1,695,084.0	226.4
Montenegro	72.8	149,348.0	1,813,817.0	11,250,005.0	782.4

Bosnia and Herzegovina	171.2	27,096.0	1,148,530.0	2,376,743.0	616.0
Croatia	681.0	938,613.0	15,446,591.0	77,824,114.0	7,954.0
Slovenia	822.0	113,157.0	4,263,811.0	11,057,731.0	2,257.0
Romania	1,855.0	326,098.0	10,917,232.0	25,274,649.0	1,542.0
Bulgaria	1,006.0	328,264.0	7,196,397.0	25,185,996.0	2,838.0
Greece	2,038.0	1,241,414.0	23,713,777.0	101,855,381.0	14,126.0
Italy	22,013.0	4,942,512.0	116,887,879.0	402,858,297.0	35,555.0
Hungary	1,649.0	446,000.0	11,648,144.0	29,291,168.0	4,797.0
Austria	8,206.0	1,001,442.0	37,090,751.0	117,957,253.0	16,420.0
Slovakia	1,932.0	183,903.0	4,944,310.0	13,894,782.0	2,240.0
Czech Republic	3,970.4	716,563.0	18,388,853.0	49,696,957.0	5,632.8
Albania	1,139.0	32,879	666,000	4,070,000	1,528

Source: Ministarstvo trgovine, turizma i telekomunikacija, 2017; Republički zavod za statistiku, 2017; Eurostat, 2017; The World Bank Data, 2018; Statistikat e turizmit, 2018

Tables 2 and 3 present the results of DEA method.

Table2: Efficiency results of Serbia and the surrounding countries for 2016

DMU number	Name of the country	Efficiency
1	Serbia	0.64487
2	FYR Macedonia	0.54574
3	Montenegro	1.00000
4	Bosnia and Herzegovina	1.00000
5	Croatia	1.00000
6	Slovenia	0.97820
7	Romania	0.86955
8	Bulgaria	0.86383
9	Greece	1.00000
10	Italy	0.83781
11	Hungary	0.86379
12	Austria	1.00000
13	Slovakia	0.69539
14	Czech Republic	0.73267
15	Albania	1.00000

Based on the results in Table 2, six countries are relatively efficient, while nine countries are relatively inefficient. Efficient countries that have a coefficient of efficiency 1 are: Montenegro, Bosnia and Herzegovina, Croatia, Greece, Austria and Albania. Inefficient countries have a coefficient of efficiency less than 1 (Serbia, FYR Macedonia, Slovenia, Romania, Bulgaria, Italy, Hungary, Slovakia and the Czech Republic). Based on the results of efficiency, we can see that the countries with the smallest coefficient efficiency are: FYR Macedonia (0.54574 or 54.574%), Serbia (0.64487 or 64.487%), Slovakia (0.69539 or 69.539%), the Czech Republic (0.73267 or 73.267%), Italy (0.83781 or 83.781%), Hungary (0.86379 or 86.379%), Bulgaria (0.86383 or 86.383%), Romania (0.86955 or 86.955%) and Slovenia (0.97820 or 97.820%).

In order to present the results in more detail, we have taken an example of Serbia and Bosnia and Herzegovina. One of the reasons for the inefficiency of Serbia in relation to Bosnia and Herzegovina can be the fact that the number of nights spent per bed in Serbia is 68.82, compared to Bosnia and Herzegovina where the number of nights spent per bed is 87.72.

Also, the number of arrivals per bed in Serbia is 25.15, while in Bosnia and Herzegovina it is 42.39. These parameters clearly show that Serbia cannot use its accommodation capacities the way Bosnia and Herzegovina can.

Table 3: Reference groups and λ values of Serbia and the surrounding countries according to CRS model

Countries	**DMU number**	**λ**	**DMU number**	**λ**	**DMU number**	**λ**
Serbia	4	0.959	12	0.045		
FYR Macedonia	4	0.469	5	0.013		
Montenegro	3	1.000				
Bosnia and Herzegovina	4	1.000				
Croatia	5	1.000				
Slovenia	4	2.436	12	0.044	15	0.024
Romania	4	8.325	5	0.041	12	0.019
Bulgaria	4	2.463	5	0.190	12	0.039
Greece	9	1.000				
Italy	4	21.755	5	2.052	12	1.623
Hungary	4	7.555	5	0.192		
Austria	12	1.000				
Slovakia	4	1.434	12	0.089		
Czech Republic	4	9.762	5	0.128	12	0.140
Albania	15	1.000				

Reference groups which provide suggestions how to ensure the efficiency of inefficient countries and λ values are shown in Table 3. Based on the reference groups given in Table 3, the most heterogeneous countries are: Bosnia and Herzegovina (10 times), Austria (8 times), Croatia (7 times) and Albania (2 times). Thanks to countries in reference groups of inefficient countries and λ values, efficient input and output parameters can be recalculated. In our DEA analysis, we have used input-oriented CRS model and the real and targeted values of input and output parameters of the results are shown in Tables 4 and 5.

Table 4: Real and target values of the input parameters of Serbia and the surrounding countries

Name of the country	**Real input parameters**		**Target input parameters**	
	Tourism costs (in mil. euro)	**Number of beds**	**Tourism costs (in mil. euro)**	**Number of beds**
Serbia	1,085.0	109,469	529.7	70,593
FYR Macedonia	163.2	45,377	89.1	24,764
Montenegro	72.8	149,348	72.8	149,348
Bosnia and Herzegovina	171.2	27,096	171.2	27,096
Croatia	681.0	938,613	681.0	938,613
Slovenia	822.0	113,157	804.1	110,690
Romania	1,855.0	326,098	1,613.0	283,560
Bulgaria	1,006.0	328,264	869.0	283,564
Greece	2,038.0	1,241,414	2,038.0	1,241,414
Italy	22,013.0	4,942,512	18,442.6	4,140,865
Hungary	1,649.0	446,000	1,424.4	385,249
Austria	8,206.0	1,001,442	8,206.0	1,001,442
Slovakia	1,932.0	183,903	975.0	127,883
Czech Republic	3,970.4	716,563	2,909.0	525,004
Albania	1,139.0	32,879	1,139.0	32,879

Table 5: Real and target values of the output parameters of Serbia and the surrounding countries

Name of the country	**Real output parameters**			**Target output parameters**		
	Number of arrivals	**Number of nights spent**	**Tourism revenue (in mil. euro)**	**Number of arrivals**	**Number of nights spent**	**Tourism revenue (in mil. euro)**
Serbia	2,753,591	7,533,739	1,040.0	2,753,591	7,533,739.0	1,322.1
FYR Macedonia	737,182	1,695,084	226.4	737,182	2,114,333	391.1
Montenegro	1,813,817	11,250,005	782.4	1,813,817	11,250,005	782.4
Bosnia and Herzegovina	1,148,530	2,376,743	616.0	1,148,530	2,376,743	616.0
Croatia	15,446,591	77,824,114	7,954.0	15,446,591	77,824,114	7,954.0
Slovenia	4,263,811	11,057,731	2,257.0	4,439,569	11,057,731	2,257.0
Romania	10,917,232	25,274,649	1,542.0	10,917,232	25,274,649	5,774.1
Bulgaria	7,196,397	25,185,996	2,838.0	7,196,397	25,185,996	3,662.3
Greece	23,713,777	101,855,381	14,126.0	23,713,777	101,855,381	14,126.0
Italy	116,887,879	402,858,297	35,555.0	116,887,879	402,858,297	56,375.1
Hungary	11,648,144	29,291,168	4,797.0	11,648,144	32,925,439	6,183.8
Austria	37,090,751	117,957,253	16,420.0	37,090,751	117,957,253	16,420.0
Slovakia	4,944,310	13,894,782	2,240.0	4,944,310	13,894,782	2,343.0
Czech Republic	18,388,853	49,696,957	5,632.8	18,388,853	49,696,957	9,333.4
Albania	666,000	4,070,000	1,528	666,000	4,070,000	1,528

The percentages of potential improvement of the input and output values are shown in Table 6.

Table 6: Potential improvements in the input and output parameters of tourism in Serbia and the surrounding countries

Name of the country	**Input parameters**		**Output parameters**		
	Tourism costs (%)	**Number of beds (%)**	**Number of arrivals (%)**	**Number of nights spent (%)**	**Tourism revenue (%)**
Serbia	- 51.18	-35.51	0.00	0.00	+27.13
FYR Macedonia	-45.40	-45.43	0.00	+24.73	+72.75
Montenegro	0.00	0.00	0.00	0.00	0.00
Bosnia and Herzegovina	0.00	0.00	0.00	0.00	0.00
Croatia	0.00	0.00	0.00	0.00	0.00
Slovenia	-2.18	-2.18	+4.12	0.00	0.00
Romania	-13.05	-13.04	0.00	0.00	+274,45
Bulgaria	-13.62	-13.62	0.00	0.00	+29.05
Greece	0.00	0.00	0.00	0.00	0.00
Italy	-16.22	-16.22	0.00	0.00	+58.56
Hungary	-13.62	-13.62	0.00	+12.41	+28.91
Austria	0.00	0.00	0.00	0.00	0.00
Slovakia	-49.53	-30.46	0.00	0.00	+4.60
Czech Republic	-26,73	-26.73	0.00	0.00	+65.70
Albania	0.00	0.00	0.00	0.00	0.00

According to the data given in Table 6, in order to make tourism in Serbia efficient, it is necessary to reduce the costs of tourism from 1,085 to 529.7 million Euros and the number of beds from 109,469 to 70,593, i.e. to reduce tourism costs and the number of beds for 51.18% and 35.51%, respectively. Tourism costs should also be reduced in FYR Macedonia, Slovenia, Romania, Bulgaria, Italy, Hungary, Slovakia and the Czech Republic for 45.40%; 2.18%; 13.05%; 13.62%; 16.22%; 13.62%; 49.53% and 26.73%, respectively, while the number of beds in these countries should be reduced for 45.43%; 2.18%; 13.04%; 13.62%; 16.22%; 13.62%; 30.46% and 26.73%, respectively. According to the targeted values for output parameters, tourism revenue in Serbia should be increased from 1,040 million Euros to 1,322.1 million Euros, or, in other words, for 27.13%. Tourism revenue should also be increased in FYR Macedonia, Romania, Bulgaria, Italy, Hungary, Slovakia and the Czech Republic by 72.75%; 274.45%; 29.05%; 58.56%; 28.91%; 4.6% and 65.7%, respectively, while the number of nights spent should be increased in FYR Macedonia and Hungary by 24.73% and 12.41%, while the number of arrivals should be increased in Slovenia by 4.12%.

Bogetić et al. (2017) emphasized that the Republic of Serbia, according to its geographical characteristics, has the potential to develop tourism, and that as a key problem the insufficient attractiveness of offers is emphasized (according to statistical data, tourists usually spend only a few days in Serbia). In addition, Radović (2016) made a proposal in his paper that Serbia could develop rural tourism the way it has been developed in Slovenia. According to our analysis Slovenia is relatively inefficient country, but it has well developed rural tourism.

4. Conclusion

So far, efficiency analysis has been made for certain subcategories of the tourism sector, such as the provision of catering services, etc. In some studies, economic efficiency has also been taken into consideration. In this research, we carried out the assessment of tourism efficiency at the macro level, i.e. at the level of the state, using those basic characteristics which influence the efficiency of the tourism sector - tourist costs, the number of beds, tourism revenue, the number of arrivals and the number of nights spent. Based on the results of the CRS-DEA method, nine out of the 15 analyzed countries were identified as relatively inefficient (Serbia, FYR Macedonia, Slovenia, Romania, Bulgaria, Italy, Hungary, Slovakia and the Czech Republic).

However, it should be noted that the results of the efficiency obtained by applying the DEA method are relative measurements and that there are other controlled and uncontrolled factors, such as globalization, capital, cultural and natural resources, security, etc. which affect efficiency. Therefore, in order to perform a more efficient evaluation, it is necessary to consider other factors, as well. The conducted research does not provide final results on the tourism efficiency of the countries that were the subject of this analysis, but gives the basic guidelines on the input/output balance, according to given variables. Therefore, this paper can provide some guidance for resource allocation and local self-governments as well as for tourist organizations when making long-term decisions. It should also be noted that this research used only the CRS model of the DEA method and that using other DEA models might have yielded different results.

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Review Article

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Analysis of factors of smart tourism development in Serbia

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Abstract: The rapid development of information technology has created numerous opportunities for the tourism sector. Smart tourism is one of the latest trends in tourism based on smart technologies. The aim of the research is to analyze the state of the key factors for the development of smart tourism in Serbia. Three factors were selected for the analysis: technology, human capital and innovation. The analysis relies on data on the state of these factors in the past five years from the reports on Serbia's Competitiveness Index and comparing these data with data for countries in which smart city development initiatives have been launched. The conclusion drawn from the analysis is that Serbia has a good basis for the development of smart tourism from the point of view of technology and human capital, but that there is low innovative potential for it. Understanding these factors from the point of view of their past and current development, as well as level of development in relation to the countries in which smart cities exist, can help to determine to what extent and in which ways these factors can be improved in order to create the necessary conditions for development of smart tourism in Serbia.

Keywords: smart city, smart tourism, ICTs, factors of development of smart tourism
JEL classification: Z32, M15, L83

Analiza faktora razvoja smart turizma u Srbiji

Apstrakt: Ubrazani razvoj informacionih tehnologija stvorio je brojne mogućnosti za turistički sektor. Pametni turizam je jedan od najnovijih trendova u turizmu zasnovan upravo na pametnim tehnologijama. Cilj istraživanja je da se analizira stanje ključnih faktora razvoja smart turizma u Srbiji. Za analizu su odabrana tri faktora: tehnologija, ljudski resursi i inovacije. Analiza se oslanja na podatke o stanju navedenih faktora u proteklih pet godina iz izveštaja o Indeksu konkurentnosti Srbije i poređenju tih podataka sa podacima za zemlje u kojima su pokrenute inicijative za razvoj pametnih gradova. Zaključak koji je izveden na osnovu analize je da Srbija sa stanovišta tehnologije i ljudskog kapitala ima dobru osnovu za razvoj smart turizma, ali da za to ima nizak inovativni potencijal. Razumevanje ovih faktora sa stanovišta njihove prošle i trenutne razvijenosti, kao i nivoa razvijenosti u odnosu na zemlje u kojima postoje pametni gradovi, može pomoći kako bi se utvrdilo u kom stepenu i na koje načine se ovi faktori mogu unaprediti kako bi se stvorili neophodni uslovi za razvoj smart turizma u Srbiji.

Ključne reči: smart grad, smart turizam, ICTs, faktori razvoja smart turizma
JEL klasifikacija: Z32, M15, L83

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1. Introduction

Information and communication technologies (ICTs) have led to major changes and development of new trends in tourism in the past few years. ICTs have transformed tourism globally and have become key to the competitiveness of tourism organizations and destinations (Buhalis & O'Connor, 2005). The role of information technology in tourism has evolved from the use of the Internet, through mobile devices, to the use of smart technology that today defines a new era of tourism (Koo et al., 2015), the so-called smart tourism. The concept of smart tourism has evolved from the concept of smart cities that represent the environments in which technology is built into the city in order to increase the quality of life of citizens and to improve the services that the city provides. A smart city is "a new management and development model of urban social systems that features technology integration, industry convergence and intelligent services" (Guo et al., 2014, p. 55).

The concept of smart tourism has not been developed on the territory of Serbia and it is not sufficiently elaborated in domestic literature. The aim of the research is to analyze the state of the key factors for the development of smart tourism in Serbia. Starting from the above, the paper analyzes the factors that are labeled in the literature as the basis for the development of smart tourism (Nam & Pardo, 2011b; Gretzel et al., 2015b; Boes et al., 2015, 2016), with the analysis being reduced to three factors: technology, innovation and human capital. Relying on reports on Index of competitiveness of Serbia for the period from 2013-2017, the paper analyzes the state of the mentioned factors over the five-year period, and then the data is compared with the data for countries with smart city initiatives in order to determine the desired level and way of improving these factors in order to create the conditions for the development of smart tourism in Serbia.

2. Smart city

In recent years, we have witnessed the rapid development of the growing urban areas and the increase of the number of their inhabitants. The process of urbanization has led to the fact that more than half of the world's population lives in cities and this number is continuously increasing. The expansion of cities brings with it numerous challenges and problems such as the greenhouse effect, resource exploitation, congested traffic, waste management problems, political and social complexity and so on (Nam & Pardo, 2011a). Overcoming these problems is possible with the development of an innovative urban management system, which has led to the development of the so-called smart cities. The basis of the concept of smart cities is smartness as the glue that connects mutually beneficial systems and stakeholders and provides an infrastructure for creating value for everyone (Buhalis, 2015). The smart city label indicates the application of smart solutions that enable modern cities to survive through the quantitative and qualitative improvement of their productivity (Caragliu et al., 2009).

The functioning of smart cities is based on the connection of modern information technologies with physical, social and business infrastructure that increases the general intelligence of the city, all in order to improve the operational efficiency and quality of life of citizens. A traditional city with physical infrastructure is becoming a modern city with a virtual infrastructure that allows to collect, integrate and analyze operational data and make decisions based on them (Harrison et al., 2010). Data are collected in real time by sensors, personal devices, cameras, smartphones, social networks, and then these data are integrated using a computer platform to obtain information transmitted to different city sectors. The normal functioning of such cities requires not only high-tech equipment and infrastructure, but also adequate support from the city authorities, active participation of more educated and better-informed citizens and their communities in city governance and technology use, an appropriate level of economic development, environmental protection etc.

3. Smart tourism

Recognizing the potential of intelligent technologies, as well as the need to adapt business to accelerated technological changes, companies from the tourism sector have begun implementing the smart concept in order to improve business and create a sustainable competitive advantage. The introduction of smart technologies into the business of tourism organizations changed the experience of tourists, but it also allowed to generate more creative business models. The phenomenon of smart tourism has evolved as a result of the integration and infiltration of smart technology into the tourism sector. The innovations that come out of this integration mainly relate to the intelligent hotel management system, the intelligent ticketing system, the intelligent remote video monitoring system, the intelligent tour guide system and the intelligent travel agency system (Guo et al., 2014).

In the previous research, the authors singled out certain characteristics of smart tourism (Graziano, 2014). First of all, tourists can orient themselves using smart devices. Smart tourism transforms tourists into intelligent and active participants in the production of a tourism product. Furthermore, smart tourism points to the application of a multi-channel approach as an interface between real and virtual space. Also, smart tourism provides tourists with the opportunity to interact with the local population or other tourists. In addition to these, smart tourism has other features (Hunter et al., 2015). It allows tourism product to be available to tourists more quickly via e-commerce, to make tourism destinations more accessible to visitors through GPS navigation, make information more interactive, new resources available, and increases the attractiveness of destinations through their online representation through websites or social media. In addition to providing tourists with a different experience, smart tourism provides benefits from the business side. Here, one can distinguish a new way of managing tourist trends, providing better tourist services, applying new promotion models and accessing open databases (Gretzel et al., 2016).

Considering that smart tourism is a relatively new concept that is still developing, several challenges that it faces can be identified (Gretzel et al., 2015a). One of the most important challenges for smart tourism is the dependence of the experience of tourists and technology. This practically means that the experience depends on whether the tourists use smart devices that can run applications that allow the delivery of smart services. Also, the important issue is about accessing smart devices to sources of electricity so that their batteries can last long enough to connect the tourist to the destination. The next question is about what the experience will have tourists who do not have the appropriate smart devices or who want to enjoy their travel without using smart devices. The problem often exists in relation to the investments that must be provided in order to develop the appropriate infrastructure for the development of smart tourism. The problem of investments is related to the problem of controlling the system of data usage, that is, the protection and confidentiality of data from citizens and tourists.

4. Smart tourism destinations

Smart tourism includes two essential elements: smart technology and smart destination. The term smart tourism destination implies "an innovative tourist destination, built on an infrastructure of state-of-the-art technology guaranteeing the sustainable development of tourist areas, accessible to everyone, which facilitates the visitor's interaction with and integration into his or her surroundings, increases the quality of the experience at the destination, and improves residents' quality of life" (Gretzel et al., 2015a, p. 43). The concept of smart destinations is derived from the smart city concept and is still in development. It is about "the modern integrated management of destinations, using technology to optimize resources and develop new strategies based on more 'bottom-up' approaches" (Micera et al., 2013, p. 1408). This approach allows destination managers to work together with tourists to jointly create a tourism experience, whereby tourists are allowed to share information and knowledge with each other in order to have more chances to develop new experiences. For this reason, a smart destination offers tourists much more than an ordinary destination.

A smart tourism destination successfully implements smartness, which is stimulated by open innovations, investments in human and social capital and participatory governance, in order to develop the collective competitiveness of tourism destination and thereby enhance social, economic and environmental prosperity for all stakeholders (Buhalis, 2015). Its main priorities from the standpoint of demand and supply are: enhancing the tourist's travel experience, providing intelligent platforms for collecting and distrubution information among key stakeholders, the efficiency and effectiveness of tourism resources allocation and integration of the tourism suppliers to ensure that the profit from tourism is equally distributed within the local society (Del Chiappa & Baggio, 2015).

5. Factors of development of smart tourism in Serbia

As mentioned above, smart tourism destinations are a special form of smart cities, that is, they apply the same principles and infrastructure that are characteristic of these cities. Consequently, the basic components or factors of development of smart cities are at the same time factors of development of smart tourism destinations as an element of smart tourism. Various factors of their development are given in the literature. Nam and Pardo (2011b) observe technology, human capital and institutional framework as the fundamental components of smart cities. Gretzel et al. (2015b) deal with the analysis of the technological and business basis of smart tourism. In their research, Boes et al. (2015, 2016) explore innovation, human and social capital, leadership and entrepreneurship as the main pillars of smart destinations. Starting from the above, in this paper, technology, human capital and innovation will be analyzed, since these factors are considered as fundamental constructs from the standpoint of the development of smart tourism in Serbia.

5.1. Technology

Contemporary ICTs are undoubtedly the key component of the development of smart tourism. Smart technology allows to gather information, generate knowledge quickly and adequately respond to new situations. Therefore, smart tourism destinations are regarded as knowledge-intensive destinations in which information technologies are used to provide instruments, platforms and systems that make knowledge and information accessible to all stakeholders in a systematic and efficient manner, and which provide mechanisms for stakeholder participation in innovative process (Del Chiappa & Baggio, 2015). Tourism organizations in smart environment must adapt their products and marketing strategy to technology because it is one of the trends in the environment that shapes the behaviour of future tourists (Senić & Manojlović, 2017).

In the period of rapid development of information technologies, Serbia was going through a poor economic and political situation, which slowed down the process of their adoption. Today, however, there is a certain degree of technological development and application of information technologies in most business sectors, even in tourism, but Serbia still lags behind in comparison with the world. The level of technological development of Serbia will be analyzed based on the data from the report on the Competitiveness Index of Serbia for a five-year period (2013,2014,2015,2016,2017). In particular, based on the report, the ninth pillar of competitiveness will be analyzed, designated as Technological readiness. It measures the readiness of the economy to adopt existing technologies in order to increase the productivity of the industry, with special emphasis on its capacity to use ICTs in everyday activities and production processes in order to increase efficiency and enable innovation (WEF, 2015). Table 1 shows the collected data for the specified pillar, where it is important to note that the values are in the range from 1-7.

Table 1: Competitiveness Index for pillar Technological readiness (2013-2017)

Year / **Pillar**	**2013**	**2014**	**2015**	**2016**	**2017**
Technological readiness	3.94	4.45	4.47	4.05	4.19

Source: Tanasković & Ristić, 2013, 2014, 2015, 2016, 2017

Beginning from 2013, data on Serbia's technological capabilities point to small but significant progress. In 2014, progress was achieved in five segments compared to the previous year, and the largest in technological segment. This growth was accompanied by an increase in all elements of the technology pillar of competitiveness, with the greatest contribution being achieved within objective indicators related to the number of Internet users, the average amount of data transmitted per user and the number of mobile Internet users (Tanasković & Ristić, 2014). However, the negligible changes in the observed pillar were recorded in 2015 compared to 2014. In 2016, the index value had a significant drop and Serbia fell on the ranking list of countries by pillars by as much as 19 places, i.e. from the 51st place in 2015 to 70th place. According to the latest report, in 2017, the technological readiness of Serbia improved compared to the previous year as a result of the availability of modern technologies and the transfer of new technologies through foreign direct investments, increased participation of Internet users, increased participation of users with fixed access to high speed internet as well as the amount of data per user of the Internet, while the deterioration was recorded in the number of mobile subscribers per hundred inhabitants (Tanasković & Ristić, 2017). If on the scale from 1-7 we consider all values from 1 to 4 as unfavourable, 4 as neutral, and values from 4 to 7 as favourable, it could be concluded that Serbia's technological readiness according to the index value of 2017 is favourable.

In addition to the above, for the purpose of more precise analysis of technological readiness, comparison of the values of the Competitiveness Index of Serbia in 2017 for pillar Technological readiness with indexes of countries where there are smart cities such as USA, Great Britain, Japan and China can be made (Table 2).

Table 2: Competitiveness Index value for pillar Technological readiness across nations in 2017

Country	**Competitiveness Index value**
USA	6.23
Great Britain	6.33
Japan	6.01
China	4.18

Source: WEF, 2017

Comparing to the value of the Index in our country (4.19), these three countries are at a significantly higher level of technological readiness. However, it can be said that the situation is not so bad given that the technological readiness of the observed countries on the scale from 1-7 can be described as favourable, as in Serbia. In favour of this, if the value of the Index for the analyzed pillar was compared to China, it can be seen that they are almost the same, which shows that Serbia has a good technological basis for the development of smart tourism. However, it is possible to make recommendations for improving the technological readiness of the country, which would significantly benefit not only the tourism sector, but also the entire economy. One of the ways that is considered to be able to contribute to technological readiness is the 'brain drain', since "studies over the last two decades had shown that 'brain drain' can have a positive effect on the economy due to the spillover effect of know-how and new technologies from developed economies, through workers who decide to return to the country" (Ristić & Tanasković, 2011, p. 76). If we look at 2014 and 2017 in which Serbia has made significant progress in the field of technology, it can be pointed out that it is necessary to work on attracting new foreign direct investments that will enable the transfer of technology, as well as the increase in the number of Internet and mobile Internet users, which is particularly important for the functioning of smart tourism. Also, work on projects that are oriented towards the development of technology and innovation can be of great importance for the improvement of technological readiness. In addition to the existing ones, it is advisable to apply for funding for new projects under the auspices of the Innovation Fund, the Ministry of Science, Education and Technological Development and other institutions.

5.2. Human capital

As urban tourism regions, smart tourism destinations are seen as complex ecosystems in which different actors work together to create value. They emphasize the link between society and technology, where people and technology are considered as equal participants who together create economic, social and environment prosperity (Boes et al., 2016). Economic growth, improvement of the quality of life of citizens and the stay of tourists must be supported by developed human capital. Given that tourism destinations are economies based on knowledge and that people are key knowledge holders, human capital is an essential element of the strategy for the development of smart cities and smart destinations. The smart city label actually refers to the capacity of smart people to find smart solutions to urban problems (Albino et al., 2015). The human factor in smart destinations refers to creativity, social learning and education, whereby education is considered crucial to increasing the attractiveness of the destination. Technology itself cannot make the city or destination smarter - it is made up of people and their interaction that allows the development of collective intelligence.

Despite the fact that in Serbia, as in most countries in the world, the importance of human resources and their potential is recognized, this topic has often been insufficiently analyzed or completely ignored in the field of tourism. The problems caused by the wars and crises of the past decades have further exacerbated the state of human capital in Serbia. Today, it can be said that the conditions of human capital development have improved to a certain extent as a result of various initiatives and legal measures. In this paper, for the analysis of human capital, the fifth pillar of competitiveness i.e. Higher education and training will be considered from the report on the Competitiveness Index of Serbia. This pillar measures the secondary and tertiary enrollment rates, the quality of education and the scope of staff training, and points to the importance of educated and trained workers for performing complex tasks and quick adaptation in a changing environment (WEF, 2015). Table 3 gives data on the movement of the index value for this pillar in the range from 1-7.

Table 3: Competitiveness Index for pillar Higher education and training (2013-2017)

Year / Pillar	2013	2014	2015	2016	2017
Higher education and training	4.05	4.25	4.27	4.40	4.55

Source: Tanasković & Ristić, 2013, 2014, 2015, 2016, 2017

When looking at the index values for the analyzed pillar in the observed period, a certain increase in value is observed. In 2013 there were no significant developments in the area of higher education and training compared to the previous years. However, 2014 is the year of significant fifth-pillar growth, and the improvement is achieved due to a higher rate of enrollment in higher education institutions and increased access to the Internet in schools (Tanasković & Ristić, 2014). In 2015, there were no significant changes in this pillar compared to the previous year. Observed in 2016, progress has been noted for 2 places on the ranking list, due to the increase in the quality of the education system, the quality of education in the field of mathematics and science, the availability of different courses for specialization of workers, and slightly higher enrollment rates in the tertiary level of education compared to the previous year (Tanasković & Ristić, 2016). In 2017, the improvement of the pillar results from a better quality of the education system, studies in mathematics and natural sciences, management schools, as well as access of the Internet in schools, the availability of training services and the level of employee training (Tanasković & Ristić, 2017). Finally, it can be said that according to the value of the Index from the last year on the scale from 1-7, Serbia can be designated as a country in which the situation from the point of view of higher education and training is favourable.

A more detailed analysis of human capital will be based on the comparison of the value of the Index of Serbia for the observed pillar (4.55) with the Index values of the United States, Great Britain, Japan and China.

Table 4: Competitiveness Index value for pillar Higher education and training across nations in 2017

Country	**Competitiveness Index value**
USA	6.12
Great Britain	5.48
Japan	5.38
China	4.78

Source: WEF, 2017

Index values show that Serbia does not lag too much behind Great Britain and Japan in terms of higher education and training, while in relation to the United States it is on a much lower level. However, as all four countries on the scale from 1-7 can be designated as countries where the situation for this pillar is favourable, it is concluded that Serbia has a good potential for developing smart tourism in the context of human resources. Additionally, by comparing the Index value for Serbia with the Index value for China, it can be seen that the level of development of higher education and training in China is not much higher than in Serbia, which also shows that human capital in Serbia can be an appropriate basis for the development of smart tourism. Despite this, recommendations for improvement can also be made in this domain. The most important one is improvement of the quality of the education system, the introduction of the Internet into a larger number of educational institutions, and an increase in the number and diversity of training for employees. In order to improve the quality of knowledge and abilities of pupils and students, it is of particular importance to introduce a dual education system. As people are the main bearers of innovation, "Serbia needs education that will enable individuals to learn and develop a wide range of skills needed for innovation in all its forms" (Balšić, 2016, p.93). Good practice certainly applies to the development of new institutes and research centres and the realization of greater cooperation between companies, universities and research institutions.

5.3. Innovation

One of the key goals of smart cities and smart destinations is to promote entrepreneurship and innovation. Innovation is at the same time the most important input and a result of the integration of smart technologies and cities. It develops when all smart factors work together on it, and its significance is reflected in the fact that it is key to the competitiveness of smart cities and smart tourism destinations (Boes et al., 2016). Innovations that emerge as a result of the development of ICTs have a great importance for the development of smart tourism because, on the one hand, they enable tourists to navigate easier in a smart environment, while on the other hand, they enable the environment to get information about tourists more easily. In addition, innovations in the field of smart technology are important for the social dimension, since they allow tourists to contact their family and friends at any time and share their experience with them. Innovations are based on the assumption that tourism organizations cannot rely solely on their own resources, but must co-operate beyond their borders to develop innovation (Gretzel et al., 2015b). Only in this way can be provided and exchanged the resources needed to create value within smart destinations.

As technology is the key driver of innovation and in Serbia, compared to the world, it is not well developed, the innovative potential of our country is also not at a high level. The reason is not only the state of technology, but also the lack of financial resources, the absence of entrepreneurial spirit and so on. However, it is undeniable that there are initiatives for the development of innovation and entrepreneurship or that efforts are being made to improve this area. The analysis of the innovative potential of Serbia was made on the basis of the data on the values of the Competitiveness Index of Serbia (Table 5, ranking from 1-7) in the five-year period for the last, twelfth pillar of the Index i.e. Innovation. It refers to investments in research and development, the presence of high-quality scientific-research institutions, cooperation between universities and industries in the field of research and technological development and intellectual property protection (WEF, 2015).

Table 5: Competitiveness Index for pillar Innovation (2013-2017)

Year / Pillar	2013	2014	2015	2016	2017
Innovation	2.85	2.89	2.90	2.97	3.11

Source: Tanasković & Ristić, 2013, 2014, 2015, 2016, 2017

As with the previously analyzed factors, Serbia made small progress in the development of innovation in the observed period. 2013 was not significant for the development of the country's innovative potential. From 2014-2015, there were also no significant changes. Compared to 2015, in 2016 Serbia fell on the rankings of the countries by 5 places despite the increase in the index value. Finally, in 2017, innovation had the highest index growth. Innovative potential of the country according to the value of the Index from the last year on the scale from 1-7 can be marked as unfavourable.

Innovation will be further analyzed on the basis of the comparison of the value of the Index for the pillar Innovation.

Table 6: Competitiveness Index value for pillar Innovation across nations in 2017

Country	Competitiveness Index value
USA	5.82
Great Britain	5.06
Japan	5.37
China	4.14

Source: WEF, 2017

Compared with the United States, Great Britain and Japan, it can be seen that Serbia lags behind them in terms of innovation. In addition, unlike those countries where the innovative potential on the scale from 1-7 can be marked as favourable, the Index value below 4 shows that it is unfavourable in Serbia. Also, our country compared to China has a much weaker developed innovative potential. Therefore, it can be concluded that Serbia from the point of view of innovative potential does not have an adequate basis for the development of smart tourism and that it is necessary to work on its improvement. For development of innovative capabilities, our country can be led by examples from the world, such as the 22@Barcelona district, where various institutions and companies are collaborating in the development of urban innovation, or Living Lab in Amsterdam, where citizens, scientists and academics work together on developing product and services that will improve the quality of life (Boes et al., 2015). Also, more work needs to be done on the development of innovation policies in order to create the necessary conditions and measures to encourage the country's innovative potential. Given that technology and innovation are closely linked, working on existing and application for new projects can provide the necessary funding for investment in research and development. On the other hand, starting from the link between innovation and human capital, greater cooperation between universities and industrial sectors in the field of research and technological development should be promoted.

6. Conclusion

Smart tourism is a new trend in the tourism industry based on a strong technology infrastructure, which in combination with factors such as physical infrastructure, human, social and business capital, provides conditions for creating value for different stakeholders. Starting from the above, this paper analyzes technology, human capital and innovation as factors that are considered to be the most important for the development of smart tourism. The analysis has showed that the technological readiness of Serbia does not lag too much behind the countries where there are smart cities, and that the state of human capital is quite suitable for initiating the development of smart tourism. However, from the point of view of innovative capabilities, Serbia is in a worse position compared to the countries surveyed, which is why it is concluded that in this domain there is no good basis for the development of smart tourism.

It can be said that work has a double contribution. The first refers to the study of the concept of smart tourism, its characteristics and challenges it faces, and the factors that form the basis of its development. In this way, the gap that exists in domestic research literature has been overcome to a certain extent, which has not paid too much attention to this concept, both theoretically and practically. The second contribution is reflected in the practical applicability of the work. Primarily, managers havepointed out the importance of introducing a smart concept into business in order to provide better tourism services and improve the competitive position, as well as the importance of integrating the analyzed factors in order to create value in tourism destinations. The contribution of the conducted analysis implies that it can help both governments and companies in the tourism industry to understand the importance of smart tourism, the condition of the factors that ensure its development and recommendations for their improvement. This can increase the interest in this concept, which would result in the launch of an initiative for the development of smart tourism and the improvement of Serbia's tourist offer in the future. In addition to the contribution, the work has several limitations. The first is the omission of the remaining factors that are considered to be the basis of smart tourism such as social capital, business infrastructure or entrepreneurship. Furthermore, the paper does not cover all questions related to the concepts being explored. Another disadvantage is that the analysis relies only on the data from the Competitiveness Index of the countries covered by it. Also, Serbia is compared with only four countries. In line with the above, the following recommendations for future research are given. In relation to the concepts mentioned in the paper, which are smart city, smart tourism, smart tourism destinations and factors of development, it is necessary to conduct more detailed research and analysis of the aspects that are not covered by this work (personalization of services, competitiveness of smart tourism destinations, analysis the preference of tourists, the role of social media in smart destinations etc.). As for the analysis itself and the data on which it is based, it is desirable that in future works it relies on data from other World Economic Forum Reports such as the Global Human Capital Report, the Global Information Technology Report, the Travel and Tourism Competitiveness Report, the Global Innovation Index, the Global Entrepreneurship Index etc. Finally, it is desirable to include the remaining factors and a larger number of countries in the analysis in order to more precisely compare and determine the state of the factors of the development of smart tourism in Serbia.

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Human resources in the hotel industry of Serbia

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Abstract: Serbia is a country of significant but still insufficiently used tourist potential, uneven development of tourism, and a high concentration of tourist traffic. This implies a focus on a small number of tourist destinations that are commercially profiled. Serbia is characterized by a lack of a systematic approach to the development of tourism. This implies a lack of appropriate strategies that would adapt to specific areas, according to their attractiveness and specificities. It also implies inadequate human resources that should implement strategically set goals. It is necessary to define priorities, primarily in the area of profiling the material basis of tourism, i.e. the offer of accommodation facilities. It is necessary to provide adequate personnel, whose activity will be a key factor in the further development of tourism and hotel industry of Serbia. The aim of this paper is to look at and analyze the basic characteristics of employment in the hotel industry of Serbia, primarily the volume and dynamics of the employees in the hotel industry and their qualification structure, in order to identify the key weaknesses and to point out the ways for their overcoming. Secondary statistical data were used in this context and the analytical-synthetic method was applied. As shown in this paper, positive shifts in improving human resources in the hotel industry of Serbia are evident. A further improvement of human resources in the hotel industry of Serbia should be guided by global trends, in order to encourage a further improvement of the quality of the hotel industry in Serbia as a tourist destination.

Keywords: human resources, hotel industry, management, personnel, Serbia
JEL classification: L83

Ljudski resursi u u hotelijerstvu Srbije

Sažetak: Srbija je zemlja značajnih turističkih potencijala koji još uvek nisu u dovoljnoj meri iskorišćeni. Srbija je, takođe, zemlja neravnomernog razvoja turizma. Srbija je zemlja visokog stepena koncentracije turističkog prometa. To znači fokus na mali broj turističkih destinacija koje su se tržišno profilisale. Srbiju karakteriše još uvek nedovoljna sistematičnost u razvoju turizma. To znači nedostatak odgovarajuće strategije koja bi se prilagođavala konkretnim prostorima, shodno njihovoj atraktivnosti i specifičnostima. To takođe upućuje i na neadekvatne ljudske resurse koji treba da realizuju strateški postavljene ciljeve. Nužno je definisati prioritete, pre svega u domenu profilisanja materijalne osnove turizma, tj. ponude ugostiteljskih objekata za smeštaj. S tim u skladu, nužno je obezbediti odgovarajuće kadrove čija će aktivnost predstavljati ključni faktor daljeg razvoja turizma i hotelijerstva Srbije. Cilj ovog rada je da se sagledaju i analiziraju osnovne odlike zaposlenosti u hotelijerstvu Srbije, pre svega obim i dinamika zaposlenih u hotelijerstvu i njihova kvalifikaciona struktura, kako bi se uočile ključne slabosti i ukazalo na puteve i načine za njihovo prevazilaženje. U tom kontekstu korišćeni su sekundarni statistički podaci

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i primenjena je analitičko-sintetička metoda. Kao što je prikazano u radu, evidentni su pozitivni pomaci u domenu ljudskih resursa u hotelijerstvu Srbije. Dalje poboljšanje ljudskih resursa u hotelijerskoj industriji Srbije biće rukovođeno globalnim trendovima, kako bi se podstaklo dalje unapređenje kvaliteta hotelske industrije na nivou Srbije kao turističke destinacije.

Ključne reči: ljudski resursi, hotelijerstvo, upravljanje, kadrovi Srbija
JEL klasifikacija: L83

1. Introduction

The process of human resource management involves a series of activities that are necessary for employment in a particular organization and maintenance of high performance of its employees (Robbins & Coutler, 2005). Human resource management, as pointed out by Atteya (2012, p. 106), can provide the organization with competitive advantages in the local, international and global environments. In this regard, the connection between the application of instruments of human resource management and the quality offer in service organizations is emphasized (Vučković, 2014). Nasurdin et al. (2016, p. 29) point out the importance of the direct service provider's conduct for the perception of quality in the minds of users. Human resources, capable of learning, are the most important factor in the company's vitality and are the so-called "carriers" of human capital as cumulants of knowledge, skills, experience, inventiveness, energy, and enthusiasm, who are willing to invest in the work process (Đuričin & Janošević, 2009). In modern business organizations, career development is an important component of a successful business. Career development involves a series of activities that an individual performs in order to perfect their knowledge and skills and gain a better position in the workplace (Jovanović-Božinov et al., 2004). Al-miman's research (2017, 102) has shown that good practices of human resource management contribute to the belief of employees that the organization cares about them and supports them. Within considerations concerning the influence of human resource management in the employee turnover, the role of managers in understanding the behavior of employees is emphasized (Sang Long et al., 2012).

The hotel industry constitutes the material basis of tourism. The development of the hotel industry is a key point of the future of tourism in Serbia. The hotel industry engages a large scope of employed staff. Therefore, an analysis of human resources is of crucial importance for the development of not only the hotel industry, but also tourism in general. Numerous authors have analyzed the specifics of labor and employment in the hotel industry. One of the traditional problems refers to the gap between the demand and supply of skilled labor (Wu, 2004). However, this problem is often not perceived in the right manner, since the importance of adequate education is ignored. Some practitioners of the hotel industry believe that a lack of adequate qualifications can be replaced by experience (Mohan & Arumugam, 2016). Innovative approaches to the development of human resources in the hotel industry are based on the increasing expectations of potential employees, related to mastering the specific knowledge and skills and career prospects (Walsh et al., 2007). Innovative models for professional training of employees in the hotel industry rely on the interdisciplinary approach that, in addition to the economic aspect, increasingly recognizes the behavioral one (Langer et al., 2001).

The above mentioned problem of employee turnover is very present in the hotel industry. Therefore, it is essential for employees to be familiar with the basics of business strategies, accept and understand organizational culture in order to increase the level of commitment to the organization (Laškarin Ažić, 2017). Seasonal work, atypical working hours, the emotional dimension of contact between the service provider and hotel guests endanger the successful balance between private life and work (Mohanty & Mohanty, 2014). The relationship of personnel to hotel guests is a common cause of their dissatisfaction (Petrović & Bonacin, 2017). In other words, dissatisfied employees cannot make their guests satisfied. Thus, the issue of employee satisfaction, their motivation and attachment to the organization is of particular importance in the hotel industry (Dominguez-Falcon et al., 2016). An aggravating circumstance for employees in the hotel industry is the fact that their earnings are traditionally among the lowest in the economy (Nivethitha et al., 2014). All these problems pose a major challenge for human resource management. In this regard, a complex approach is reflected by Garavan's strategic model of human resource development, which includes activities on four levels – global, organization, operational, and individual (AbuKhalifeh et al., 2013). This model promotes a number of actors in the development of human resources, due to the fact that the hotel industry is an industry that operates in the context of multiple links with various stakeholders.

2. Basic characteristics of personnel in Serbia

In accordance with the aim of this paper, which is to see and analyze the basic characteristics of employment in the hotel industry in Serbia, primarily the scope and dynamics of the employees in the hotel industry and their qualification structure, in order to identify the key weaknesses and point to the ways to overcome them, secondary statistical data are used and an analytical-synthetic method was applied.

Getting to know the basic characteristics of the hotel personnel in Serbia is preceded by a brief review of the key demographic characteristics of the workforce. The workforce offer in Serbia is high. However, there is a problem of insufficient compliance of the education system with the needs of the economy (Blagojević & Redžić, 2009). On the other hand, an unemployment problem has been present in Serbia for a long time, especially when it comes to women. According to the data for the last quarter of 2017, the overall unemployment rate was 14.7%, while the unemployment rate of the female population was 15.4%. High unemployment rates were observed in young people, aged between 15 and 24, which is understandable, given the broad scope of secondary and higher education. According to the data from the Labor Force Survey, about 17.6% of the total population aged between 15 and 24 were unemployed and were not covered by some kind of education or training, which is certainly not a negligible share (Statistical Office of the Republic of Serbia, 2018).

The educational structure of employees, according to March 2017 data, showst hat the share of people with university education is 26.5%. If people with college education are added to them, a share of 34% is obtained. Nevertheless, it can be evaluated as satisfactory, because the representation of insufficiently qualified people (lower degrees of vocational education, semi-qualified or unqualified) is relatively high and is 14.4% (Statistical Office of the Republic of Serbia, 2017). The potential of the workforce in Serbia is not sufficiently utilized. A high unemployment rate, which is still present even among the highly educated, is a consequence of difficult economic conditions and long-standing negative trends in the economy. More intensive economic growth will contribute to reducing unemployment and to a better utilization of available employment potential. There is no doubt that the rapid development of tourism and the hotel industry, due to the complexity, heterogeneity and a great need for living labor, can contribute to the involvement of personnel of different professional backgrounds and education levels.

3. The volume and dynamics of employment in the hotel industry of Serbia

Human resources are seen as a key factor in the success of hotel activities, and, in this respect, of tourism in Serbia. A closer look at their condition in Serbia is provided by means of the following tabular data on the scope and dynamics of employment in the hotel sector, which is, in accordance with the methodology of the Republic Institute for Statistics, presented by a grouping called "Hotels and restaurants."

The number of employees, both at the level of Serbia as a whole and in hotels and restaurants, varied in the observed period. There was an evident decline in the number of employees between 2010 and 2014. After this period, there was an increase that, in the last year of research, 2016, was higher by 13.5% compared to 2010. This trend is also visible in the hotel industry field. After a sharp decline in the number of employees, which, in 2013, amounted to nearly 18%, compared to 2010, there was a gradual increase, especially in 2015 and 2016, when there was 22% more employees than in 2010.

The decline in the number of employees in the hotel industry of Serbia is a consequence of capacity reductions, which is a result of the restructuring of the existing offer, in terms of overcoming not only technological, but also personnel outdatedness. An increase in the number of employees in recent years shows the revival of Serbian hotel industry, which is accompanied by hiring adequate personnel.

Table 1: Number of employees in hotels and restaurants in Serbia

Year	Number of employees		% of employees in accommodation and food services in the total number of employees	Index 2010 = 100	
	Total	Accommodation and food services		Total	Accom-modation and food services
2010	2396244	71610	2,99	100	100
2011	2253209	62081	2,76	94,03	86,69
2012	2228343	61528	2,77	92,99	85,92
2013	2310718	58855	2,55	96,43	82,19
2014	2559441	67180	2,62	106,81	93,81
2015	2574200	87800	3,41	107,43	122,61
2016	2719400	87400	3,21	113,49	122,05

Source: Statistical Yearbooks of Serbia: 2011 (p. 56), 2012 (p. 55), 2013 (p. 59), 2014 (p. 65), 2015 (p. 65), 2016 (p. 66), 2017 (p. 68)

Hotels, as representative accommodation facilities, are characterized by the highest scope of employment (Statistical Office of the Republic of Serbia, 2010), which is understandable, considering that they create the most complex service, i.e. the integral product composed of catering, but also non-catering services that are in association with them (Kosar, 2013). The capacity and personnel commission should depict the potential possibilities of improving the hotel offer quality in Serbia. For this reason, it is necessary to direct the further analysis towards reviewing the educational structure of employees.

4. The educational structure of employees in the hotel industry of Serbia

The hotel industry is living-labor intensive. This means that a relatively large scope of employed staff is engaged, especially in jobs that involve direct contact with service users.

This is imposed by the technology of performing work tasks. A service in the hotel industry is the result of activities between its providers and users, with the aim to meet the needs of users (Kosar, 2015). What the user perception of the service quality will be depends largely on the quality of relationships with employees. Therefore, levels of education, expertise and awareness of the importance of one's own work for the service quality in the perception of consumers are of utmost importance.

Contemporary personnel trends in the hotel industry are setting innovative organizational and personnel models, where the educational and professional structures of employees are brought into focus. It is believed that, even for the simplest tasks, the required minimum education level is three or four years of schooling. These are typical hotel industry professions such as doormen, baggage porters, maids. Therefore, all these jobs require direct contact with guests.

The criteria for hotel industry employment are becoming increasingly higher, not only when it comes to the level of education. Specific requirements are set in terms of general knowledge and information, and communication skills, both with guests and with business partners. It is believed that general knowledge, information and communication skills are proportionate to the level of vocational education. For this reason, the educational structure of employees is considered to be one of the key factors of service quality in the hotel industry.

The tabular presentation that follows shows to what extent the educational structure of employees in the hotel industry of Serbia is expressed as a factor of previous development.

Table 2: The employees in Serbia by the level of education –structure in %
(March 2017 state)

Total	Total	1*	2*	3*	4*	5*	6*	7*	8*
	100.00	26.50	7.50	36.20	4.40	3.70	11.70	3.60	6.40
Agriculture, forestry and fishing	100.00	13.40	3.00	32.00	6.90	3.90	20.80	5.70	14.30
Mining	100.00	10.00	3.00	27.10	0.80	18.70	29.90	5.50	5.10
Manufacturing industry	100.00	9.70	4.40	39.70	6.90	3.60	19.30	6.10	10.40
Electricity, gas and steam supply	100.00	20.60	7.80	35.70	0.30	12.80	19.10	1.40	2.30
Water supply and waste water management	100.00	10.90	5.40	32.30	5.80	3.60	19.60	5.50	16.70
Construction	100.00	14.40	5.00	31.70	4.10	4.10	24.70	6.20	9.60
Wholesale and retail trade; repair of motor vehicles	100.00	13.20	5.30	56.90	5.20	1.60	13.50	1.90	2.40
Transportation and storage	100.00	14.10	4.90	42.30	3.50	14.10	15.50	2.80	2.80
Accommodation and food services	100.00	11.20	5.00	44.40	3.90	3.20	18.10	8.70	5.50
Information and communication	100.00	38.50	9.40	39.50	1.40	5.20	5.00	0.40	0.50
Financial and insurance activities	100.00	41.50	12.30	39.70	1.10	1.60	2.00	0.10	1.60
Real estate activities	100.00	27.00	8.90	40.30	6.20	1.20	9.70	0.30	6.40
Scientific expertise, information and technology industry	100.00	49.20	5.50	33.10	1.30	1.20	4.30	0.80	4.60
Administrative and support service activities	100.00	10.60	4.20	46.90	9.60	7.30	8.40	2.60	10.40

Public administration and compulsory social security	100.00	45.80	9.70	35.90	2.00	0.50	3.50	0.80	1.90
Education	100.00	69.40	9.10	6.40	4.90	0.80	1.70	1.00	6.70
Health care and social protection	100.00	23.00	14.50	43.30	2.70	1.10	5.10	5.40	4.80
Art, entertainment and recreation	100.00	28.50	6.80	48.00	2.80	1.50	6.30	2.40	3.60
Other service activities	100.00	27.00	6.50	31.70	2.30	1.00	18.10	2.20	11.20

Source: Statistical Office of the Republicof Serbia, Statement No. 188, 2017, p.10

*1 – University diploma, 2 – College diploma, 3 – Secondary school diploma, 4 – At least a primary school diploma,5 – Highly-qualified worker,6 – Qualified worker, 7 – Semi-qualified worker,8 – Unqualified worker

The hotel industry in Serbia, partly due to the basic features of the work process technology, and partly due to a number of other factors, primarily of socio-economic nature (inadequate treatment in the context of global economic development policy), is characterized by a qualification structure that has a relatively small proportion of the highly educated. The same applies to employees who have completed college education. At the same time, accommodation and food services are characterized by the highest proportion of semi-skilled workers. If we add the employees with lower levels of education and unqualified employees to this, we obtain a share of 18.10%. Therefore, nearly 1/5 of the employees in the hotel industry sector are composed of insufficiently qualified workforce. Furthermore, according to 2011 data, there was only 5.3% of employees with university education in the total scope of employment in the hotel industry, which was also the lowest share, compared to both the Serbian average and to other industries. At the same time, there was a total of 17.6% of employees with lower levels of education and unqualified employees. If we add the semi-skilled personnel to this, then nearly 1/4 of the employees were insufficiently qualified (Statistical Office of the Republic of Serbia, 2011). Therefore, over a period of 6 years, there has been a visible improvement of the qualification structure of employees in the hotel industry of Serbia. This is a result of prominent strategic orientations for the development of tourism in Serbia, which is accompanied by positive changes in the structure of the accommodation offer. In 2012, Serbia had about 46,020 rooms in accommodation facilities, and 46,362 rooms in 2016, representing an increase by only 0.74% (Statistical Office of the Republic of Serbia, 2017a). However, there was a noticeable increase in the hotel capacity, represented by the number of rooms. Thus, in 2012, Serbia had 15,348 rooms in hotels (Statistical Office of the Republic of Serbia, 2013), and in 2016, the hotel capacity was 16,489 rooms, which was an increase by 7.43% (Statistical Office of theRepublic of Serbia, 2017b). The share of nights spent in hotels in 2016 amounted to 47.71% of the total number of overnight stays in Serbia, and even 67.67% of overnight stays of foreign tourists. This confirms the fact that hotels are representative accommodation facilities and that market profiling of the accommodation offer in Serbia is moving in the direction of quality improvement through an increased hotel offer, which is particularly important, since the orientation towards the hotel accommodation is very high among foreign tourists, the number of whom shows an upward trend. The total number of overnight stays in 2017 increased by 10.5% compared to 2016. The number of overnight stays of domestic tourists in 2017 was increased by 7.4%, while the number of overnight stays of foreign tourists increased by as much as 15.9%, compared to the previous year. Compared to the first two months of 2017, the total number of overnight stays in the period January-February 2018 increased by 12.7%, and the number of overnight stays of domestic tourists increased by 9.9%, while the number of overnight stays of foreign tourists increased by as much as 18.0 % (Statistical Office of the Republic of Serbia, 2018a).

Today, the contemporary hotel industry cannot be imagined without the use of high technology, which includes cooperation with online travel agencies - OTAs, attractive websites, and presence on social networks. This applies, above all, to small independent hotels that operate outside megabrands, becausethis is the only way for them to stay on the market (Maksimović et al., 2017). Also, the contemporary hotel industry is increasingly insisting on environmental sustainability, i.e. a rational use of resources and the orientation towards environmental protection (Milićević et al., 2017). In order to keep up with the competition, Serbia has to follow modern trends in the hotel industry development. This implies adequate investments in intellectual capital, in other words, in human resources and their specific knowledge and skills.

The basic prerequisite for activities to increase the intellectual capital of hotel companies is formal education, whose initial stage consists of secondary schools for tourism and hotel management. Serbia has a widespread network of secondary, vocational schools of this type, which is a solid starting point for further education and training in this profession (Kosar, 2016).

However, the hotel industry is still lagging behind the national average, as well as behind other activities, as is evident, despite the improvement of the employee qualification structure. The causes of this are still slow changes in the inherited adverse state. Reforming the education system, in accordance with modern global trends, however, has already begun to yield results, and should contribute to further positive changes in this area, primarily in terms of reducing the share of under-qualified personnel. In this context, it is very important to insist on the education of employees, primarily on obtaining adequate qualifications. Mastering knowledge and skills, formally verified by the completion of appropriate secondary schools, college and university programs, will significantly contribute to changing the current unfavorable qualification structure of employees in the hotel industry of Serbia. However, it is necessary to develop constantly the existing skills, i.e. to obtain additional specializations that do not affect the change in the qualification structure, but contribute significantly to the acquisition of new knowledge and its application in business.

5. Salaries of employees in the hotel industry in Serbia

Working in the tourism and hotel industries is a serious and professional job that requires educated people. Competent personnel, with their knowledge and expertise, confirm the importance of the human factor for the service quality and tourist satisfaction. The fact is that, as already pointed out, satisfied employees make the guests satisfied. In this context, the question of motivation of employees in the hotel industry of Serbia is raised. This issue is directly related to salaries.

Table 3: Average salaries per employee in the hotel industry of Serbia (in RSD)

Month and year	Total	Base index	Accommodation and food services	Base index
September 2015	63,974	100	46,503	100
September 2016	67,871	106.09	50,009	107.54
March 2017	70,126	109.62	53,632	115.33

Source: Statistical Office of the Republic of Serbia, Statements: No. 9 - year LXVI, 15 Jan 2016, No. 8 - year LXVII, 16 Jan 2017, No. 188 - year LXVII, 14 July 2017

The subject of this paper is not discussing the methodology of average salary calculation, nor is explaining traditionally low salaries in the hotel industry of Serbia, in the context of the specificities of the work that involves being in direct contact with guests, which often brings tips. The existence of tips leads to the assumption that the salaries of employees in the hotel industry are, in reality, considerably higher than the amounts presented in statistical publications. However, by no means does this justify the fact that they are, in fact, among the lowest in the country. Low salaries adversely affect the quality of service delivery and communication with guests. They have resulted in a high level of employee turnover. However, as shown by the data in Table 3, the salaries of employees in the hotel industry are increasing at a faster rate than the Serbian average. This is a positive trend that gives grounds for an optimistic view of the future development. The future development implies creating a favorable business climate in hotel industry organizations that is initiated by higher salaries, which results in reducing employee turnover, increasing work motivation and employee loyalty.

6. Conclusion

Serbia is on the path of rapid economic development, in which tourism and the hotel industry have a special place. In recent years, there have been positive indicators in the field of tourist traffic growth, especially the number of foreign tourists and their overnight stays. It is inevitable that the accommodation sector, as the material basis of tourism, follows these trends by restructuring the existing offer and adapts to the needs of primarily foreign tourists. This implies hotels, which, as facilities that provide complex services, engage the appropriate scope and structure of employees.

Until recently, human resources in the hotel industry of Serbia represented the key limiting factor for development. A small number of employees and an inadequate educational structure, with a high proportion of underqualified employees, were slowing down the modernization of the hotel industry, both in technological and in organizational and personnel terms. This was reflected in the underexpressed awareness of the importance of the human factor for the quality of hotel services. Low salaries have an adverse effect on the motivation of employees and increase the degree of turnover. This leads ultimately to inconsistencies in the quality of hotel services, and adversely affects customer loyalty.

However, as shown in this paper, positive shifts in improving human resources in the hotel industry of Serbia are evident. The number of employees is growing, the qualification structure is visibly improved, and the salaries are increasing at a faster rate than the country average. The above-mentioned positive changes are in line with the rapid development of tourism in this region. A further improvement of human resources in the hotel industry of Serbia should be guided by global trends, in order to, in the nature of intellectual capital, encourage the further improvement of the quality of the hotel industry at the level of Serbia as a tourist destination.

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TOURISM IN FUNCTION OF DEVELOPMENT OF THE REPUBLIC OF SERBIA - Tourism in the Era of Digital Transformation

Conclusions of the Third International Scientific Conference held at the Faculty of Hotel Management and Tourism in Vrnjačka Banja, May 31 – June 2, 2018

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For the third consecutive year, the International Scientific Conference "TOURISM IN FUNCTION OF DEVELOPMENT OF THE REPUBLIC OF SERBIA" took place in Vrnjačka Banja. Conference was held from May 31st to June 2nd, 2018. The emphasis of this year's Conference was put on Tourism in the Era of Digital Transformation. As in previous years, the Conference was organized by the Faculty of Hotel Management and Tourism in Vrnjačka Banja in co-organization with numerous Serbian and foreign institutions, as well as, with the support of the Ministry of Education, Science and Technological Development of Republic of Serbia. This year's Conference gathered a large number of home and foreign participants (157 authors/co-authors of 84 papers) who took part in this scientific event.

The Conference participants were greeted by the Dean of the Faculty, prof. Drago Cvijanović. The keynote speakers at the event were the distinguished Prof. Arja Lemmetyinen (Turku School of Economics, University of Turku, Finland) and Prof. Gianluca Rossoni (University of Bergamo, Italy). Furthermore, the Conference was also greatly honored by hosting the representative of the Ministry of Trade, Tourism and Telecommunications of the Republic of Serbia, Prof. Renata Pindžo (Assistant Minister for Tourism), the representative of the Rectorate of the University of Kragujevac, Prof. Dragan Bošković, (Vice-Rector for Science of the University of Kragujevac), representative of the local government, Mr. Ivan Džatić (deputy mayor of Vrnjačka Banja) and the representative of the Regional Chamber of Commerce Kragujevac, Mr. Predrag Lučić (Director).

With the aim to establish a stronger cooperation with other institutions of higher education, Dean of the Faculty of Hotel Management and Tourism in Vrnjačka Banja, Prof. Drago Cvijanović, signed agreements with Asst. Prof. Srđan Lalić, Dean of the Faculty of Economics – Brčko, University of East Sarajevo, Prof. Aleksandar Grubor, Dean of the Faculty of Economics in Subotica, University of Novi Sad, Prof. Hasan Hanić, President of the Belgrade Banking Academy - Faculty of Banking, Insurance and Finance, University Union and Prof. Marko Matić, Rector of the University of Modern Sciences - Mostar. In addition, long-term business and technical cooperation agreement was signed with the company "PROSOFT SYSTEM - Professional software", Belgrade.

The main focus of the Conference was associated with the issues and challenges related to the emerging digital transformation and its impact on the tourism development in Serbia, as well as in other countries. The participants of this scientific event had the opportunity to hear theoretical presentations along with practical experiences on tourism and its related fields delivered by the lecturers from Serbia and a number of European countries including

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Finland, Italy, Romania, Republic of Macedonia, Bosnia and Herzegovina, Montenegro and Croatia, as well as from the USA. The presentation of the Conference participants' contributions was streamed in two sections. The first section addressed issues related to digital branding, online booking, social media, digitizing cultural heritage, millennials, smart tourism, managing tourism resources, and Big Data. The second section focused on topics concerning hospitality sector, sustainable development, cultural/heritage tourism, regulatory frameworks, international and the EU tourism market, MICE tourism, rural tourism, etc. The sections were followed by the presentation of publications issued by the Faculty of Hotel Management and Tourism in Vrnjačka Banja in 2017. The Conference resulted in two volumes of the Thematic Proceedings comprising a total of 84 scientific papers (ISBN 978-86-89949-29-2, ISBN 978-86-89949-30-8) available to the wider scientific community.

Throughout 2017 Serbia experienced one of the largest increases in tourism income in the Southeast Europe proving once again that it is becoming a tourist destination continuing to draw international attention. In spite of the fact that Serbia generated some $1.2 billion from tourism in 2017, that still represents a relatively modest result. For instance, it levels Serbia with Botswana's tourism receipts and represents only one third of tourism income generated by Iraq. In addition, for two consecutive years, Serbia was unable to make any progress in respect to tourism competitiveness. Namely, according to Tourism Competitiveness Index, Serbia is placed 95th out of 136 countries compared. This clearly suggests that, although there are some encouraging signals, there is still a rather long road ahead. Continual support to tourism education, even tighter twinning and partnerships among relevant institutions at the local, regional and national levels, followed with the flow of ideas between academics and practitioners are certainly some of the most important pathways to be followed in order to secure further growth.

In a highly competitive tourist markets that are rapidly changing due to ongoing ICT and digital evolution, this year's Conference was aimed at generating innovative ideas and constructive discussions on how to embrace technology as the tool that can not only foster tourism growth, but also improve tourist experiences. Presented papers, followed by thoughtful discussion resulted in recommendations that are seeking to improve positioning/branding of tourist destinations, better address issues related to sustainable tourism development and managing service processes more effectively in the hospitality sector, allow for better customer segmentation, more effectively preserve cultural/historical/art heritage through digitization, assist in better management of available tourist resources, and improve the utilization of social media.

Just as in previous years, the Conference once again was successful in attracting a rather diversified group of scientists whose expertise in various disciplines substantially contributed to the quality of discussions and to the overall significance of the Conference. The engaging theme of the Conference provided a fertile ground for the exchange of actual experiences, scientific thinking, knowledge expanding, as well as for strengthening the existing and establishing new liaisons among practitioners and researchers with an end objective - to ensure future tourism growth and development. In addition, the Conference has provided many interesting insights into the immense impact technology has on reshaping hospitality and tourism sectors – a trend that will certainly continue in the future.

Last, but not least important, the Conference participants agree on general conclusion that digital era has already made many shifts-and-shakes in the tourism and hospitality sectors and that in many cases what we see is just a contour of digital transformation. Issues such as artificial intelligence, augmented reality, Internet of Things and Big Data are still surfacing phenomena which are far from being fully utilized by the contemporary tourism/hospitality sector – both by the provider and the user.

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A model for preparing manuscripts for submission to the journal Hotel and Tourism Management

Title of the paper in English

Name Surname[1]*, Name Surname[2], Name Surname[3]

[1] Institution
[2] Institution
[3] Institution

Abstract: This document presents a model for preparing the camera-ready manuscripts to be submitted for publishing in the Journal of Hotel and Tourism Management. The abstract briefly summarizes the article, at the same time enabling a reader to assess its relevance. The author(s) should elaborate the goal(s) of their research or state the reason(s) for writing the paper. They are additionally required to describe the methods used during the research and give a brief description of the results and conclusions of the research. The abstract should be between 150 and 200 words long.

Keywords: 3-5 keywords
JEL classification: 10 pt (http://www.aeaweb.org/jel/jel_class_system.php)

Naslov rada na srpskom jeziku

Sažetak: Ovaj dokument predstavlja obrazac za formatiranje radova tako da izgledaju kao da su već spremni za štampu. Sažetak predstavlja kratak informativni prikaz sadržaja članka koji čitaocu treba da omogući brzu i tačnu ocenu njegove relevantnosti. Autori treba da obrazlože ciljeve istraživanja ili navedu razlog (razloge) iz kojih pišu članak. Zatim, potrebno je da opišu metode korišćene u istraživanju i ukratko opišu rezultate do kojih su došli u istraživanju. Sažetak treba da sadrži od 150 do 200 reči.

Ključne reči: 3-5 ključnih reči
JEL klasifikacija: 10 pt (http://www.aeaweb.org/jel/jel_class_system.php)

1. Introduction

Papers should be written **in English** using Microsoft Word for Windows. The minimum number of pages is **6** full pages, whereas the maximum number should not be higher than **10** full pages including the text, figures, tables, references list and appendices. The page should be formatted as **B5 (JIS)**. Allow **20mm** for the bottom and top margins and **25mm** for the left and right margins on a page. The line spacing within a paragraph is single whereas the spacing between two paragraphs is **6pt**. The text should be written using **Times New Roman** font. The maximum number of authors per paper is three.

* e-mail address of the correspondent author
** For papers that are a part of a project or a programme, the title and number of the project, i.e. programme, and the name of the institution supporting the project.
*** If the paper was previously presented at a scientific gathering (with the same or similar title), please, specify.

2. Background

The title page should contain the Title of Paper in English (16pt). Names of authors, institutional affiliation, addresses and e-mail addresses should be typed as shown at the previous page. After the address of the last author, leave an empty row followed by a short abstract (10pt). Keywords should follow the abstract. Below the keywords, the title of paper and the abstract are to be given in Serbian.
For numbered first-level subtitles use a bold font of 12pt whereas a bold font of 10pt is used for second-level subtitles. The text and the references list should be written using the font size 10pt.

3. Materials and Methods

Materials and Methods section should provide a reader with sufficient details and argue all the necessary aspects in order to allow other researchers to replicate the research and build the published results.

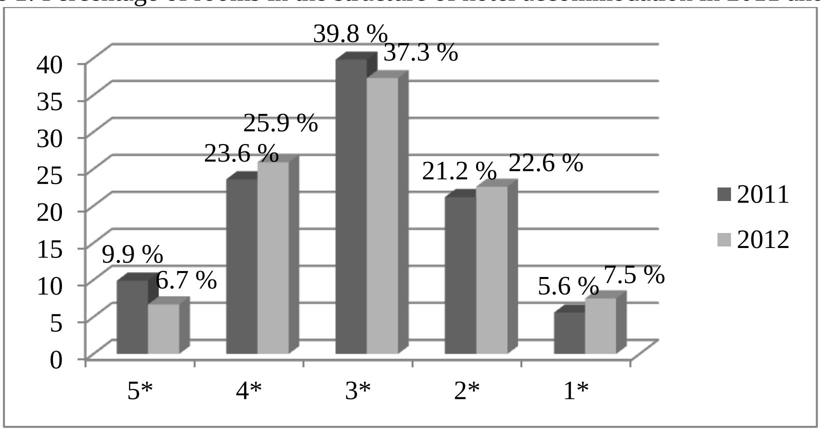
4. Results and Discussion

The results obtained in the research should be described in this section. The discussion should highlight the main findings.

Figures, tables and equations

All illustrations whether diagrams, photographs or charts are referred to as Figures. The name and number of figures should be centered on the line above a figure.

Figure 1: Percentage of rooms in the structure of hotel accommodation in 2011 and 2012



Source: Ministarstvo finansija i privrede, 2013

The equations are written using Microsoft Word (MathType); they are consecutively numbered and centered.

$$\mathrm{PVo} = \frac{\mathrm{FVn}}{(1+\mathrm{i})^{\mathrm{n}}} \tag{1}$$

The name and number of tables should be centered above the table.

Table 1: Percentage of rooms in the structure of hotel accommodation in 2011 and 2012

Category	**2011**	**2012**	**Number of rooms (2011)**	**Number of rooms (2012)**
5*	9.9	6.7	1,452	990
4*	23.6	25.9	3,486	3,911
3*	39.8	37.3	5,895	5,636
2*	21.2	22.6	3,102	3,420
1*	5.6	7.5	1,133	1,132
Total	100	100	15,068	15,089

Source: Ministarstvo finansija i privrede, 2013

The paper with all tables, figures, etc. should be sent as one data bank. Besides, all figures and tables (grayscale) should be sent as separate files in JPF or TIFF formats with the smallest resolution of 300dpi.

5. Conclusion

Conclusion summarizes the results achieved during the research.

References

The reference list should not contain sources which were not used in the paper. All the sources mentioned in the paper should be hyperlinked to the corresponding sources in the bibliography (e.g.: Luque-Martinez et al., 2007). Authors should kindly note that all references must be provided in the original language, while the title of the references that have not been published in the English language should be translated and provided after the original title, in square brackets.

When giving references, APA system of referencing should be used. For more information see *Publication Manual of the American Psychological Association* (6th ed.).

When citing an author in the text, if the author and the original words are mentioned, the year of publication of the cited text should be given in parentheses after the author's name, whereas the number of the cited page should follow the last sentence of the citation, e.g. according to Čerović (2012), 'the cited text' (pp. 10). When the author is not mentioned in the sentence, his surname, the publishing year and the cited page number should be given in parentheses at the end of a sentence. When paraphrasing or summarizing, the page number is not necessary (Čerović, 2012). Citations of two or more references of the same author published in the same year should be stated in the following way: (Harish, 2008a; Harish, 2008b). If there are two authors of the cited text, surnames of both authors should be given in the following way (Petković & Pindžo, 2012). Citations of references in the text to papers of three or more authors should be stated as follows: (Luque-Martinez et al., 2007). When citing the resource without pagination (e.g. electronic resources), the author's surname and the publishing year should be given. The author being a corporation or an organization, name of the organization/corporation and the publishing year should be provided (Ministarstvo finansija i privrede, 2013).

All **references** should be given at the end of the text in an alphabetical order. There follow the examples of APA style for citing different types of text (a book, a paper published in a journal, a paper published in proceedings, electronic resources, etc.).

One-author book
E.g.: Hrabovski Tomić, E. (2009). *Destinacije zdravstvenog turizma* [*Medical Tourism Destinations*]. Novi Sad: Prometej.

A multiple-author book
If there are more authors, they are all named. Before the name of the last author '&' is used. When there are more than seven authors, the names of the first six are given and the name of the last author is preceded by '…'.
E.g.: Barrows, C. W. & Powers, T. (2009). *Introduction to the Hospitality Industry*. 7th edition. Hoboken, New Jersey: John Wiley&Sons, Inc.

A book, translation
E.g.: Spic, E. H. (2011). *Umetnost i psiha: studija o psihoanalizi i estetici* [*Art and Psyche: A Study of Psychoanalysis and Aesthetics*]. (A. Nikšić, Transl.). Beograd: Clio.

A book with an editor, anthology
If a book is an anthology, editor is considered to be the author of the book. In such a case, his or her name is followed by (Ed.). If there is more than one editor, then use (Eds.).
E.g.: Đurković, M. (Ed.) (2007). *Srbija 2000-2006: država, društvo, privreda* [*Serbia 2000-2006: State, Society, Economy*]. Beograd: Institut za evropske studije.

A paper published in proceedings
E.g.: Feret, K. (2011). Serbia and Poland on map of the global air cargo shipment. In V. Babić (Ed.), *Contemporary Issues in Economics, Business and Management - EBM 2010* (pp. 3-16). Kragujevac: Faculty of Economics University of Kragujevac.

One-author paper published in a journal
E.g.: Harish, R. (2008). Brand Architecture and its Application in Strategic Marketing. *The Icfai University Journal of Brand Management*, 7(2), 39-51.

Two-author paper published in a journal
If the cited paper is given a DOI number, it should also be included.
E.g.: Tew, C. & Barbieri, C. (2012). The perceived benefits of agritourism: The provider's perspective. *Tourism Management*, 33(6), 215-224. https://doi.org/10.1016/j.tourman.2011.02.005

A paper with more than two authors published in a journal
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An article with a known author
E.g.: Mišić, M. (1. feb. 2012). Ju-es stil smanjio gubitke [US Steel Has Cut Losses]. *Politika*, pp. 11.

An article with no author given
E.g.: Straževica gotova za dva meseca [Straževica Finished In Two Months]. (1. feb. 2012). *Politika*, pp. 10.

A thesis
E.g.: Dewstow, R. A. (2006). *Using the Internet to enhance teaching at the University of Waikato* (Unpublished master's thesis). University of Waikato, Hamilton, New Zealand.

Documents or data bases taken from the Internet, a private or official Internet page with a known author
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Documents or data bases taken from the Internet, a private or official Internet page with an unknown author

E.g.: *Penn State Myths*. (2006). Retrieved December 6, 2011 from http://www.psu.edu/ur/about/myths.html

Documents or data bases taken from the Internet, a private or official Internet page with an organization or corporation as an author

E.g.: Ministarstvo finansija i privrede. (2013). *Informacije o turističkom prometu u Srbiji* [*Information on Tourist Traffic in Serbia*]. Retrieved February 6, 2013 from http://www.turizam.mfp.gov.rs/index.php/sr/2010-02-11-17-24-30