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Veljko Marinković

Sveska 3 Volumen 55 Godište 2024 naučnog časopisa Marketing sadrži, pored Uvodnika, tri originalna rada, jedan pregledni rad i jedno prethodno saopštenje. Radovi objavljeni u broju 3 tangiraju problematiku marketinga u turizmu i industriji događaja. Za razliku od prethodna dva broja, u kojima su dominirali radovi sa izraženim kvantitativnim pristupom prikupljanju i analizi podataka, u ovom broju u radovima su primenjene različite vrste istraživanja: kvalitativna i kvantitativna istraživanja vezana za prikupljanje, obradu i interpretaciju primarnih podataka, kao i istraživanja bazirana na sekundarnim podacima.

Autori **Branislava Hristov Stančić**, **Igor Kovačević** i **Violeta Urošević** naglašavaju trend rasta industrije venčanja kao značajnog segmenta globalne industrije događaja. U radu se potencira specifičnost venčanja kao oblika organizacije događaja, uz isticanje kompleksnosti ovog procesa do koje je došlo usled promena životnog stila savremenih potrošača u kontekstu upravljanja slobodnim vremenom. U radu je primenjena misteriozna kupovina koja predstavlja specifičnu vrstu opservacionih tehnika. Relativno mali broj radova u domaćoj literaturi je baziran na primeni ove tehnike, naročito kada je reč o industriji događaja i zbog toga je važno pomenuti da su autori studije učinili hvale vredan napor u kontekstu pružanja teorijskih i praktičnih implikacija koje su prvenstveno korisne organizatorima venčanja.

Razvoj kreativnih inovativnih rešenja i tehnologija doprineo je pojavi veštačke inteligencije. Kao savremeni oblik tehnologije, zasnovan na algoritmičkim mašinskim učenjima, koji mašinama omogućava da oponašaju ljudsko ponašanje i rešavaju kompleksne zadatke, veštačka inteligencija je promenila tradicionalno funkcionisanje mnogih industrija. Između ostalog, ona transformiše i industriju sporta. O ulozi veštačke inteligencije u inoviranju sistema funkcionisanja sportskih objekata u cilju stvaranja jedinstvenog

iskustva navijača govori u svome radu **Amy Dorey**. U radu se ističe kako primena veštačke inteligencije poboljšava efikasnost sportskih objekata, smanjuje redove čekanja, pruža personalizovane usluge, čime se poboljšava i nivo zadovoljstva navijača. U radu se kritički razmatraju i etički aspekti primene veštačke inteligencije. I pored činjenice da je ovaj rad preglednog karaktera, on predstavlja solidnu teorijsku osnovu za buduća empirijska istraživanja.

Mladi ljudi, a posebno pripadnici generacije Z, su pod sve većim uticajem digitalnih medija. Uticaj sadržaja koji se plasira putem društvenih mreža na planiranje putovanja pripadnika generacije Z razmatraju u svom radu autori **Tomislav Sudarević**, **Dunja Kostić** i **Jelena Jevtić**. U radu se analizira povezanost pretrage informacija putem društvenih mreža o turističkim uslugama sa poverenjem pripadnika generacije Z u onlajn preporuke, komentarima na društvenim mrežama, video zapisima, recenzijama i fotografijama koje korisnici postavljaju na svojim profilima. Rezultati studije ukazuju da komentari i recenzije postavljene na društvenim mrežama predstavljaju najvažniji izvor informacija mladih kada je reč o planiranju putovanja i izboru turističke destinacije.

Vinske trke predstavljaju specifičan turistički proizvod i one su veoma popularne u poznatim svetskim vinskih regionima, ali od skora i u Republici Srbiji. O značaju vinskih trka za razvoj turizma svedoče autori **Jelena Stojković** i **Darko Dimitrovski**. U radu je sprovedena uporedna analiza dve popularne vinske trke: na Paliću i u Aleksandrovcu. Konkretno, komparacija je sprovedena uzimajući u obzir četiri ključna kriterijuma: destinaciju, sadržaj vinskih trka, izlagače i komunikaciju sa učesnicima vinske trke. Rezultati sprovedene benčmarking analize pružaju korisne informacije organizatorima trka o mogućnostima unapređenja ovog specifičnog turističkog proizvoda, ali i samog vinskog turizma u Republici Srbiji, šire posmatrano.

Tatjana Mišić i Aleksandra Bradić-Martinović analiziraju potencijal srpskih banja kao centara savremenog zdravstvenog turizma. U studiji je ispitivano korišćenje različitih zdravstvenih usluga od strane domaćih posetilaca. U tom kontekstu, procenjena je učestalost upotrebe estetskih tretmana, tretmana biorezantne medicine, akupunkturnog tretmana, kiropraktičkog tretmana. Takođe, utvrđena je i učestalost korišćenja usluga fitnesa i duhovnog razvoja. Za prikupljanje primarnih podataka korišćen je anketni metod, konkretno CAWI tehnika, a uzorak je obuhvatio 368 ispitanika. Nalazi sprovedenog istraživanja pružaju korisne praktične implikacije za bolje pozicioniranje srpskih banja kao centara zdravstvenog turizma.

Od ovog broja, časopis ima nove urednike: dr Sašu Veljkovića, dr Ivanu Domazet i dr Igora Kovačevića, koji će u narednom periodu aktivno saradivati i pružati značajnu podršku glavnom i odgovornom uredniku i sekretaru redakcije u nastojanjima da se unapredi kvalitet prihvaćenih radova, kao i internacionalizacija časopisa. I ovoga puta, želim da se posebno zahvalim autorima objavljenih radova na entuzijazmu, motivaciji i kreativnim idejama u pogledu studiozne analize aktuelnih marketinških koncepata. Zahvalnost dugujem i recenzentima na pomoći i korisnim sugestijama koje su doprinele da se poboljša kvalitet inicijalnih verzija primljenih rukopisa.

Glavni i odgovorni urednik
Veljko Marinković

Using mystery shopping as a methodology in improving internal organisational processes and client's satisfaction in the wedding industry

Branislava Hristov Stančić, Igor Kovačević,
Violeta Urošević

Abstract: Paper focuses on the providing theoretical and practical background on the wedding industry, with a special emphasis on the recommendation for wedding event planners, reached through implemented field “mystery shopping” research methodology. Wedding industry becomes one of the leading segments of the global events industry, with turnover of almost USD 220 billion only in the USA. Having this economic impact, it is necessary to understand that the wedding (as the form of event organisation) is becoming more and more complex process, and that complexity is driven by changes in the needs and wants of new generation of clients, and by changes in clients free time management in the life-work balance. On the case of the largest wedding organiser in Serbia, using the mystery shopping approach, it was possible to determine key areas of improvement internal wedding organiser process and to reach higher client's satisfaction.

Keywords: *events, wedding industry, wedding organizer, mystery shopping*

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1. INTRODUCTION

Although represents an important society-driven activity, wedding industry market creates an inevitably strong economic impact due to its complicated products/service value chain and involvement of large number of interested parties. Therefore, in the paper authors are focused on researching both academic and practical aspects of the wedding industry market. Paper will provide readers with theoretical research framework, in addition to practical application of research results into the industry. In the same time, authors wanted to test the research methodology in Serbia.

As generally defined, weddings are traditional ritual, and is celebrated by the couple, their parents, and other guests (Daniels & Wosicki, 2020). Given the cultural importance, weddings represent one of the most significant social moments, wedding planning requires special attention and skills compared to other types of events.

The wedding industry market size has experienced significant growth in recent years, projected to increase from USD 196.58 billion in 2023 to USD 219.8 billion in 2024, with a compound annual growth rate of 10.5% according to the Wedding Service Global Market Report (2024). The global wedding services market is rapidly expanding due to the rising number of marriages worldwide (The Brainy Insights, 2023). In 2022, Asia Pacific led the global wedding services market with a 40.52% market revenue share. The Indian wedding industry is the second largest globally, hosting approximately 10 million weddings annually. An Economist report states that the wedding industry ranks as the fourth-largest industry in India, with an annual spending of US\$ 130 billion (IBEF, 2024).

Weddings planning process is a time intensive process due to complexity of decisions that need to be take into consideration and activities that need to be organized (Carter & Duncan, 2017). Given that the

concept of a traditional wedding, where the bride and her mother play a key organising role, is transformed, wedding planners took over an essential role.

Contemporary demand is showing strong need in having a wedding tailored to their preferences and completely personalized. Therefore, wedding planners must consistently improve the quality of their work, and one tool that can assist them in this is mystery shopping. To the best of the authors' knowledge, this tool has not been used in scientific literature for research in the domain of wedding organization, which is also an additional contribution of this paper.

The aim of this study is to investigate the influence of wedding organization on customer decision-making and satisfaction. Specifically, a case study was conducted, where mystery shopping was used to evaluate brand recognition, availability of information, location, ambiance, and the attitude, knowledge, and expertise of employees, to gain a comprehensive understanding of the wedding planner's work process and the impact of these elements on client satisfaction. The obtained results serve as a solid foundation for improving existing strategies and achieving better business outcomes.

2. WEDDINGS AS THE EVENTS INDUSTRY SEGMENT

Events tourism represents one of the most entertaining, challenging, and fastest-growing forms of the tourism phenomenon (Bowdin, Allen, Harris, McDonnell & O'tool, 2012). All events can be categorized into two groups: planned and unplanned events. Events that are not planned, i.e., those that occur spontaneously, are unplanned events, while planned events involve planning and organization over an extended period (Tassiopoulos, 2010). Getz (2008) explains that all planned events are unique due to the specific interaction between the environment, individuals, and management systems. Weddings fall into the category of planned events.

Marriage is defined as a union of two individuals that is as old as civilization itself, recognized by the authorities and present in every society (Daniels & Wosicki, 2020). However, the approach to traditional weddings is continuously changing. The wedding process has evolved into an expensive and complex process with many phases that require the participation of many people (Azizah, 2022), and increased involvement of wedding planners as professionals' entity (Nelson & Otnes, 2005). Despite the popularity

of this trend, it is possible to determine that wedding planners lack clear operational guidelines for planning and developing wedding events within the events industry (De Witt, 2006).

Wedding Organizers are business units that offer services to help couples and their families prepare, plan, and manage wedding events according to their desired concept and needs within a series of scheduled events (Azizah, 2022). Over time, wedding organizer services have proven to be very helpful for prospective individual clients (brides, grooms, and their families), who often have busy schedules, making it difficult to prepare and plan all necessary aspects and various wedding supplies (Sinaga & Sembiring, 2021).

Given that weddings are subject to fashion trends, changes in social norms and preferences, as well as technological innovations, it is crucial for wedding planners to stay current and understand the latest trends. Wedding planners must be flexible and ready to adapt quickly to survive in a competitive market. They must also possess the necessary skills in using digital tools and social media to effectively communicate with their clients and promote their services.

As noted by Myung and Smith (2018), the website Pinterest was a key communication and social marketing tool for companies to interact with the client's market - Millennial women - regarding wedding related information, inspiration, products, and services during the wedding planning process. The influence of new technologies provides couples with the opportunity to save on organizing costs and to design their wedding down to the finest details. Simultaneously, the emergence of numerous television programs and fashion magazines dedicated to weddings shapes certain expectations among couples, as they strive to emulate the fashion trends offered to them (Schultz, 2013).

Two very important aspects of wedding planning are creativity and innovation. Azizah (2022) explains that the creativity variable positively impacts consumer satisfaction. Today's couples increasingly seek personalized experiences and original concepts that will make their wedding special and unforgettable. Wedding planners must be prepared to go beyond established patterns and offer unique solutions that match their clients' individual preferences and styles. Specifically, wedding planners must focus on the individual desires, traditions, and cultures of their clients to create an event that reflects their unique story and vision for the future.

Therefore, those providing wedding planning services must be highly dedicated, responsible, and able

to respond quickly. By offering services that are different from their competitors, innovative, and tailored to the individual, they can meet the evolving demands of their clients (Deti, 2018). All of this indicates that wedding planning is a dynamic and challenging business process that requires a combination of skills, creativity, empathy, and technical knowledge. Understanding the complexity and specificity of this industry is crucial for providing top-notch services and creating unforgettable moments for future brides and grooms.

3. SERBIAN WEDDING INDUSTRY MARKET VOLUME

Weddings encompass a wide range of services and attract visitors who use these services, thereby contributing to the economic value of the region (Shone & Parry, 2004). Therefore, many countries strive to enhance or stimulate the development of various events, as visitor expenditure contributes to the country's economic growth through increased demand for goods and services across numerous sectors, the creation of new job opportunities, growth in tax revenues, and more (Pereira, Mendonça, Dias, Costa & Gonçalves, 2022).

According to statistics maintained in the Republic of Serbia regarding the total population aged 15 and older by legal marital status and gender, the 2011 Census recorded a total of 3,396,240 individuals who identified as married (RZS, 2022). Data from the Republic Institute of Statistics indicates that in 2021, a total of 32,757 marriages were registered in the Republic of Serbia, representing a 38.8% increase compared to the previous year. Additionally, there were 26,309 first marriages recorded in the same year.

The average age at marriage for brides was 31.1 years, while for grooms it was 34.3 years. It was also noted that 28,126 marriages were between spouses of the same nationality, and 70.1% of marriages were between spouses with the same level of education. In terms of economic activity, 74.7% of marriages had both spouses economically active. Furthermore, 29,696 marriages, or 90.7%, were between citizens of the Republic of Serbia in 2021 (RZS, 2022a). While precise data on the value of the wedding market in Serbia is not available, its continued growth and development are expected to lead to more detailed tracking of relevant performance indicators.

Although the wedding planning industry has been established globally for some time (Nelson & Otnes, 2005), the emergence of such companies in the Re-

public of Serbia is relatively recent. The appearance of wedding planners is primarily associated with larger cities in Serbia, while in smaller, especially rural areas, the traditional wedding concept prevails, with customs that have been part of our tradition for many years and are typically organized by the couples and their families themselves. It is presumed that one reason for this is the significant number of young people living in larger cities who are physically separated from their primary families.

4. MYSTERY SHOPPING AS A PRIMARY RESEARCH METHOD

Mystery shopping can be employed across a wide range of companies, particularly in fields characterized by direct interaction between business and customer (Alison, 2009). The most frequently cited reasons for using mystery shopping are quality and asset control and cash handling (Beck & Miao, 2003). Mystery shopping is a tool used to analyse the level of service quality in a variety of service organizations such as hospitality, retail, and banking (Beck & Miao, 2003), as well as fast food restaurants (Silver, 2000), etc.

Mystery shopping offers companies a valuable method for assessing service from the customer's perspective (Schultz, 1997). It involves evaluating the shopping or buying experience through trained shoppers who are pre-informed about the aspects they need to assess. These shoppers, posing as ordinary customers, provide detailed evaluations of their experiences through written reports or questionnaires (Schultz, 1997).

Mystery shopping enables the evaluation of business processes based on predefined standards. This innovative tool is increasingly recognized in modern business practices as it allows for an impartial assessment of customer experiences throughout the entire service process. This method helps identify problems, potential challenges, and deficiencies within the organization (Herbst, Barisch & Voeth, 2007).

By precisely pinpointing where the service process fails, mystery shopping measures potential customer dissatisfaction and, consequently, lost revenue (Burnside, 1994). Its significance is especially pronounced during crisis periods when companies cannot afford the loss of additional clients (Tutt Woods, 2010). Beyond identifying issues, mystery shopping serves as a means for improvement through systematic analysis, challenge identification, and fostering innovation.

The tool is primarily focused on business processes, aiming to enhance quality, while simultaneously educating employees. Several key factors contribute to the success of a mystery shopping program, including a well-designed mystery shopping form and program, commitment to the initiative, well-trained shoppers, and the effective utilization of results (Burnside, 1994). Employees should be informed about the mystery shopping form and program prior to its commencement so they understand what management expects. It is important to remind employees that any customer could be a mystery shopper and to assure them that the program is intended for their benefit rather than to catch them making mistakes (Michelson, 1997).

Mystery shoppers are selected based on the target customer profile and should possess the necessary qualities, such as reliability, honesty, good intentions, responsibility, adherence to deadlines, following instructions, and a desire to improve service quality. This implies that the selection and training of mystery shoppers require considerable effort, as they must adhere to specific rules and instructions during their visits and be trained to justify their observations and maintain objectivity (MRS, 2020). According to Tutt Woods (2010), mystery shopping provides unbiased reports from typical consumers. The insights gained from mystery shoppers are used to improve services and products to attract more customers.

For any company aiming to achieve or maintain a high level of service quality, utilizing this tool is essential. In competitive industries where price and product assortment are no longer unique selling points, the service provided to customers often becomes the key to both success and failure (Jankal & Jankalová, 2011). Providing a high level of service has become a survival strategy for companies, as customers now expect value that exceeds the amount of money spent (Anand Shankar Raja, 2019).

Based on the extensive literature review process, authors can conclude that “mystery shopping” as a methodology has not been used in scientific literature for research in the domain of wedding organization and planning, which creates a significant contribution of this paper in understanding business processes.

5. RESEARCH DESCRIPTION

The research was conducted using the mystery shopping technique at Arkadia, the largest wedding planning company in Serbia. The mystery shopping process was carried out with the aim of identifying

potential issues and deficiencies in the business process and employee performance, as well as determining their impact on client satisfaction, with the final management implication of improving business strategies and creating better business results.

Primary data were obtained through mystery shopping conducted by a secret shopper, who received clear instructions based on a structured questionnaire. The questionnaire was divided into three sections. The first section required responses to questions regarding advertising, ease of finding information about the agency, and the accessibility and ease of locating the Arkadia agency premises.

The second section of the questionnaire focused on the initial impressions the secret shopper had of the service environment upon entering the agency's premises. The third section contained questions related to the communication with employees during the decision-making process and when discussing the desired service, namely wedding planning.

The shopper was asked to describe their purchasing experience in an objective and unbiased manner. The research process primarily involved the collection and analysis of qualitative data obtained through field research. The results provided a solid foundation for understanding customers' opinions and attitudes about the service process, as well as for improving and educating employees.

6. RESULTS AND MANAGERIAL IMPLICATIONS

For example, how might the growing market impact competition among wedding planners? What are the potential risks and challenges facing the industry?

Growth in the market demand (based on the analysed figures in chapter “Serbian wedding industry market volume”), happened after the “slow” COVID-19 period, certainly impact all aspects of the offer, especially wedding planners. Strong demand growth in the post-Covid period demonstrated that weddings, as the event form, kept strong traditional, social and cultural position, that is being implemented in the new life-work balance era, that brings contemporary organisational aspects. On one side, growth in market demand, and on another side, need for more complex and customised service, impacted the business process of wedding planners, and the key questions are how to be different, how to offer more customised service and how to be price competitive remains, and these topics should be part of the future researches.

Wedding industry will certainly face challenges that is impacting hospitality sector in general, and are related to the shortage of the human resources, price inflation, long-term booking (up to 18 months in advance).

The results from the first part of the questionnaire indicated that the secret shopper found the most information about Arkadia through online searches, noting that they were previously unaware of the agency's existence. It was highlighted that no advertisements or other forms of marketing were found. Information about the agency is available on the agency's website and on social media platforms Instagram and Facebook. It was noted that while the agency's location is easy to find, the approach to the premises is not clearly marked. Additionally, difficult access to parking was mentioned as a drawback.

The results from the second part of the questionnaire showed a positive impression regarding the first encounter with the agency's employees. Satisfaction was also expressed regarding the interior design, which was described as simple, luxurious, modern, and effective, modelled after globally recognized agencies of the same business profile. A drawback noted was inadequate cooling of the premises, which hindered prolonged stay.

The results from the third part of the questionnaire indicated that there was clear and adequate communication with employees, characterized by a courteous and professional tone. Employees' expertise, knowledge, and experience were highlighted throughout all phases of communication. A deficiency identified was limited flexibility in terms of rapid response and organizing weddings on short notice. At the same time, the secret shopper was quickly and easily assigned a salesperson or contact person to address any questions and details regarding the service even after returning home. Overall, the interaction with employees was rated at a very satisfactory level.

Based on the obtained results, several recommendations for the managers of Arkadia can be outlined to serve as a solid foundation for shaping future business directions to achieve greater customer satisfaction:

First, increasing investment in marketing and advertising. Additional investments in marketing and advertising would enhance market visibility. Promotional and sales channels should be chosen in accordance with the target demographic, which, in this case, primarily consists of young individuals. Promotion through television and print media should focus strongly on intermediaries involved in fashion, design, event organization, etc. Billboards and advertising posters can also be part of Arkadia's communi-

cation strategy. Participation in wedding fairs can play a significant role in market positioning. Given these proposed marketing efforts, a larger budget allocation for marketing expenses is necessary. The goal of this strategy is better market positioning, increased brand recognition, and market share growth.

Second, investing in agency exterior and interior. Investment in the agency's exterior and interior can directly lead to increased client satisfaction and, consequently, better business results for the agency.

Third, investing in flexibility of the business model. Investment in the flexibility of the business model and reducing the time required for event preparation is desirable. This strategy could potentially involve forming stock of certain products, enhancing and expanding supply chain collaboration, additional hiring, and specialization in certain business segments to reduce the need for external participants in providing comprehensive services.

As demonstrated (Zahra & Tambunan, 2019), consumers consider factors such as price, promotion, service portfolio, and business model when choosing a wedding planner. Therefore, it is recommended that the management of Arkadia focus on increasing brand visibility in the market through appropriate promotional tools and clearly present their service portfolio with competitive pricing in the future.

7. LIMITATIONS OF THE RESEARCH

Mystery shopping as the research methodology is characterised by several limitations in general, that are present in paper particular research as well. Limitations are seen in following aspects of mystery shopper's: adequacy and capability to report data precisely and objectively (Lowndes & Dawes, 2001), to report on each individual each researched segment rather than on the subject matter as a whole (Wirtz, 2000), to report in timely manner without time-leg impact between observation and reporting (Block, Friebel, Heinz & Zubanov, 2022), and to avoid halo effect (Javidmehr & Ebrahimpour, 2015). In addition, this paper is based on the research of one company, and therefore the conclusions are based on sample that does not fully represent the total market.

8. CONCLUSION

Wedding organisation is an important part of the events industry on the global level. In this case, clients and users of the wedding industry products are individuals,

private persons, who are entering the process of event organisation that is continuously changing, becoming more and more complex, along with change in needs and wants of the new generations and new clients.

Due to the COVID-19 mitigation crisis change, number of marriages and weddings, has increase in 2021 reaching a record breaking over 32,000 marriages in Serbia. This indicates that the wedding industry is also reaching high market figures in the post-covid years.

Therefore, it is of great importance to understand the wedding planners business process and how it impacts the customer satisfaction rate. Due to high market demand, it is possible to conclude that wedding planners are not using any particular marketing and promotional paid tools, rather relying on own social media channels and organically reached interaction and followers.

In addition, internal employee capacities of the wedding planners are crucial in creating positive

image among clients, while the office design and arrangement can also influence the customer experience during the decision-making process along the wedding organisation value chain.

Some of the recommendation for the wedding planners include: increased marketing and advertising budget, in order to reach more quality and targeted segment; more user-oriented design of the offices in which clients are making decisions prior, during and after the wedding; creating a more flexible business proposals towards clients and reducing the time required for event preparation.

Future research of the wedding industry should be focused on measuring the economic size, scale, and impact of the wedding industry on the local and national economy, in order to get full understanding of the market. In addition, the mystery shopping methodology would be used for future researches that will cover multiple wedding planners, in order to reach higher market understanding.

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Apstrakt

Korišćenje tajne kupovine kao metodologije u poboljšanju internih organizacionih procesa i zadovoljstva klijenata u industriji venčanja

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Rad se fokusira na pružanje teorijske i praktične pozadine o industriji venčanja, sa posebnim naglaskom na preporuke za organizatore venčanja, do kojih se došlo terenskom primenom metodologije istraživanja „tajne kupovine“. Industrija venčanja postaje jedan od vodećih segmenata globalne industrije događaja, sa prometom od skoro 220 milijardi dolara samo u SAD. Imajući ovaj ekonomski uticaj, potrebno je razumeti da venčanje (kao oblik organizacije događaja) postaje sve složeniji proces, a ta složenost je podstaknuta promenama u potrebama i željama nove generacije klijena-

ta, kao i promenama u upravljanju slobodnim vremenom klijenata u balansiranju između posla i privatnog života. Na primeru najvećeg organizatora venčanja u Srbiji, korišćenjem pristupa misteriozne kupovine, bilo je moguće identifikovati ključne oblasti za poboljšanje internih procesa organizatora venčanja i postići veće zadovoljstvo klijenata.

Ključne reči: *događaji, industrija venčanja, organizator venčanja, tajna kupovina*

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Artificial Intelligence (AI): Theoretical Framework and Events Industry Application in Sports Venues

Amy Dorey

Abstract: This paper explores the transformative role of artificial intelligence (AI) in the events industry, particularly in sports venues, focusing on its ability to enhance fan experiences, improve operational efficiency, and address critical ethical challenges. As fan expectations evolve, sports venues are under increasing pressure to implement AI technologies that provide personalized services, reduce wait times, and improve safety. Supported by an extensive literature review of the latest research in the field, this paper provides a comprehensive examination and emphasizes the need for ethical AI implementation, particularly in ensuring transparency, data security, and addressing bias. The paper also discusses the importance of fan trust and loyalty, which positions sports venues as ideal environments for testing AI-driven innovations. Additionally, it highlights the need for empirical research to assess AI's long-term impact on fan engagement and satisfaction. The paper calls for collaboration between venue managers, AI developers, and sports teams to invest in AI infrastructure, training, and regulatory frameworks, ensuring that these technologies are ethically integrated and optimally utilized in public spaces.

Keywords: *artificial intelligence, fan engagement, sports venues, ethical AI, events industry*

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1. INTRODUCTION TO AI THEORETICAL FRAMEWORK

Artificial intelligence (AI) is fundamentally transforming various sectors of society by performing tasks traditionally associated with human intelligence, such as decision-making, learning, and problem-solving. Defined broadly as the development of computer systems capable of performing tasks that require human-like cognitive functions, AI's potential is vast and continually expanding (Perez-Vaga, Kaartemo, Lages, Razavi & Männistö, 2021). It encompasses a wide range of technologies, including machine learning algorithms, natural language processing, and computer vision, all of which enable machines to learn from experience, adjust to new inputs, and perform complex tasks that were once solely within the domain of human capabilities (Chin, Do & Kim, 2022; Sperlich, Düking, Leppich & Holmberg, 2023).

While AI's impact is widely recognized in fields such as healthcare, finance, and retail, its application within the events industry, particularly in enhancing the fan experience at sporting venues, is an evolving study area. The integration of AI technologies in sports venues for live events offers a promising avenue for improving operational efficiency and enriching the fan experience. From real-time game analytics that drives engagement to personalized experiences powered by sophisticated algorithms, AI is revolutionizing how fans interact with their favorite sports and how these venues operate (Fotache, Cojocariu & Berteau, 2021; Li & Huang, 2023).

The adoption of AI in sports venues is motivated by the need to meet the increasing expectations of fans who demand more personalized, efficient, and immersive experiences (Geissler, Beiderbeck, Schmidt & Schreyer, 2024). The events industry is pressured to innovate continually, adapting to technological advancements that can enhance the fan experience through both in-stadium and digital platform engagements. AI technologies provide venues with the tools to deliver tailored experiences that meet today's diverse sports fan expectations and create demand

for in-seat entertainment (Previati, 2020). However, the widespread acceptance of AI technologies among consumers in this context is contingent upon several factors, including the perceived benefits of these technologies, concerns about privacy and data security, and the extent to which AI can seamlessly integrate with existing fan experience frameworks (Kelly, Kaye & Oviedo-Trespacios, 2023).

This paper explores the factors influencing consumer acceptance of AI technologies in enhancing fan experiences in live events at sports venues. Using a narrative literature review, the study examines current AI applications, highlighting their benefits while addressing the concerns that may affect successful integration. The paper provides a comprehensive analysis of how AI is used in sports venues, discusses the evolving expectations of contemporary sports fans, and identifies the logistical and ethical challenges venues encounter in implementing these technologies. By investigating these elements, this study offers insights into the complexity of fan engagement with AI and presents strategies for incorporating AI to create smarter, more efficient, and fan-centric events. Furthermore, it addresses the barriers to consumer acceptance and identifies areas for further development that hinder the widespread adoption of AI technologies today.

2. AI APPLICATION IN SPORTS EVENTS VENUES

2.1. AI Technology in Sports Venues

The integration of AI technologies in the events industry, particularly in sports venues is part of a broader trend toward digital transformation across various sectors. AI's ability to analyze vast datasets, recognize patterns and make predictions offers significant opportunities for enhancing the fan experience in sports venues. One of the primary applications of AI in this context is machine learning, which involves training algorithms to predict outcomes and make decisions based on large datasets. According to Li and Huang (2023), in sports venues machine learning can analyze data from various sources, including ticket sales, social media use, and in-venue purchases, to predict fan preferences and behaviors. Layer in weather, day of the week, and opposing team data to significantly enhance the predictive capability that allows venues to tailor their offerings to meet the specific needs and preferences of individual fans, enhancing the overall experience and increasing customer satisfaction (Fo-

tache et al., 2021). Machine learning's ability to harness vast amounts of real-time data can lead to highly personalized fan engagement, a critical factor in today's competitive entertainment market (Geissler et al., 2024).

Sports venues have increasingly leveraged machine learning algorithms to drive more sophisticated insights from fan interactions and behaviors. Venues now pull data from multiple streams, including historical ticket purchase patterns, seating preferences, and even in-game decisions like food and merchandise orders. For example, venues can deploy algorithms to predict what a fan might purchase based on past behaviors, providing targeted promotions or personalized recommendations for in-venue purchases. Algorithms also assess live data, such as crowd density or concession sales during the event, to optimize resource allocation—like opening additional food stalls or redirecting staff to avoid bottlenecks (Suthar, Sharma & Kumar, 2023). This level of personalization enhances fan satisfaction and drives higher revenue through timely and relevant engagement (Perez-Vega et al., 2021).

Moreover, machine learning algorithms are increasingly integrated with social media and other digital platforms to predict fan preferences and tailor marketing campaigns. Through the analysis of fan engagement on social media, these algorithms can determine which marketing messages will resonate with specific audience segments, allowing venues to provide personalized offers, event reminders, or special content in ways that feel relevant to individual fans (Momenifar, Pourranjbar & Farazyani, 2024). This approach boosts digital engagement on-site and encourages fans to attend live events. Beyond marketing initiatives, machine learning can optimize the overall venue experience by predicting traffic flow within venues, enhancing safety and security protocols, and anticipating maintenance needs (Yaseen, Al-Habaibeh, Su & Otham, 2013). These applications significantly improve the operational efficiency of sports venues, contributing to both the fan experience and the bottom line (Himeur et al., 2023). The ability of machine learning to adapt in real-time and make data-driven predictions ensures that AI's role in event operations for sports venues will continue to grow, driven by fan demands for increasingly personalized and seamless experiences.

Natural Language Processing (NLP) has significantly improved fan engagement in sports venues through the deployment of chatbots, virtual assistants, and interactive signage. These AI-driven tools,

powered by advanced NLP algorithms, are designed to facilitate more personalized and responsive interactions with fans. Chatbots, integrated into mobile apps or venue websites, can answer queries about event schedules, seating, and other logistics in real time, providing instant customer service. As they handle thousands of queries simultaneously, chatbots ensure a seamless fan experience by reducing wait times and delivering accurate information tailored to individual needs. Moreover, as these systems leverage machine learning, they continuously improve their ability to understand fan requests, offering increasingly refined and contextual responses over time (Caldarini, Jaf & McGarry, 2022; Rahman, Mamun & Islam, 2017).

Virtual assistants further enhance this experience by providing real-time updates and assistance during live events. For example, some venues use interactive signage equipped with NLP-powered virtual assistants, allowing fans to receive information by simply speaking or typing queries into the system. These interactive displays can provide directions within the venue, updates on game statistics, or details about available amenities, making the event more engaging and accessible. This use of NLP reduces reliance on human customer service staff and improves operational efficiency by automating routine tasks (Samuel, Ogunkeye, Olajube & Awelewa, 2020). The continuous advancement in conversational AI is making these systems smarter, ensuring that fan interactions are natural, user-friendly, and increasingly effective in elevating the in-venue experience (Abdellatif, Costa, Badran, Abdalkareem & Shihab, 2020; Caldarini et al., 2022).

Computer vision, a subset of AI, is increasingly employed in the events industry at sports venues to enhance safety and security in addition to fan engagement. One of the most common applications of computer vision is facial recognition technology, which streamlines entry processes by enabling contactless ticketing. This technology allows fans to enter venues more efficiently, reducing bottlenecks at gates while maintaining high-security standards for personal bans and monitored entry (FACIA, 2024). Major League Baseball (MLB) was early in the integration of facial recognition ticketing. In 2019, the Cleveland Guardians introduced this technology, setting a precedent for the New York Mets to expand upon in 2021 with their own Mets Entry Express. These systems allow fans to purchase tickets, take a selfie, and access the stadium through a dedicated entrance for a seamless, ticketless experience. Building on these innovations, MLB has now launched the Go-Ahead Entry program

with four participating stadiums starting the 2024 season with the claim that they will be able to process 2.5 times the throughput of a traditional ticketing gate (Kaputska, 2024). Facial recognition systems can also integrate with other security measures, such as drone detection technology and video surveillance for gun detection to reduce risks within the venue (Allen & Hall, 2024). These systems not only increase the speed of entry, but they also contribute significantly to providing a safer and more secure environment.

In addition to security, computer vision is enhancing the fan experience for events inside sports venues providing enhanced athlete statistics. Dragon, a new AI-based technology solution, was launched at Brentford Stadium in West London, UK, to provide fans with live tracking of player data including position, speed of shots, and path of the ball after the shot on stadium screens in real-time (Garcia, 2024). Augmented reality (AR), powered by computer vision, provides fans with interactive and immersive experiences by overlaying real-time statistics, instant replays, and game highlights onto their surroundings. These AR applications are particularly valuable in engaging fans during breaks in the action or enhancing their understanding of the game. For example, during live events, fans can point their smartphones at the field and receive live player stats or see an augmented view of the action with detailed insights about the plays (Miah, Fenton & Chadwick, 2020). This technology makes the viewing experience more engaging and interactive, transforming the way fans consume live sports (Geissler et al., 2024).

Additionally, computer vision systems are used to monitor crowd movement and detect potential congestion points within venues. These systems can alert venue operators to deploy staff in real time to alleviate overcrowding at concession stands, restrooms, or entry gates, thus improving operational efficiency and fan comfort (Brinich & Gural, 2024). As these technologies continue to evolve, event venues are likely to see even more innovative applications of computer vision to further enhance both security and the overall fan experience.

2.2. Benefits of AI in Enhancing Fan Experience in Sports Venues

AI technologies offer transformative potential for enhancing fan engagement and operational efficiency within sports venues. The introduction of AI-driven systems is reshaping how fans interact with events, optimizing the overall fan experience, and creating

new avenues for engagement. These advancements extend beyond convenience to encompass personalized experiences, operational efficiency and heightened security measures, which together foster an enriched fan environment.

2.3. Creating Community through AI-Driven Social Engagement

One of the most significant benefits of AI in sports venues is its ability to facilitate social interaction among fans. According to Naraine, O'Reilly, Levallet and Wanless (2020), AI-powered apps enable fans to engage in real-time interactions, participate in virtual challenges, and share their experiences, fostering a sense of community both within and beyond the physical venue (Martins et al., 2023). Interactive applications supported by AI can personalize content based on fan preferences, creating immersive experiences that extend beyond the live event. Fans can form virtual communities where they discuss game progress, compete in prediction challenges, and share social media posts, deepening their engagement with the event and the team (Bo & Zhang, 2024; Geisler et al., 2024).

The National Football League is embracing the power of technology to drive social engagement. At Gillette Stadium in Massachusetts, USA, home to the New England Patriots, Extreme Networks has implemented a Wi-Fi network so robust it allows fans to share real-time game experiences and engage on social media from anywhere in the venue. This level of connectivity enables mobile ticket entry and mobile payment options in addition to enhancing social engagement access and improving fan experience from the parking lot through the entire venue. Similarly, at Paycor Stadium, in Ohio, USA, the Cincinnati Bengals use AI-driven Wi-Fi analytics to track fan behavior and allow fans to participate in interactive experiences like the 'Who Dey' chant and prediction games, deepening their connection to the team and the game day community (Perry, 2024).

By leveraging AI to create these virtual spaces, event venues can enhance the social dimensions of sports fandom, turning passive spectators into active participants and filling the slow periods during sporting events. Research also suggests that the sense of belonging and camaraderie among fans significantly impacts overall satisfaction and team loyalty (Boyle & Magnusson, 2007; El-Maghrabi & Sharif, 2022). The integration of AI-powered social platforms helps establish these connections, reinforcing the collective

identity of fans and cultivating a loyal fan base that is likely to return to the venue for future events (Obi et al., 2024).

2.4. Optimizing Operational Efficiency to Enhance Fan Experience

AI technologies also provide sports venues with the tools to optimize operational efficiency, thus directly improving the fan experience. Predictive analytics and machine learning models allow venues to allocate resources more effectively, such as optimizing staffing based on real-time crowd movements detected through computer vision. These technologies are especially beneficial during times of labor shortages, ensuring that fans continue to receive high-quality service despite workforce constraints (Halim, Zamzuri & Ghazali, 2023; Zirar, Ali & Islam, 2023).

Operational efficiencies in concessions and merchandise management are increasingly enhanced through AI-driven analytics, which facilitates the prediction of fan purchasing behaviors, enabling venue operators to optimize product availability and reduce wait times. For instance, real-time analytics can identify high-demand items and provide targeted advertising while strategically positioning products and services at high-traffic points within the venue (Momenifar et al., 2024). At Ohio State University, crowd analytics were utilized to monitor congestion and wait times at 95 points within their 102,000-seat stadium. The following year, these insights informed the deployment of additional POS systems, expanded options for frictionless payment, and more precisely targeted housekeeping services, thereby optimizing operational flows and reducing service delays (Wong, 2024). Additionally, the growing adoption of contactless payment solutions such as Amazon's Just Walk Out Technology, AiFi's frictionless stores, and Zippin's Walk-Up technology illustrates the industry's commitment to minimizing wait times and delivering an expedited, seamless experience, ultimately enhancing fan satisfaction on a global scale (Kaputska, 2023).

2.5. Enhancing Safety and Security

Security remains a top priority in event venues for both fans and venue directors, and AI technologies provide significant advancements in this area. The implementation of facial recognition and computer vision systems allows for real-time threat detection, improving response times and mitigating potential risks before they escalate (Hall & Ward, 2022). AI systems can monitor large crowds and identify suspicious be-

haviors, contributing to a safer environment for fans (Evans, 2023). During the 2022 FIFA World Cup in Qatar, the tournament showcased an unprecedented integration of AI-driven security through the Aspire Command and Control Center (ACCC), located in the capital Doha, which monitored all eight stadiums in real-time. The system used advanced algorithms to predict and prevent crowd-related incidents, such as potential stampedes or crowd surges, by analyzing data on arrival times, entry points, and in-venue spectator movement. By automating crowd management, the ACCC promoted both individual safety and overall event security at the venues, setting a new standard for AI integration in large-scale sporting events (Lusweti & Odawa, 2023).

Furthermore, AI-driven surveillance can be integrated with social media monitoring tools to detect early warning signs of security threats. By analyzing posts and user behavior on platforms like Twitter and Instagram, venue operators can respond to potential threats more proactively (Suhaimin et al., 2023). This not only enhances fan safety but also builds trust, as fans are more likely to attend events when they feel secure in the venue. AI's ability to bolster security protocols is critical for maintaining the positive reputation of sports events and ensuring the continued growth of in-person attendance.

The integration of AI technologies into sports venues represents a substantial opportunity to redefine fan engagement and optimize venue operations. From facilitating social interaction through AI-driven apps to enhancing operational efficiency and ensuring safety, AI plays a pivotal role in improving the overall fan experience. By leveraging these technologies, sports venues can deliver more personalized, efficient, and secure experiences, fostering a deeper connection with fans and creating an environment where engagement thrives.

3. CHALLENGES AND BARRIERS WITH AI APPLICATION IN SPORTS VENUES

3.1. Challenges of AI Integration in Sports Venues

Despite the substantial benefits of AI technologies in event venues, several significant challenges must be addressed to ensure their successful implementation. One of the most pressing concerns revolves around privacy and data security. AI-driven applications in event venues rely on the collection and analysis of vast

amounts of personal data, such as biometric information, purchasing behaviors, and movement patterns. This extensive data collection raises questions about how the data is used, stored, and protected. Fans are increasingly aware of the risks of data breaches and are rightfully concerned about the potential misuse of their personal information and failure to comply with data privacy regulations (Momenifar et al., 2024). The storage of such data often involves centralized servers or cloud-based systems, which can be vulnerable to cyberattacks. The consequences of a data breach could not only damage the trust between fans and venue operators but also expose sensitive information, leading to legal and reputational repercussions (Awad, Babu, Barka & Shuaib, 2024; Li & Huang, 2023).

The over-reliance on AI technologies in sports venues also presents challenges. While AI systems such as machine learning models can optimize crowd control, resource allocation, and personalization efforts, a failure in these systems could cause significant disruptions (Sperlich et al., 2023). In the event of a technical malfunction or cyberattack, venues may struggle to revert to manual processes, leaving both fans and staff vulnerable to chaos (Halim et al., 2023). Furthermore, this heavy reliance on technology risks diminishing the human element of the fan experience. The energy and spirit of live sports events are often attributed to the personal interactions between fans, staff, and players, which could be undermined by an over-digitalized approach to event management (Halim et al., 2023). If fans perceive the event experience as overly mechanized, it may detract from the communal, emotionally charged atmosphere that defines sports venues.

3.2. Concerns with Natural Language Processing (NLP) Systems

Natural language processing (NLP) technologies, such as AI-powered chatbots and digital concierge systems, are increasingly being used in the events industry, particularly in sports venues to assist fans with inquiries, ticketing, and event information. However, these systems present unique challenges. One key issue is the frustration caused by inadequate training in NLP models, which can result in incorrect or misleading information being provided to users. Fans attempting to seek assistance may find themselves trapped in a loop of inaccurate or uninformative responses, unable to reach a human representative to correct the situation. This frustration can erode the fan experience and diminish trust in the venue's AI systems (Choung,

David & Ross, 2022). Research on customer service in digital environments has demonstrated that when users are forced to rely solely on AI-based customer support, the lack of human intervention can lead to negative perceptions of the brand and a decline in customer satisfaction (Rajaobelina, Prom Tep, Arcand & Ricard, 2021; Sperlich et al., 2023).

Another critical concern is the potential for bias in NLP systems. If an AI model is trained on biased datasets, it may perpetuate those biases in its interactions with fans. For example, some fan groups could receive less accurate or lower-quality responses based on their demographic profile, language preference, or previous purchasing behavior. This bias could degrade the experience for marginalized or underrepresented groups, leading to feelings of exclusion or dissatisfaction. Addressing this issue requires transparency in the design and deployment of AI systems, as well as ongoing efforts to mitigate bias and ensure that all fans receive equitable service (Binns et al., 2018).

3.3. Ethical Concerns Surrounding Computer Vision

Computer vision technologies, which are often used for facial recognition and surveillance in event venues, also raise significant ethical concerns. These systems collect and analyze visual data in real time, tracking the movements and behaviors of thousands of fans. While they can enhance security and operational efficiency, they also provoke strong reactions related to privacy invasion. Many fans are uncomfortable with the idea of being constantly monitored, particularly in public spaces where they expect a degree of anonymity. The use of facial recognition, in particular, has sparked widespread debates about civil liberties, with critics arguing that it enables surveillance overreach and infringes on individuals' rights to privacy (Halim et al., 2023; Raposo, 2023).

In addition to privacy concerns, there is growing apprehension about the lack of comprehensive legislation addressing the collection, storage, and potentially problematic uses of AI-driven data (Mithun & Roopadarshini, 2024). Several governments, including the United Kingdom, Australia, and Moscow, have been engaged in regulatory initiatives since the early 2020s to address these issues (Lively, 2021). In the United States, efforts are ongoing, as seen with the introduction of the Facial Recognition and Biometric Technology Moratorium Act of 2023, which aims to impose stricter controls on the use of biometric technologies (Congress.gov, 2023).

Despite these efforts, fans often remain unaware of the extent to which they are monitored and how their data is used. This lack of transparency is further complicated by the ongoing debate surrounding consent—specifically, whether opt-out mechanisms are sufficient or if explicit opt-in consent should be required (Raposo, 2023). Studies indicate that the perception of AI as invasive can significantly impact fan loyalty and their willingness to engage with such technologies (Sperlich et al., 2023). To address these concerns, sports venues must provide clear and transparent communication about how AI systems collect, store, and utilize data, ensuring that fans are fully informed, and their consent is appropriately obtained.

3.4. Logistical and Financial Barriers

Beyond ethical and operational concerns, event venues face substantial logistical and financial challenges in implementing AI technologies. Upgrading the necessary infrastructure to support high-speed internet, digital signage, and real-time data processing is a costly endeavor. For smaller venues, the financial burden of these upgrades may be prohibitive, limiting the adoption of AI technologies. Even for larger venues, the integration of AI into existing systems requires careful planning and coordination to ensure that the technology enhances rather than disrupts the fan experience (Chen, Guo, Gao & Liang, 2021; Ismanov, Qayumov, Mukhamadjonova & Akhmadaliyev, 2024).

Moreover, the deployment of AI systems requires specialized knowledge and skills, which will necessitate hiring new personnel and providing training to existing staff. Financial investment in both technology and human capital can strain budgets, particularly in an industry where margins are often tight. To maximize the return on investment, sports venues must adopt a strategic approach, carefully balancing the benefits of AI against the associated costs and risks (Abuzaid, 2024). Ultimately, the successful implementation of AI technologies in sports venues depends on addressing these challenges in a manner that prioritizes fan trust, privacy, and engagement to drive consumer acceptance.

3.5. Trust in Technology and Data Privacy

Trust in AI technology is another critical factor influencing consumer acceptance. The integration of AI in sports venues requires fans to trust that the technology will function reliably and that their data will be handled securely and ethically. A lack of transparency regarding how data is collected, stored, and used can lead to re-

sistance, as fans become increasingly aware of the risks associated with data breaches and misuse (Sperlich et al., 2023). According to Ghezelseflou (2023), building trust in AI systems begins with clear communication and transparency about the technology's capabilities and the measures in place to protect user privacy.

Furthermore, trust in AI can be bolstered by endorsements from trusted figures within the sports organization, such as coaches, players, or venue staff. When key stakeholders express confidence in the reliability and security of AI technologies, fans are more likely to trust and engage with these systems (Ghezelseflou, 2023). Clear, consistent communication about the benefits and safeguards associated with AI can help alleviate concerns and foster trust among consumers (Sperlich et al., 2023). Additionally, fans are more likely to accept AI technologies when they are provided with opportunities to give informed consent about the collection and use of their data (Raposo, 2023).

4. USING AI IN MANAGING CLIENTS/ FANS RELATIONSHIP

4.1. Consumer Acceptance of AI and Strategies for AI Integration

Consumer acceptance of artificial intelligence (AI) in event venues hinges on several interrelated factors including perceived usefulness, trust in the technology, effective communication, and broader contextual influences. Additionally, key antecedents such as perceived ease of use and social influence play significant roles in shaping consumer attitudes toward AI. When consumers find AI technologies easy to use and see them positively endorsed by peers or influential figures, acceptance rates are likely to increase. Understanding and addressing these factors is essential for ensuring that AI technologies are successfully integrated into sports venues in a way that enhances fan experiences while maintaining their trust and engagement.

4.2. Perceived Usefulness of AI

Perceived usefulness is a central determinant of whether fans will accept AI technologies in sports venues. Research has consistently shown that consumers are more likely to adopt AI when they perceive it as enhancing their experience (Chin et al., 2022; Kelly et al., 2023). This can include improvements such as providing real-time statistics, offering personalized content, or facilitating interactive experiences not otherwise available during live events. These benefits

not only improve the overall quality of service but also increase the perceived value of attending live sports events, thereby fostering a positive attitude toward AI technologies (Momenifar et al., 2024). For instance, AI-powered applications that enable fans to access live game updates, personalized seating recommendations, or exclusive content based on their preferences can significantly improve engagement and satisfaction (Li & Huang, 2023).

The perceived usefulness of AI also extends to operational efficiencies that improve the fan experience. By reducing wait times at entrances or concession stands and streamlining security processes, AI can create a more seamless and enjoyable experience for fans. Studies have demonstrated that when AI technologies can deliver tangible benefits—such as faster service or enhanced safety—fans are more likely to view these technologies favorably and support their widespread adoption (Obaid & Kumar, 2022; Sperlich et al., 2023).

4.3. Effective Communication and User Engagement

Effective communication plays a crucial role in bridging the gap between AI technology and its users. Sports venues must ensure that the benefits and functionalities of AI are clearly communicated to fans, using accessible language and offering practical demonstrations of how the technology can enhance their experience (Chin et al., 2022). For example, AI-driven ticketing systems that offer personalized seat recommendations based on a fan's preferences or past behavior can be more readily adopted if the user understands how the system works and why it improves their experience (Yilmaz, Easley & Ferguson, 2023).

In addition, sports organizations should invest in educational campaigns to familiarize fans with AI capabilities and address any potential concerns about privacy or bias (Naraine et al., 2020; Pelau, Pop, Ene & Lazar, 2021). By providing fans with opportunities to interact with AI systems in a user-friendly environment—such as through pre-event tutorials or in-game demonstrations—venues can increase the likelihood of acceptance and successful integration.

4.4. Contextual Influences and Organizational Culture

The broader organizational culture within sports venues, as well as the wider technological environment, can also influence consumer acceptance of AI technologies. Research indicates that fans are more likely to

embrace AI when it is introduced in an organizational culture that values innovation and actively promotes technological advancements. A culture that supports experimentation and innovative technologies creates a positive atmosphere for AI adoption, allowing fans to feel more comfortable with these innovations (Obi et al., 2024).

Moreover, the increasing prevalence of AI in everyday life has contributed to a growing familiarity and comfort with these systems. As AI becomes more integrated into various aspects of daily life, fans are likely to view its presence in sports venues as a natural extension of broader technological trends (Naraine et al., 2020). However, it remains essential for venues to introduce AI in a way that aligns with fan expectations and preserves the unique human elements that define the live sports experience (Halim et al., 2023; Li & Huang, 2023). Ensuring that AI is used to complement rather than replace human interactions can help maintain the emotional and social connections that are central to fan engagement.

5. STRATEGIES FOR AI INTEGRATION IN SPORTS VENUES

5.1. Design with User Experience, Emphasizing Transparency

One of the most effective strategies event venues can employ to encourage consumer acceptance of AI technologies is to ensure that AI applications are designed with the user experience at the forefront. This approach not only focuses on the technical capabilities of AI but also considers how fans perceive and engage with these technologies. Providing clear, accessible information about how AI functions and the direct benefits it offers to fans can significantly enhance acceptance (Chin et al., 2022). Furthermore, transparency should be prioritized at all stages, especially concerning data collection, use, and storage. Research highlights that when fans are informed about how their data is handled and given control over their consent, trust and engagement increase substantially (Geissler et al., 2024; Sperlich et al., 2023). Venues should adopt user-centered designs that clearly communicate privacy protections and data usage, allowing fans to opt out or manage their data as necessary to build a foundation of trust (Obaid & Kumar, 2022).

5.2. Leverage AI for Personalized Promotions and Operational Efficiency

To effectively leverage AI for personalized promotions and operational efficiency, event venues must allocate resources strategically and invest in the necessary infrastructure. First, venues should invest capital in upgrading technological infrastructure to support AI-driven systems, including high-speed internet, cloud-based data storage, and real-time analytics platforms. This will enable seamless data integration from multiple sources, allowing for the collection and analysis of fan preferences, behaviors, and purchasing patterns (Abuzaid, 2024).

Additionally, hiring expertise is essential. Venues should recruit data scientists, AI specialists, and IT professionals with experience in machine learning and predictive analytics to ensure proper implementation and optimization of AI systems (Ghezelseflou, 2023). These experts will be crucial in developing algorithms that can personalize fan experiences and streamline operations, such as by predicting concession demand or adjusting crowd control measures.

Finally, providing ongoing staff training is vital to ensure that all employees understand how to work alongside AI technologies. Training programs should focus on equipping staff with the skills to use AI tools effectively, interpret data outputs, and make real-time adjustments to fan services. This will ensure that operational efficiencies, such as optimizing staffing levels and enhancing security, are realized to their fullest potential (Miah et al., 2020). By combining investment in infrastructure, expertise, and staff training, venues can fully leverage AI's capabilities to enhance fan satisfaction and improve overall operational performance.

5.3. Addressing Trust Issues

To foster widespread adoption of AI technologies in events, in particular, sports venues, it is essential to address concerns related to privacy and data safety. Ensuring that fan data is protected and used responsibly requires ethical integration of AI systems, with transparent policies on data usage, retention, and access. According to Raposo (2023), clear communication about these policies is essential for building trust, as fans need to know how their personal information is being handled. Venues should actively monitor AI systems to detect and prevent potential biases, which could disproportionately affect certain fan groups and

undermine fairness. Regular audits of AI systems are necessary to identify any unintended bias and make corrections as needed to protect the interests of all attendees (Binns et al., 2018). By integrating these practices, venues can ensure that AI not only improves fan experience but also maintains ethical standards and promotes trust.

Moreover, sports venues must focus on educating fans about the safety and privacy measures associated with AI technologies. Research suggests that a transparent and proactive approach—where fans are regularly updated about data protection efforts—helps mitigate concerns and promotes acceptance (Sperlich et al., 2023). Venues can further enhance trust by incorporating ethical guidelines for AI use and establishing feedback mechanisms that allow fans to voice concerns or provide input on AI-driven initiatives. This two-way communication fosters a collaborative environment where AI is seen as a tool for enhancing the fan experience rather than a threat to privacy and autonomy (Chin et al., 2022). These steps not only address trust issues but also ensure that AI technologies are integrated into sports venues in a way that prioritizes fairness and accountability.

6. CONCLUSION AND FUTURE DIRECTION

This paper has examined the critical role of AI in transforming sports venues by enhancing fan experiences, improving operational efficiency, and addressing privacy and ethical challenges. The need for ethical and rapid AI implementation is paramount as sports venues aim to meet evolving fan expectations in a highly competitive entertainment landscape. Fan loyalty, paired with consistent attendance at sports events, provides an ideal environment to test and refine AI technologies, creating opportunities for ongoing engagement and satisfaction.

Ethical AI implementation remains a crucial consideration, particularly in addressing concerns related to privacy, data security, and bias in AI services. As fans increasingly demand transparency and control over their personal information, sports venues must prioritize clear communication and consent-based practices to build trust among fans. Speedy yet re-

sponsible adoption of AI will help event venues remain competitive, providing the authentic, personalized experiences that fans now expect from innovative technologies.

AI technologies are well-suited to meet fan expectations by providing personalized services, real-time updates, reduced wait times, and immersive experiences such as augmented reality. Fans today seek more than passive consumption; they desire interactive and authentic experiences. AI allows venues to tailor services to individual preferences, enhancing fan engagement and overall satisfaction. With strong fan loyalty, sports venues are ideally positioned to serve as testing grounds for the integration of AI, creating a feedback loop of innovation and fan engagement.

Future empirical research is needed to validate the theoretical benefits of AI technologies in sports venues. Studies should investigate how AI-driven personalization affects fan loyalty and return attendance over time, as well as how fans perceive the ethical implications of AI, such as privacy and data security. Longitudinal studies that track fan behavior across multiple events or seasons will provide valuable insights into the long-term effectiveness of AI technologies in enhancing the fan experience.

For AI technologies to achieve their full potential in sports venues, collaboration between venue managers, AI developers, and sports teams is essential. Investing in AI infrastructure, staff training, and ethical oversight will ensure that AI meets both operational and ethical standards. Venues that adopt AI technologies early, with a focus on transparency and fan trust, are likely to gain a competitive advantage in the evolving entertainment market. Regulatory frameworks concerning biometric technologies will also play a significant role in shaping the future use of AI in public spaces.

AI will continue to play a pivotal role in shaping the future of fan engagement at sports venues. Event venues that adopt AI technologies rapidly and ethically will not only meet the growing expectations of modern fans but also help shape the future of fan engagement across the entertainment industry. Future research will be essential to refine these technologies and ensure their success, driving the development of smarter, more immersive, and fan-centric sports venues.

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Apstrakt

Veštačka inteligencija (AI): teorijski okvir i primena u industriji događaja na sportskim objektima

Amy Dorey

Ovaj rad istražuje transformativnu ulogu veštačke inteligencije (AI) u industriji događaja, posebno na sportskim objektima, fokusirajući se na njenu sposobnost da unapredi iskustvo navijača, poboljša operativnu efikasnost i reši ključne etičke izazove. Kako se očekivanja navijača razvijaju, sportski objekti su pod sve većim pritiskom da implementiraju AI tehnologije koje pružaju personalizovane usluge, smanjuju vreme čekanja i unapređuju bezbednost. Potpomognut opsežnim pregledom najnovijih istraživanja u ovoj oblasti, rad pruža sveobuhvatnu analizu i naglašava potrebu za etičkom primenom AI-a, posebno u pogledu transparentnosti, bezbednosti podataka i rešavanja pristranosti. Takođe se razmatra važnost poverenja i lojalnosti

navijača, čime se sportski objekti pozicioniraju kao idealna okruženja za testiranje inovacija zasnovanih na AI-u. Pored toga, rad ističe potrebu za empirijskim istraživanjima kako bi se procenio dugoročni uticaj AI-a na angažovanost i zadovoljstvo navijača. Rad poziva na saradnju između menadžera objekata, kreatora AI tehnologije i sportskih timova kako bi se uložilo u AI infrastrukturu, obuku i regulatorne okvire, osiguravajući da se ove tehnologije etički integrišu i optimalno koriste u javnim prostorima.

Ključne reči: veštačka inteligencija, angažovanje navijača, sportski objekti, etički AI, industrija događaja

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Primena društvenih mreža u planiranju putovanja generacije Z

Tomislav Sudarević, Dunja Kostić, Jelena Jevtić

Apstrakt: Digitalni mediji su doveli do značajnih promena u ponašanju mladih. Posebno se ističe značajan doprinos u daljem razvoju sektora turizma. Ovi mediji olakšavaju proces donošenja odluke o izboru i planiranju putovanja i predstavljaju neizbežno sredstvo za pretraživanje, prikupljanje i plasiranje informacija i sadržaja za članove generacije Z. Društvene mreže su značajno pojednostavile način komunikacije između korisnika istih i na taj način postale lako dostupne izvor podataka. Fotografije, video zapisi, komentari kao i recenzije odnosno ocene drugih putnika su najčešće pretraženi formati sadržaja. Vizuelni prikazi i preporuke potencijalnim putnicima daju bolju ideju o tome kakvo iskustvo mogu očekivati posetom određene destinacije. Suština preporuka jeste da dolaze od strane drugih putnika i upravo ovakva vrsta sadržaja retko izaziva sumnju među korisnicima obzirom da predstavljaju deljenje sopstvenog subjektivnog iskustva. U cilju razumevanja kako društvene mreže i sadržaj plasiran na njima utiču na planiranje putovanja kod generacije Z, izvršeno je istraživanje primenom Pirsonovog testa korelacije na teritoriji Republike Srbije. Rezultati istraživanja su potvrdili povezanost između toga kako fotografije, video zapisi, komentari i recenzije na društvenim mrežama imaju značajnu vezu i uticaj na pretraživanje potrebnih informacija o turističkim uslugama putem društvenih mreža. Uzimajući u obzir dobijene rezultate istraživanja, moguće je prilagodavanje i kreiranje kvalitetnijeg sadržaja na društvenim mrežama koji će delovati podstičuće na turiste koji su pripadnici generacije Z. Rezultati sprovedenog istraživanja mogu delovati podstičuće za dalju analizu ponašanja članova generacije Z prilikom planiranja putovanja uz primenu društvenih mreža, pogotovo ukoliko se buduća istraživanja sprovedu na ispitanicima van teritorije Republike Srbije.

Ključne reči: generacija Z, društvene mreže, turizam, onlajn preporuke

JEL klasifikacija: M31, D70, Z30

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1. UVOD

Društvene mreže su doprinele razvoju društva u celini. Njihovo prisustvo je posebno doprinelo razvoju turizma i porastu njegove popularnosti kod korisnika društvenih mreža. Značajno su transformisale način na koji korisnici, a pre svega turisti, dolaze do neophodnih informacija kada je reč o planiranju i organizovanju putovanja. U svrhu boljeg razumevanja ciljne publike, turistički sektor usluga oslanja se na upotrebu tehnologije (Dewi, Gede, Kencanawati & Mataram, 2021). Pored navedenog, društvene mreže su transformisale način na koji turisti stupaju u interakciju sa ostalim korisnicima putem interneta, prilikom razmene podataka kao i konzumiranja sadržaja koji se plasira. Društvene mreže predstavljaju skup onlajn kanala za komunikaciju koji korisnicima pruža mogućnost uspostavljanja veza, građenja zajednica, kao i kreiranja i deljenja sadržaja (Jorge-Acain, 2022). Upotrebom interneta i društvenih medija turisti sa lakoćom pronalaze neophodne informacije. Obzirom na usmerenost ka generaciji Z, društvene mreže su predstavljale relevantan način dolaženja do podataka o putovanju. Reč je o generaciji koja odluke o putovanju najčešće donosi na bazi preporuka i vizuelnih elemenata povezanih sa destinacijom, smeštajem, čak i restoranima i drugim uslužnim objektima. U članove generacije Z spadaju mladi ljudi rođeni u periodu od 1995 do 2010 godine (Jayatissa, 2023).

Predmet istraživanja je primena društvenih mreža u planiranju putovanja. Cilj istraživanja je utvrditi šta utiče na preferenciju turista da informacije pretražuju putem društvenih mreža. Iako su sprovedena brojna istraživanja na temu ponašanja potrošača u sektoru turizma i primene informacionih tehnologija u kontekstu planiranja putovanja (Xinag, Wang, O'Leary & Fesenmaier, 2015), i dalje je prisutan jaz u domaćoj literaturi koji se odnosi na način na koji pripadnici generacije Z planiraju putovanja upotrebom društvenih medija. U daljem radu posebna pažnja se posvećuje društvenim mrežama i kako sadržaj koji se plasira na njima utiče na generaciju Z kao turiste da informacije pretražuju putem

njih. U pregledu literature objašnjeno je na koji način društvene mreže utiču na promene u ponašanju potencijalnih turista u procesu planiranja putovanja, kao i na koji način turisti koriste informacije koje su im dostupne putem interneta. Poseban naglasak se stavlja na formate sadržaja (kao što su fotografije, video zapisi, komentari i recenzije) koje korisnici preferiraju na društvenim mrežama i kako oni utiču na njihov proces planiranja i odabira turističkih destinacija. Takođe, poseban naglasak se stavlja i na to koji je doprinos društvenih mreža u segmentu turističkih usluga. Drugi deo rada sadrži istraživanje autora u kom se primenom Pirsonovog testa korelacije ispituje veza između spomenutih varijabli.

2. PREGLED LITERATURE

Turizam predstavlja jednu od najvećih svetskih industrija koja beleži konstantan rast. Predstavlja veoma popularnu rekreativnu aktivnost kod potrošača širom sveta obzirom da milioni ljudi svakodnevno putuju sa jednog mesta na drugo. Značaj pripadnika generacije Z u daljem razvoju digitalizacije turizma je opravdan posmatrajući njihovo svakodnevno ponašanje i aktivnost na društvenim mrežama. Osnovni značaj članova generacije Z se ogleda u njihovoj ulozi nosioca onlajn aktivnosti. Kao začetnici digitalizacije, pripadnici generacije Z poseduju široko znanje u oblasti tehnologije kao i različitih alata i medijskih platformi. Članovi ove generacije se smatraju začetnicima fenomena društvenih mreža i u procesu donošenja odluke beleže konstantnu upotrebu tehnologije. Potrebe, želje, očekivanja i preferencije turista o potencijalnom izboru određene lokacije, kao i vremenu odmora, variraju u zavisnosti od starosnog uzrasta (Pricope Vancia et al., 2023.). Poznavanje turističke potrošnje je od velike važnosti za usluge putovanja, kao i turizma. Proces planiranja putovanja je kompleksan i moguće ga je podeliti u nekoliko celina. Započinje prepoznavanjem potrebe, istraživanjem informacija, procenom alternativa (Pre-trip), odlukom o kupovini (During trip) i završava procenom nakon kupovine posredstvom WOM (word of mouth) komunikacije (Post trip) (Schiopu, Nica, Pădurean & Țală, 2023). Turisti koji žele da unaprede svoje znanje mogu dobiti virtuelna iskustva o putovanjima i uvid u popularnost svoje potencijalne destinacije putem sajtova za putovanja. Na taj način imaju mogućnost boljeg planiranja uz pomoć subjektivnih i nefiltriranih podataka (Vrana & Zafiroopoulos, 2010).

Za generaciju Z, kao nosioce društvenih medija, smatra se da je neophodna konstantna prisutnost i

povezanost putem društvenih mreža, što rezultira jačanju odnosa sa ostalim korisnicima ali i prihvatanju razlika između istih. Njihova prekomerna potreba za umrežavanjem kao i strah od propuštanja podrazumeva prisustvo i aktivnost na više različitih platformi, pri čemu se kao posledica javlja ograničena pažnja i interesovanje za sadržajem (Schiopu et al., 2023). Glavni razlog zašto su mišljenja i stavovi generacije Z naišli na opštu prihvaćenost drugih korisnika kao pouzdan i ključan izvor preporuka i informacija ogleda se u njihovom prioritarnom sistemu. Ova generacija glavnu prednost daje odmoru, upoznavanju kulture, kao i zanimljivim aktivnostima prilikom putovanja, što izražavaju kroz sadržaj koji kreiraju i dele na platformama. Potrošnja medijskih proizvoda i usluga pomaže prilikom izražavanja društvene pripadnosti na način da se izgradi „kulturni kapital“ (Mitić i Ognjanov, 2022). Na ovaj način, korisnici uspešno grade onlajn imidž i stil života u virtuelnom svetu. Stil života reflektuje obrazac života potrošača koji se uočava kroz način ishrane, putovanja, oblačenja, provođenja slobodnog vremena, političkog i religijskog opredeljenja i sl. (Lazarević i Marinković, 2021). Oblast turizma može obezbediti potencijalni napredak i razvoj ukoliko se poveže sa ovom generacijom i prihvati njen značaj u oblasti tehnologija i komunikacije. Povezanost generacije Z sa novom tehnologijom i razvojem digitalizacije nije neobična pojava obzirom da se ovi mladi ljudi i vezuju za nastanak i razvoj društvenih mreža. U pitanju je prva potpuno globalna generacija koja intenzivno koristi digitalne uređaje u svakodnevnom životu i beleži aktivno prisustvo na društvenim mrežama, pri čemu se na taj način oblikuje njihovo onlajn prisustvo i izgradnja digitalnih života. Ovu generaciju karakteriše apsolutna informisanost obzirom da je pristup svim informacijama od njih udaljen samo jednim klikom, pri čemu imaju mogućnost protoka poruka iz različitih izvora. Ponašanje generacije Z se razlikuje od prethodne generacije (Milenijalaca) po osnovu razvoja tehnologije. U skladu sa tim, generacija Z se može podeliti u četiri kategorije iz ugla potrošnje (Yussof et al., 2018), a to su oni koji su zainteresovani za novu tehnologiju, oni koji insistiraju na jednostavnosti upotrebe, oni koji žele da se osećaju bezbedno i oni koji žele privremeno da pobegnu od stvarnosti sa kojom se suočavaju. Ova grupa potrošača se susrela sa velikim promenama u oblasti tehnologije, ekonomije, kao i društva u kratkom vremenskom periodu. Iz ugla potrošača, za članove generacije Z iskustvo predstavlja najvažniji element. Preduzeća koja se bave pružanjem turističkih usluga kao i hoteli i ostali uslužni objekti ove industrije treba da razmotre

kako se turisti ponašaju prilikom upotrebe različitih digitalnih platformi prilikom planiranja putovanja, rezervacije smeštaja, kao i načina na koji konzumiraju informativni sadržaj (Icoz, Kutuk & Icoz, 2018).

Moguće je uočiti da kompanije u oblasti turizma takođe koriste društvene mreže u cilju podsticanja interesovanja za turističke objekte, privlačenja pažnje i promocije (Icoz et al., 2018). Turističke agencije, kao i agenti, potencijalne putnike odnosno kupce posmatraju kao značajan faktor u podsticanju turizma, pri čemu glavnu korist ostvaruju pružanjem informacija o turističkim destinacijama putem društvenih mreža. Na ovaj način podstiču komunikaciju između putnika, što rezultira poboljšavanjem prirode putovanja. Društvene mreže su postale primarni mediji putem kog potencijalni turisti međusobno dele informacije (Osei, Mensah & Amenumey, 2018). Takođe, postale su značajno sredstvo koje je doprinelo porastu popularnosti turizma obzirom da su odigrale ključnu ulogu prilikom odabira turističke destinacije od strane turista pružanjem vrednih informacija (Alsoud et al., 2023). Njihova upotreba ostvaruje dvostruku korist za turiste. S jedne strane, turisti imaju veću moć i postaju nezavisni i iskusni u planiranju svojih budućih putovanja, dok s druge strane, imaju pristup pouzdanim preporukama i savetima drugih turista iz zajednice (Ráthonyi, 2013). Osnovni cilj sajtova i platformi društvenog karaktera je u podsticanju turizma. Najveći broj turista prilikom donošenja odluka vezanih za putovanje pažnju posvećuje preporukama i iskustvima drugih korisnika.

U turističkom okruženju postoji izražena konkurencija, a usled mogućnosti pristupa informacijama potrošači odnosno potencijalni turisti sada imaju mnogo više znanja i mogućnosti da biraju između dve ili više turističkih destinacija u skladu sa svojim preferencijama. Stoga, ukoliko turističke destinacije i atrakcije žele da zadrže svoju konkurentsku prednost, neophodno je da razumeju ponašanje turista pre i prilikom donošenja odluke o izboru destinacije (Marić, Leković & Džever, 2024). U fazi pre putovanja korišćenje društvenih mreža se pokazalo posebno važno pri odabiru destinacije, smeštaja, turističke agencije kao i uslužnih objekata. Značaj društvenih mreža za ove mlade ljude se ogleda u pozitivnoj povezanosti između ponašanja putnika i njihove društvene umreženosti. Zbog podležnosti uticaju društvenih mreža, mladi glavni fokus i prednost prilikom planiranja putovanja daju sadržaju koji je korisnički generisan a pojavljuje se u formatu fotografije ili video zapisa. Estetski i funkcionalni užitak pripadnika generacije Z se javlja kao krajnji cilj pretraživanja informacija i

deljenja ličnog iskustva putem društvenih platformi. Turisti su opšte prihvatili društvene mreže kao sastavni deo planiranja putovanja, pri čemu iste koriste da pretražuju, dele, organizuju i komentarišu sadržaj drugih korisnika, ali i da dele sopstveni sadržaj putem blogova i mikroblogova (Bloggeri Twitter/X), online zajednica (Facebook, TripAdvisor), sajtova za deljenje društvenog znanja (Wikitravel) i drugih sajtova (Leung, Law, van Hoof & Buhalis, 2013). Primena društvenih mreža dovela je do značajnog pomaka u komunikaciji i omogućila stvaranje interaktivnog okruženja (Gašević, Jovičić i Pavlović, 2023). Posmatrajući pojedinca ako aktivnog člana društva moguće je uočiti njegovu potrebu za pripadanjem i stupanjem u interaktivne društvene odnose. Stupajući u društvene odnose postaju aktivno uključeni u protok informacija koje se odnose pre svega na svakodnevni život, kao i na turističke usluge. Pojava društvenih mreža značajno olakšava pristup ovim informacijama. Društveni mediji su demokratizovali komunikaciju i omogućili komentare, ocene i iskustva korisnika koja snažno utiču na mišljenja i odluke drugih turista (Buhalis & Law, 2008). Kao ključne mogu da se izdvoje geografske i vremenske barijere. Takođe, dva osnovna razloga zašto korisnici društvenih mreža posećuju sajtove namenjene turizmu i putovanju se odnosi na potrebu za socijalizacijom i uspostavljanjem odnosa i na deljenje i pretraživanje interesantnog sadržaja (Narangajavana, Fiol, Tena, Artola & García, 2017). Upotrebom društvenih mreža dolazi do brisanja bilo koje vrste ograničenja sa kojima se korisnici susreću u svakodnevnoj komunikaciji. Na ovaj način se potencijalnim turistima omogućava nesmetan uvid u preporuke, kreiranje sadržaja i uspostavljanje interakcije. Upotreba društvenih platformi predstavlja ključnu komponentu u napretku i razvoju komunikacije. Pristup mnogih aplikacija doprinelo je izmeni dosadašnjih metoda korištenih u marketingu i turizmu. Efekti koje društvene mreže imaju na turiste podrazumevaju pružanje informacija o turističkim sajtovima, koristi od usmeravanja klijenata kao zadovoljnog potrošača do usluge, pružanje turistima sigurnih kanala za kupovinu i rezervaciju različitih putovanja i pomoć u širenju konkretnih informacija o putovanjima i promenama do kojih može doći (Alghizzawi, Salloum & Habes, 2018).

Osnovna uloga društvenih mreža u svakodnevnom životu definisana je od strane autora Sweeny i Craig koji su ukazali na četiri osnovna stuba uspešne komunikacije putem društvenih mreža koji obuhvataju komunikaciju, saradnju, edukaciju i zabavu potrošača (Dina & Sabou, 2012). Kada je reč o društvenim

mrežama, moguće je razlikovati sledećih šest vrsta društvenih medija klasifikovanih prema društvenom prisustvu, samoprezentaciji ili samootkrivanju a odnose se na kolaborativne projekte (Wikipedia), blogove i mikroblogove (Twitter/X), zajednice sadržaja (YouTube), sajtove društvenih mreža (Facebook), virtuelne igrice i virtuelne svetove. Na osnovu podele moguće je grubo izvršiti grupisanje korisnika društvenih mreža prema razlozima upotrebe na dve celine (Yussof et al., 2018). Prva se odnosi na one korisnike koji društvene mreže koriste u cilju konzumiranja sadržaja u cilju zadovoljenja sopstvenih potreba, najveći broj korisnika spada u ovu kategoriju. Druga celina korisnika se odnosi na one koji daju svoj doprinos društvenim zajednicama na ovim platformama u vidu kreiranja i deljenja sopstvenog sadržaja. Turisti celokupno putovanje od rezervacije hotela do kupovine avionskih karata realizuju upotrebom interneta. Za turiste je internet jedini način da dobiju više informacija o određenoj turističkoj destinaciji. Na bazi ovih informacija donose odluku da kupe određeni proizvod/ turističku uslugu ili da razmotre iskustva podeljena od strane drugih putnika (Icoz et al., 2018). Društvene mreže imaju usmeravajuću ulogu prilikom procesa istraživanja i planiranja putovanja od strane turista. Putem njih turisti uspešno pronalaze informacije i podatke koje analiziraju u potrazi za idealnom destinacijom. Društvene mreže u ovom slučaju imaju dve značajne uloge koje se odnose na usmeravanje i vođenje korisnika ka pravim podacima i informacijama o putovanju i pružanje personalizovanih poruka i sadržaja direktno ka zainteresovanom segmentu korisnika od strane turističkih kompanija (Jashi, 2013). Turisti najviše pažnje na društvenim mrežama posvećuju sadržaju koji se plasira. Favorizovani formati se odnose na fotografije, video zapise, komentare i preporuke. Namera da se ostavi preporuka može predstaviti indirektno merilo lojalnosti.

U kontekstu turizma, lojalnost turista ka određenoj destinaciji ogleda se u spremnosti da tu destinaciju preporuči drugim turistima i u njegovoj nameri da opet poseti isto mesto (Altunel & Erkurt, 2015). Pored preporuka, sledeća značajna kategorija za turiste predstavlja fotografski sadržaj i preporuke u vidu istog. Vizuelne preporuke u foto formatu su naročito prisutne u hotelijerstvu i turizmu. Turisti najviše pažnje posvećuju fotografijama kada donose odluku o izboru smeštaja u toku boravka. Ovo je takođe uočljivo i prilikom posećivanja sajtova za rezervaciju hotela, gde potencijalni turisti proveravaju fotografije postavljene od strane drugih. Broj slika određenog smeštaja, pozitivni komentari i mogućnost detaljnog

uvida u sadržaj smeštaja olakšavaju putnicima donošenje odluke (Roy, Datta, Mukherjee & Basu, 2021). Potencijalni turisti su preporuke počeli da pretražuju u dostupnom sadržaju plasiranom u onlajn svetu a koji se javlja u formi fotografija i/ili video zapisa (Tanković & Vidović, 2023). Kada je reč o onlajn preporukama, pružaju putnicima mogućnost minimiziranja rizika na bazi deljenja sopstvenog iskustva (Zhang, Pan, Smith & Li, 2009). Putnici samostalno dele sadržaj u formi već pomenutih fotografija, video zapisa i komentara putem sajtova za putovanje ili u okviru turističkih zajednica i na taj način poseban značaj daju onlajn preporukama (Leung et al., 2013). Deljeni sadržaj pomaže turistima da na bazi onoga što su videli ili pročitali na društvenim mrežama donesu odluku da posete iste ili slične destinacije (Wong, Lai & Tao, 2020). Sve prethodno navedeno predstavlja osnovu za istraživanje koje sledi u nastavku rada. Sprovedeno istraživanje se detaljnije bavi analizom ponašanja članova generacije Z i njihove primene društvenih mreža prilikom planiranja putovanja, sa posebnim osvrtom na uticaj društvenih mreža na proces donošenja odluke u turizmu.

3. METODOLOGIJA

U cilju testiranja hipoteza sprovedeno je istraživanje na teritoriji Republike Srbije. Prikupljanje podataka je trajalo od februara do marta 2024. godine pri čemu je uspešno prikupljeno 305 validnih odgovora od ispitanika. Podaci su prikupljeni pomoću onlajn upitnika kreiranog za potrebe istraživanja, distribuiranog putem digitalnih medija (Facebook i Instagram). Uzorak je prigodan. Ispitanicima su postavljene sledeće vrste pitanja i ponuđenih odgovora: petostepena Likertova skala kao način izražavanja slaganja ili neslaganja sa definisanim tvrdnjama, zatim pitanja otvorenog tipa i pitanja sa više ponuđenih odgovora. Upitnik se sastojao iz dve celine. Prvi deo upitnika se odnosio na pitanja u vezi sa socio-demografskim karakteristikama ispitanika prikazanim u tabeli 1.

Na bazi rezultata sprovedenog istraživanja, posmatrajući socio-demografske karakteristike moguće je uočiti da u uzorku dominantnu ulogu ima ženski pol (80,7%) rođen u periodu od 2001. do 2005. godine. Posmatrajući status veze moguće je uočiti da većina ispitanika nije u vezi, a iz ugla posmatranja obrazovanja u uzorku je evidentna mala razlika između srednjeg i visokog obrazovanja. Najveći broj ispitanika se izjasnio da ima stečeno srednje obrazovanje (50,8%), dok je sledeća po brojnosti kategorija ispitanika sa vi-

Tabela 1: Socio-demografske karakteristike ispitanika

Pitanja	Odgovori	Procenat
Pol	Muški	19,3%
	Ženski	80,7%
Godina rođenja	1995-2000	21,6%
	2001-2005	78,4%
Status veze	U vezi	47,2%
	Slobodan	52,8%
Stepen obrazovanja	Osnovno obrazovanje	0,7%
	Srednje obrazovanje	50,8%
	Visoko obrazovanje	48,5%
Zanimanje	Učenik	4,9%
	Student	86,9%
	Zaposlen	6,9%
	Samozaposlen	0,7%
	Nezaposlen	0,7%
Tip putovanja	Nacionalno	23,3%
	Međunarodno	76,7%
Uobičajena dužina trajanja odmora	Produženi vikend	19,3%
	5-10 dana	71,1%
	Više od 10 dana	9,5%

Izvor: Istraživanje autora

sokim obrazovanjem (48,5%). U uzorku dominiraju ispitanici koji imaju status studenta i prilikom putovanja najčešće biraju opciju međunarodnog putovanja u trajanju od 5-10 dana. Drugi deo upitnika se odnosi na stavove ispitanika u vezi sa upotrebom i poverenjem u društvene mreže, kao i sadržaj koji se na njima

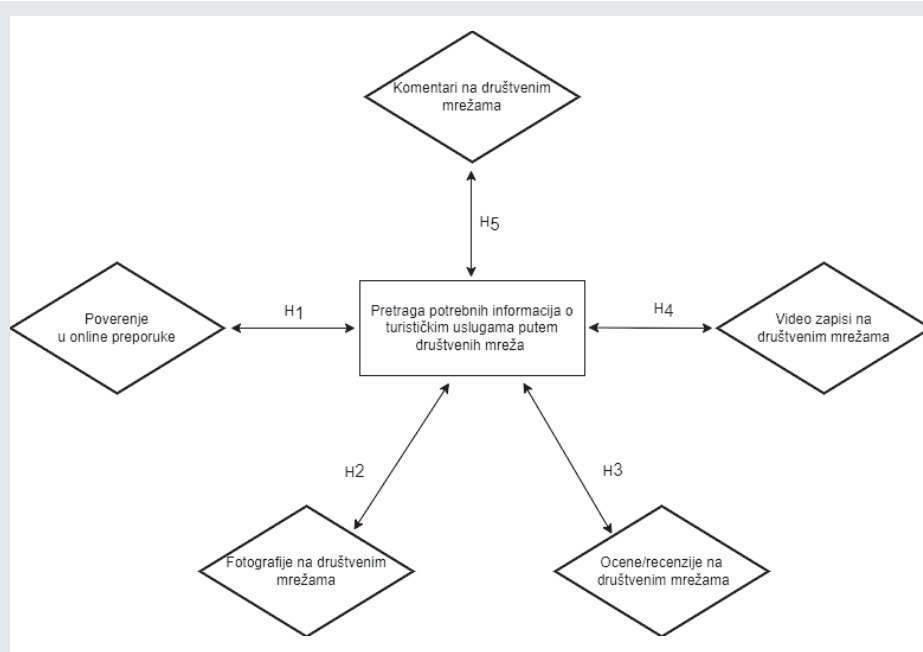
plasira u vidu fotografija, video zapisa, komentara i ocena. Pitanja su formulisana u cilju analize postoja-nja povezanosti između sadržaja plasiranog na društvenim mrežama i pretrage neophodnih informacija o turističkim uslugama putem društvenih mreža. Slično istraživanje je sprovedeno od strane autora Shiopu et al. (2023), na osnovu kog su i formirana pitanja u ovom istraživanju, ali su prilagođena od strane autora rada kako bi bila usklađena sa ciljem istraživanja rada.

Za statističku obradu i analizu prikupljenih podataka korišćen je IBM SPSS Statistics softver putem kojeg su vršeni statistički testovi. Konkretno u empirijskom istraživanju ovog rada primenjen je Pirsonov test korelacije. Predloženi istraživački okvir prikazan je na slici 1. Hipoteze koje će se testirati u radu glase:

H₁ - Postoji pozitivna i statistički značajna povezanost između poverenja u onlajn preporuke i pretrage informacija o turističkim uslugama putem društvenih mreža.

H₂ - Postoji pozitivna i statistički značajna povezanost između fotografija na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža.

H₃ - Postoji pozitivna i statistički značajna povezanost između komentara na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža.

Slika 1: Istraživački okvir

Izvor: Istraživanje autora

H₄ - Postoji pozitivna i statistički značajna povezanost između video zapisa na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža.

H₅ - Postoji pozitivna i statistički značajna povezanost između ocena/recenzija na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža.

4. REZULTATI ISTRAŽIVANJA

U cilju testiranja polaznih hipoteza H₁ (Postoji pozitivna i statistički značajna povezanost između poverenja u onlajn preporuke i pretrage informacija o turističkim uslugama putem društvenih mreža), H₂ (Postoji pozitivna i statistički značajna povezanost između fotografija na društvenim mrežama i pretrage

informacija o turističkim uslugama putem društvenih mreža), H₃ (Postoji pozitivna i statistički značajna povezanost između komentara na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža), H₄ (Postoji pozitivna i statistički značajna povezanost između video zapisa na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža) i H₅ (Postoji pozitivna i statistički značajna povezanost između ocena/recenzija na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža) i procene u kojoj meri promene jedne varijable utiču na promene drugih, primenjen je Pirsonov test korelacije.

Posmatrajući dobijene rezultate iz tabele 2 može se utvrditi da je prisutna jaka statistički značajna veza između poverenja u onlajn preporuke i pretrage informacija o turističkim uslugama putem društvenih

Tabela 2: Rezultati korelacione analize (traganje za informacijama putem društvenih mreža - poverenje u onlajn preporuke)

		Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Imam poverenje u onlajn preporuke članova turističkih zajednica.
Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Pearson Correlation	1	0,483**
	Sig. (2-tailed)		0,000
	N	305	305
Imam poverenje u onlajn preporuke članova turističkih zajednica.	Pearson Correlation	0,483**	1
	Sig. (2-tailed)	0,000	
	N	305	305

** Korelacija je značajna na nivou 0.01

Izvor: Istraživanje autora

Tabela 3: Rezultati korelacione analize (traganje za informacijama putem društvenih mreža - fotografije na društvenim mrežama kao značajan izvor informacija prilikom izbora destinacije)

		Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Fotografije na društvenim mrežama predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije.
Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Pearson Correlation	1	0,491**
	Sig. (2-tailed)		0,000
	N	305	305
Fotografije na društvenim mrežama predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije.	Pearson Correlation	0,491**	1
	Sig. (2-tailed)	0,000	
	N	305	305

** Korelacija je značajna na nivou 0.01

Izvor: Istraživanje autora

Tabela 4: Rezultati korelacione analize (traganje za informacijama putem društvenih mreža - komentari na društvenim mrežama)

		Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Komentari na društvenim mrežama predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije.
Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Pearson Correlation	1	0,545**
	Sig. (2-tailed)		0,000
	N	305	305
Komentari na društvenim mrežama predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije.	Pearson Correlation	0,545**	1
	Sig. (2-tailed)	0,000	
	N	305	305

** Korelacija je značajna na nivou 0.01

Izvor: Istraživanje autora

Tabela 5: Rezultati korelacione analize (traganje za informacijama putem društvenih mreža - video zapisi na društvenim mrežama)

		Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Video zapisi na društvenim mrežama predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije.
Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Pearson Correlation	1	0,519**
	Sig. (2-tailed)		0,000
	N	305	305
Video zapisi na društvenim mrežama predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije.	Pearson Correlation	0,519**	1
	Sig. (2-tailed)	0,000	
	N	305	305

** Korelacija je značajna na nivou 0.01

Izvor: Istraživanje autora

mreža, obzirom da je $p=0,000$. Ovaj rezultat ukazuje na minimalnu šansu da je veza između testiranih varijabli rezultat slučajnosti. Takođe, uvidom u rezultate korelacionog testa, pri čemu je $r=0,483$, uočena je srednje jaka pozitivna veza (Shober, Boer & Schwarte, 2018) između varijabli.

S obzirom da je statistička značajnost na nivou $p<0,001$, primetna je statistički značajna veza između varijabli (tabela 3). Koeficijent korelacije $r=0,491$ ukazuje na pozitivnu srednje jaku povezanosti između varijabli (Shober et al., 2018). Pozitivan znak ukazuje da porast jedne varijable utiče pozitivno na rast druge. Drugim rečima, ukoliko turisti fotografije na društvenim mrežama smatraju značajnim izvorom informacija u procesu donošenja odluke o izboru

turističke destinacije, velika je verovatnoća da će potrebne informacije o turističkim uslugama tražiti na društvenim mrežama.

Testirajući varijable, dobijeni rezultati iz tabele 4 ukazuju na prisustvo jake pozitivne veze između varijabli obzirom da je $r=0,545$, pri čemu spada u opseg $r=0,5$ i $0,7$ što je karakteristika jake korelacije (Shober et al., 2018). Veza između varijabli je statistički značajna ($p=0,000$), što dovodi to toga da promene jedne varijabli utiču pozitivno na promenu druge.

Rezultati Pirosovog testa korelacije ukazuju na statistički značajnu vezu $p=0,000$ između video zapisa na društvenim mrežama koji predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije i pretrage potrebnih informa-

Tabela 6: Rezultati korelacione analize (traganje za informacijama putem društvenih mreža-ocene/recenzije na društvenim mrežama)

		Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Ocene/recenzije na društvenim mrežama predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije.
Potrebne informacije o turističkim uslugama najčešće tražim na društvenim mrežama.	Pearson Correlation	1	0,548**
	Sig. (2-tailed)		0,000
	N	305	305
Ocene/recenzije na društvenim mrežama predstavljaju značajan izvor informacija u procesu donošenja odluke o izboru turističke destinacije.	Pearson Correlation	0,548**	1
	Sig. (2-tailed)	0,000	
	N	305	305

** Korelacija je značajna na nivou 0.01

Izvor: Istraživanje autora

cija o turističkim uslugama putem društvenih mreža (tabela 5). Vežu karakteriše pozitivan znak i jak intenzitet $r=0,519$ (Shober et al., 2018).

Dobijeni rezultati iz tabele 6 ukazuju na prisustvo statistički značajne veze između varijabli $p=0,000$. Vežu između varijabli ocena/recenzija na društvenim mrežama i traganje za informacijama putem društvenih mreža karakteriše visok intenzitet (Shober et al., 2018).

Analizom svih podataka dobijenih testiranjem uočava se da između svih varijabli postoji statistički značajna veza obzirom da je $p=0,000$ kod svih varijabli, što ukazuje da postoji izuzetno mala verovatnoća da je značajna korelacija rezultat slučajnosti. Kod H_1 i H_2 uočava se srednje jak intenzitet veze sa pozitivnim predznakom, dok je kod H_3 , H_4 i H_5 intenzitet veze jak i takođe sa pozitivnim predznakom. Obzirom da je pozitivan predznak uočen pri testiranju svih varijabli, moguće je uočiti da porast jedne varijable utiče na porast drugih varijabli. Na osnovu rezultata zaključuje se da se sve prvobitno definisane hipoteze H_1 (Postoji pozitivna i statistički značajna povezanost između poverenja u onlajn preporuke i pretrage informacija o turističkim uslugama putem društvenih mreža), H_2 (Postoji pozitivna i statistički značajna povezanost između fotografija na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža), H_3 (Postoji pozitivna i statistički značajna povezanost između komentara na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža), H_4 (Postoji pozitivna i statistički značajna povezanost između video zapisa na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža) i H_5 (Postoji poziti-

tivna i statistički značajna povezanost između ocena/recenzija na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža) prihvataju.

5. DISKUSIJA I ZAKLJUČAK

Generacija Z u modernom okruženju posebnu pažnju usmerava ka društvenim mrežama. One predstavljaju značajan kanal za interakciju ali i za prodaju proizvoda i usluga. Turizam je doživeo skok u popularnosti upravo zbog povezanosti sa društvenim mrežama. Fotografije, video zapisi, komentari i preporuke predstavljaju važan izvor informacija prilikom donošenja konačne odluke o izboru destinacije putovanja. Na bazi izvršenog istraživanja, prethodno definisane hipoteze H_1 (Postoji pozitivna i statistički značajna povezanost između poverenja u onlajn preporuke i pretrage informacija o turističkim uslugama putem društvenih mreža), H_2 (Postoji pozitivna i statistički značajna povezanost između fotografija na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža), H_3 (Postoji pozitivna i statistički značajna povezanost između komentara na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža), H_4 (Postoji pozitivna i statistički značajna povezanost između video zapisa na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža) i H_5 (Postoji pozitivna i statistički značajna povezanost između ocena/recenzija na društvenim mrežama i pretrage informacija o turističkim uslugama putem društvenih mreža) se prihvataju. Slični rezul-

tati o značaju različitih formata sadržaja na društvenim mrežama i njihove povezanosti sa putovanjima i deljenjem informacija uočeni su i kod autora Schiopu et al. (2023). Autori su došli do sličnih nalaza koji ukazuju da generacija Z fotografije, komentare, video zapise i ocene/recenzije dostupne na društvenim mrežama smatra značajnim u procesu donošenja odluke o putovanju. Sadržaj istraživanja autora ovog rada je u potpunosti podržao pretpostavku da je sadržaj plasiran na društvenim mrežama značajan podsticaj za pretraživanje informacija o turističkim uslugama putem društvenih mreža.

Ovo istraživanje ima ograničenje po pitanju užeg uzorka ispitanika, tako da u budućim istraživanjima bi trebalo da se proširi baza ispitanika. Naredno ograničenje se odnosi na lokaciju sprovođenja istraživanja obzirom da je ono sprovedeno isključivo na teritoriji Republike Srbije. Obzirom na razlike u ponašanju između turista različitih zemalja, promenom lokacije istraživanja mogli bi se dobiti drugačiji rezultati obzirom na razlike u karakteristikama i navikama turista. Uprkos ograničenjima, rezultati istraživanja mogu dati značajan doprinos za dalja istraživanja uvidom u ponašanje turista (pripadnika generacije Z na terito-

riji Republike Srbije) prilikom planiranja putovanja i pretraživanja informacija o turističkim uslugama korišćenjem društvenih mreža. Uzimajući u obzir dobijene rezultate istraživanja dobija se adekvatna osnova za buduća istraživanja van granica Srbije koja će se fokusirati na članove generacije Z. Takođe, moguće je prilagođavanje i kreiranje kvalitetnijeg sadržaja na društvenim mrežama koji će delovati podstičuće na turiste koji su pripadnici generacije Z. Putem društvenih mreža potencijalnim putnicima se omogućava efikasno planiranje putovanja obzirom na lakoću dostupnosti potrebnih informacija. Društveni mediji kao što su TripAdvisor, Facebook i Blogs pružaju mogućnost turistima da na bazi ocena i recenzija drugih korisnika, koji su već posetili datu destinaciju, dobiju informacije na bazi nečijeg iskustva sa datom destinacijom (Osei et al., 2018). Društvene mreže bi trebale da pruže tačne i lako razumljive informacije na način da budu dostupne i viđene od strane pojedinaca zainteresovanih za turističke sajtove, na taj način se značajno olakšava process donošenja odluke o kupovini i stvara se veće zadovoljstvo kod potrošača (Alghizzawi et al., 2018).

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Abstract

The application of social networks in the travel planning of Generation Z

Tomislav Sudarević, Dunja Kostić, Jelena Jevtić

Digital media has led to significant changes in the behavior of young people. A significant contribution to the further development of the tourism sector is particularly noteworthy. These digital media facilitate the process of making decisions about choosing and planning trips and are an inevitable means of searching, collecting and marketing information and content for members of Generation Z. Social networks significantly simplified the way of communication between users and thus became an easily accessible source of data. Photos, videos, comments as well as reviews or ratings of other travelers are the most frequently searched content formats. Visual representations and recommendations give potential travelers a better idea of what kind of experience they can expect when visiting a particular destination. The essence of recommendations is that they come from other travelers, and this type of content rarely causes suspicion among users, considering that they represent the sharing of their own subjective experience. In order to understand how social media and the content

shared on them influence travel planning among Generation Z, research was conducted using the Pearson correlation test on the territory of the Republic of Serbia. The results of the research confirmed the connection between how photos, videos, comments and reviews on social networks have a significant relationship and influence on the search for the necessary information about tourist services through social media. Taking into account the obtained research results, it is possible to adapt and create better content on social networks that will encourage tourists who are members of Generation Z to make a decision. The results of the conducted research can act as an incentive for further analysis of the behavior of members of Generation Z when planning trips with the use of social media, especially if future research is conducted on respondents outside the territory of the Republic of Serbia.

Keywords: *Generation Z, social media, tourism, online recommendation*

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Primena benčmarking analize na segment vinskih trka kao turističkog proizvoda

Jelena Stojković, Darko Dimitrovski

Apstrakt: Specifični događaji koji se organizuju pod imenom vinske trke, vinski maratoni ili brža šetnja kroz vinograde predstavljaju vid aktivnosti koji se može povezati sa modernim vinskim turizmom i turističkim proizvodom. Iako su vinske trke vrlo popularne u najpoznatijim svetskim vinskim regionima, u Srbiji se organizuju poslednjih par godina u samo dva vinorodna područja. U radu se vrši analiza postojećih vinskih trka kao oblika turističkog proizvoda u Srbiji i njihov uticaj na razvoj vinskog turizma u krajevima gde se održavaju. Cilj rada je uporedna analiza vinskih trka na Paliću i u Aleksandrovcu, na osnovu postavljenih kategorija i parametara. Dobijeni rezultati ukazuju na pozitivne karakteristike i dobru praksu, a takođe i neiskorišćene potencijale ove aktivnosti. Originalnost rada se ogleda u temi vinskih trka koja se do sada nije istraživala u oblasti turizma.

Ključne reči: vinska trka, vinski turistički proizvod, Palić, Aleksandrovac, benčmarking

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1. UVOD

Vinski turizam je povezan sa održivošću nekog područja (Borges & De Menezes, 2019), a vino kao glavni proizvod mnogih vinorodnih regiona oblikuje lokalnu zajednicu i utiče na njen identitet (Asero & Patti, 2009). Na područjima gde ima vinograda i organizovane proizvodnje vina, turizam privlači posetioce i utiče na formiranje specifičnog turističkog proizvoda, a organizatorima i lokalnoj zajednici donosi pogodnosti. Turizam pored ostalih, donosi brojne ekonomske benefite kao što su privremeno i stalno zapošljenje za lokalno stanovništvo, sekundarne ekonomske aktivnosti i brojne investicije (Corigliano, 2016). Vino u sprezi sa turizmom gradi novi oblik turističke ponude, odnosno turistički proizvod koji oblikuje vinski turizam. Dok autori Poitras i Donald (2006) povezuju vinski turizam sa ruralnim područjima, ovaj specifičan oblik turizma (Szivas, 1999) je poseban pokretač ekonomije i u ruralnim predelima (López-Guzmán, Rodríguez-García, Sánchez-Cañizares & José Luján-García, 2011), ali i u gradskim sredinama koje su daleko od popularnih turističkih destinacija. Autori Petrović i Pivac (2009) navode vinsku kulturu, turističku infrastrukturu i privredu, teritoriju, održivost, autentičnost i konkurentnost kao glavne elemente razvoja vinskog turizma. Sve ovo utiče da ponuda vinskog turizma bude raznovrsna, što se uklapa u navode istih autora, prema kojima današnji turisti upravo traže autentična i jedinstvena iskustva, a konzumiranje lokalne hrane i pića dovode ih do bližeg upoznavanja jedne destinacije. Učesnici u vinskom turizmu traže širok i raznovrstan dijapazon aktivnosti koje jedna destinacija može da ponudi (Getz & Brown, 2006). Srbija ima odlične uslove za razvoj vinskog turizma kao turističkog proizvoda. Razvijeno vinogradarstvo i vinarstvo u Srbiji (Radović & Milićević, 2020; Stojković & Milićević, 2020) su glavni preduslovi za razvoj ove vrste turizma, odnosno za oblikovanje specifičnog turističkog proizvoda. U poslednjoj deceniji je naročito primetan porast komercijalnih vinarija u Srbiji (Kuzmanović & Makajić-Nikolić, 2020), što doprinosi daljem razvoju svake destina-

cije vinskog turizma. Takođe, generisanje devet vinskih puteva na teritoriji Srbije (Stojković & Milićević, 2020) upotpunjuje doživljaj vinskog turizma, posebno zato što je prema autoru Pivac (2012) cilj formiranja vinskih puteva promocija vinogradarskog područja i organizovanih degustacija u vinarijama za goste. Vinska trka kao deo aktivnosti vinskog turizma bi mogla biti deo iskustva jednog vinskog turista i u potpunosti zadovoljiti njegova očekivanja u pogledu ove specifične ponude i turističkog proizvoda.

Vinskoj trci kao mogućoj aktivnosti u okviru vinskog turizma do sada nije posvećivana posebna pažnja u naučnoj literaturi, iako se već decenijama organizuje u mnogim poznatim svetskim vinorodnim regionima, pre svega u Francuskoj, zatim u Australiji, Novom Zelandu, Sjedinjenim Američkim državama, Italiji, Mađarskoj i drugim zemljama. Poslednjih par godina u Srbiji se održavaju dve trke u dva različita vinorodna regiona (Palić i Aleksandrovac u Župi), međutim one najviše privlače domaće učesnike. Iako Srbija još uvek nije u potpunosti etablirana na međunarodnim putevima vinskog turizma za razliku od njenog neposrednog okruženja (Mađarska, Slovenija, Hrvatska i drugo), trka kroz vinograde kao jedan relativno nov vid aktivnosti, ne samo da bi privukla zaljubljenike u vino i aktivno provedeno vreme u prirodi, nego bi s druge strane još više doprinela direktnoj promociji vinskog turizma u određenom vinogorju i svim pratećim kulturno-istorijskim i prirodnim znamenitostima. Za određene zajednice u ruralnim predelima vinske trke bi mogle predstavljati i značajan ekonomski priliv uz odgovarajuće zalaganje i organizaciju od strane lokalne zajednice.

Cilj rada je uporedna analiza vinskih trka na Paliću i u Aleksandrovcu na osnovu čega bi se utvrdile prednosti i mane istih. Pretpostavka autora je da vinske trke predstavljaju značajan doživljaj i iskustvo kao turistički proizvod, i samim tim doprinose ukupnom razvoju turizma destinacije i zadovoljstvu turista. Rezultati dobijenih analiza bi mogli pomoći organizatorima da utvrde nedostatke odnosno dobre karakteristike ovih događaja, što bi imalo za rezultat unapređenje vinskih trka. To dalje vodi ka većem broju zainteresovanih turista i daljem napretku lokalne zajednice, pre svega u ekonomskom i sociološkom pogledu. Vinske trke bi mogle biti značajan deo ponude receptivnog domaćeg turizma koje bi, u skladu sa porastom popularnosti ovakvih aktivnosti na regionalnom i šire globalnom nivou, postale mesto okupljanja međunarodnih užiivalaca u vinu i aktivnom odmoru. Naučni doprinos ovog rada se ogleda u bližem objašnjenju vinskih trka kroz uporednu (benčmarking) analizu, gde se sagle-

daju dobre i loše strane ovakvih pojava, na osnovu kojih je moguće izvesti zaključke vezane za pojam vinske trke kao aktivnosti vinskog turizma.

2. PREGLED LITERATURE

Da bi se objasnila vinska trka potrebno je da se sagleda definicija vinskog turizma kao turističkog proizvoda i sve ono što ovaj oblik turizma podrazumeva i sadrži u domenu iskustva, doživljaja, forme i slično. Jedinstvena definicija vinskog turizma ne postoji i prema brojnim naučnicima sve zavisi od perspektive posmatranja (Getz & Brown, 2006; López-Guzmán et al., 2011). Jedna od najprihvaćenijih definicija vinskog turizma prema Hall i Macionis (1998) i Hall, Sharples, Cambourne i Macionis (2000) zauzima perspektivu marketinga i u fokus stavlja vinskog turistu odnosno njegove potrebe. Navedeni autori posmatraju vinski turistički proizvod kao posetu vinogradima, vinarijama, vinskim festivalima i ostalim vinskim događajima, u okviru kojih degustacija vina i/ili iskustvo u vinorodnom regionu predstavljaju primarne razloge za turiste. Geissler (2007) takođe ističe posetu vinogradima, vinorodnim područjima i događajima u vezi sa vinom, ali i druge kulturne aktivnosti u okviru kraćih i dužih putovanja. Iako se u brojnim definicijama ističe poseta vinogradima kao glavni motiv ili poseta festivalima, autor Getz (2000) navodi da ova specijalna vrsta turizma predstavlja putovanja u vinske regione i posete vinarijama i vinogradima, ali da glavni motiv ne mora biti vino. Mitchell i Hall (2006) u atrakcije vinskog turizma uključuju obilazak vinograda i vinarija, zatim vinske festivale/manifestacije, vinske puteve i ostalo (izložbeni centri posvećeni vinu, izložbe posvećene vinu, sajmovi vina i drugo). Byrd, Canziani, Hsieh, Debbage i Sommez (2016) takođe označavaju vino kao glavni proizvod i motiv dolaska turista, a lokalnu hranu, kulturne i druge znamenitosti regiona, vinske festival, vinske izložbe i drugo, kao dodatnu motivaciju. Takođe i autori Pikkemaat, Peters, Boksberger i Secco (2009) izdvajaju vino kao glavni motiv sa ostalim dodatnim uslugama i aktivnostima. Uvidom u prethodne definicije i različita tumačenja vinskog turizma, postavlja se pitanje gde je mesto vinske trke u okviru vinskog turizma? Na sajtu Vinski Maraton (2024) stoji da je vinski maraton manifestacija koja u karnevalskom duhu spaja trčanje, vino, muziku, gastronomiju i mnogobrojne zabavne sadržaje, da je namenjena svima koji žele da se zabave, a uživaju u trčanju ili šetnji kroz prirodu, dobrom vinu, gastronomskim specijalitetima, muzici i druženju. Iz

navedenog, vinska trka ili vinski maraton mogao bi biti okarakterisan kao samostalni događaj ili deo veće manifestacije koji podrazumeva trčanje ili šetnju kroz vinograde jednog vinorodnog regiona, uz povremeno zaustavljanje u vinarijama radi degustacija vina i drugih lokalnih gastro proizvoda. Iz prethodne definicije može se zaključiti da bi vinska trka mogla predstavljati događaj u okviru jedne veće manifestacije posvećene vinskom turizmu ili kao brža šetnja uživanja kroz vinograde, odnosno njihovu kombinaciju. Koje god teoretsko razmatranje vinske trke da se uzme u obzir, reč je o atrakciji vinskog turizma i komponenti turističkog proizvoda, koja je novijeg datuma i prisutna u brojnim svetski poznatim vinogorjima, a koja još uvek nije u fokusu istraživača kao zasebna kategorija u okviru vinskog turizma. Razlog tome može biti i činjenica da u događaju učestvuju i profesionalni/rekreacioni trkači koji na trku dolaze isključivo iz sportskih razloga, dakle u okviru maratona, dok je degustacija vina sporedni motiv za njih. Ipak, ovakav događaj u većini slučajeva sadrži uvek i trku zadovoljstva u kojoj učesnici hodaju ili trče brzinom koju sami izaberu i namenski uživaju u degustaciji vina i lokalnih proizvoda u usputnim vinarijama na stazi. Uzeći u obzir sve napred napisano, ona predstavlja aktivnost koja sama po sebi može da generiše turističke posete.

Neke od najpoznatijih trka kroz vinograde odvijaju se u Sjedinjenim Američkim Državama. Među njima treba pomenuti *Disney Wine & Dine Half Marathon* koji se održava na Floridi, zatim *Healdsburg Wine Country Half Marathon* u Kaliforniji, *Llano Estacado Winery Half Marathon and Vintage 5K* u Teksasu, *Wineglass Marathon u državi Njujork*, *Harvest Stompede u Mičigenu*, *Idaho Wine Run* u Ajdahu, *Fueled by Fine Wine Half Marathon* u Oregonu, *Half Corked Marathon 18K* u Britanskoj Kolumbiji i druge (Bachelor, 2016). Iako ne baš poznata po kvalitetnim i vrhunskim vinima, Velika Britanija ima svoj vinski maraton *Bacchus Marathon* koja slavi britansko vino i penušavce, a održava se svake godine u septembru (*Bacchus Wine Half Marathon & 10k*, 2024). Nešto drugačiji pristup od trčanja kroz vinograde predstavlja organizovana trka duga 10 km kroz najveći podrum na svetu koji se nalazi u Moldaviji, a organizovana je 2019. godine (Douglas, 2019). Najstarija trka kroz vinograde priređena je 1984. u Francuskoj pod imenom *Marathon du Medoc* i održava se svakog septembra u vinogradima u oblasti Medok, gde okuplja i do 8 500 učesnika (*Le Marathon des Chateaux du Medoc*, 2024). Još jedna poznata vinska trka događa se u Francuskoj u novembru pod imenom *Marathon du Beaujolais* više od 17 godina (*Marathon du Beaujolais*,

2024). Prva vinska trka u Srbiji organizovana je 2017. na Paliću (*Vino.rs*, 2024). Ubrzo se organizuje sličan događaj i u Župi aleksandrovačkoj (*Župa Run Wine*, 2024). Dve najpoznatije vinske trke u susednoj Hrvatskoj održavaju se u Zmajevcu u Baranji i u Istri (*Vinopedia*, 2018). U Zmajevcu se vinska trka održava od 2005. i cilj je običi dvadesetak vinarija ove oblasti i svuda popiti po decilitar vina (*Turistička zajednica Osječko-Baranjske Županije*, 2024). Vinska trka u Istri aktualna je od 2015., s tim što je svake godine različit grad/mesto održavanja (*Istrian Wine Run*, 2024). Sve navedene vinske trke imaju puno zajedničkih faktora. Uglavnom se sve održavaju s početka ili sredinom jeseni, sadrže sportski i drugi zabavni/karnevalski deo koji često podrazumeva kostimiranje, muzički performans i degustaciju vina u vinarijama vinograda, na štandovima, kao i ostalih lokalnih gastronomskih specijaliteta.

3. METODOLOGIJA ISTRAŽIVANJA

Sušтина benčmarkinga se odnosi na poređenje dva poslovna subjekta koji pripadaju istom ili sličnom tržištu, radi analize tržišne pozicije, prakse sličnih ili najboljih, sa ciljem usvajanja pozitivnih performansi i metoda da bi se ostvarili optimalni rezultati poslovanja (Jafari, 2000; Prdić, 2017). Prema Štokoviću (2004), benčmarketing se primenjuje kontinuirano i to kada preduzeće spozna svoj pravac poslovnog kretanja u promenljivom poslovnom okruženju. Camp (1989) smatra da je primena benčmarkinga korisna u oblastima kao što su prepoznavanje zahteva potrošača, uspostavljanje efikasnih ciljeva, razvoj relevantnih pokazatelja proizvodnje, poboljšanje konkurentnosti i implementiranje optimalnog poslovnog procesa. Prema autorima Renko, Delić i Škrtić (1999), koristi od benčmarkinga jesu realistična ocena pozicije preduzeća na tržištu, fokusiranje na promene prateći realne činjenice, definisanje realnih i merljivih ciljeva i drugo. Vidak (2011) smatra da benčmarketing može dati odgovore na pitanja kao što su merenje uspešnosti i učinka poslovanja zasnovanih na kvalitetu uz stalno poređenje sa najboljim rezultatima u određenoj delatnosti, strateško planiranje u poslovanju i utvrđivanje razvojnih ciljeva, predviđanje novih trendova, usvajanje novih ideja i upravljanje promenama. Autori Jovičić i Ivanović (2006) izdvajaju tri vrste benčmarkinga i to interni, eksterni i generički. U radu će se primeniti eksterni benčmarketing pošto se upoređuju dva konkurentna događaja u Srbiji koji se dešavaju u istom terminu, ali u potpuno različitim delovima

Tabela 1: Parametri komparacije

Grupa činjenica i proizvoda	Parametri za benčmarketing analizu
Destinacija gde se trka odvija	Položaj, vinski put, vinska udruženja, celokupna ugostiteljska ponuda, turistička ponuda destinacije (turističke znamenitosti, manifestacije itd.).
Događaj-vinska trka	Trajanje događaja, osnovni i dodatni sadržaj događaja, mesto održavanja, ponuda na stajalištima, paketi za učesnike, nagrade i medalje za učesnike.
Broj stejkholdera i njihova ponuda	Ukupan broj stejkholdera (lokalni i stejkholderi van destinacije), ponuda stejkholdera na događaju.
Komunikacija sa učesnicima trke	Veb sajt događaja, društvene mreže.

Izvor: Istraživanje autora

Srbije. Takođe, upoređuju se događaji koji po pretpostavki autora ostvaruju slične performanse. U tabeli 1 predstavljena su 4 parametara komparacije u okviru kojih se nalaze određene kategorije. Kriterijumi i parametri su izabrani po ugledu na rad autora Škrbić, Jegdić, Milošević i Tomka (2015) koji se takođe bave benčmarketingom destinacija vinskog turizma.

Prva faza ispitivanja predstavlja izdavanje glavnih kriterijuma i u okviru njih parametara koji će se koristiti u analizi. Svaki kriterijum prati grupa parametara koji ga bliže određuju i opisuju, a na osnovu kojih se stiče utisak o položaju i celokupnom turističkom sadržaju destinacije, zatim o sadržaju i organizaciji vinske trke i komunikaciji organizatora sa učesnicima putem društvenih mreža.

4. REZULTATI BENČMARKING ANALIZE NA PRIMERU DVE VINSKE TRKE U JUGOISTOČNOJ EVROPI

Sledi tabela 2 u kojoj se uporedo posmatraju destinacije (Paličko jezero i Aleksandrovac) kao mesta održavanja trka, gde su predstavljeni položaj, vrste turizma zastupljene na destinaciji, pripadnost određenom vinskom putu i udruženju vinara, manifestacije posvećene vinu i ostali turistički događaji, smeštajni kapaciteti i ugostiteljska ponuda.

Posmatrajući tabelu 2 može se zaključiti da obe destinacije gde se trke održavaju imaju povoljan turističko-geografski položaj, pošto se obe nalaze ili u blizini velikih gradskih centara i državne granice (Palić), ili u blizini najvećih turističkih centara u zemlji (Aleksandrovac). Obe destinacije pripadaju vinogorjima sa dugom tradicijom i nalaze se na obeleženim putevima vina i obe imaju udruženja vinara. Takođe, obe destinacije su pogodne za odvijanje više vrsta turizma. Na Paliću su brojnije manifestacije posvećene vinu i grožđu, ali ima i ostalih festivala od kojih neki imaju međunarodni karakter. U odnosu na Aleksan-

drovac, Palić i Subotica u neposrednoj blizini raspolažu raznovrsnijim smeštajnim kapacitetom, gde znatan udeo čine hoteli visoke kategorije.

Tabela 3 daje uvid u sadržaj i organizaciju svake trke pojedinačno, sa osvrtom na dužinu samog događaja, mesta održavanja, vrste trka i njihove dužine, ostali sadržaj događaja i pakete za učesnike.

U tabeli 3 se upoređuju kategorije koje ulaze u domen organizacije i detalji sadržaja vinske trke. Može se zaključiti da, iako iste po načinu organizovanja i po paketima za učesnike, vinska trka na Paliću je bogatija sadržajem za posetioce. Ona nudi dva tipa trke, dok je u Aleksandrovcu organizovana samo jedna. Tabela 4 predstavlja ponudu izlagača koji učestvuju u trkama na pomenutim destinacijama, odnosno vinarija i drugih komercijalnih izlagača.

U tabeli 4 se analiziraju stejkholderi vinskih trka obe destinacije. Zanimljivo je da na obe destinacije učestvuje približno isti broj vinarija, iako Aleksandrovac prednjači po broju ukupno registrovanih vinarija u zemlji. Na Paliću je prisutan veći broj stejkholdera, odnosno izlagača koji ovoj trci daju značajan komercijalan karakter. Sadržaj tabele 5 odnosi se na „onlajn” komunikaciju organizatora sa učesnicima odnosno analizu veb strane trke, kao i fejsbuk i instagram stranice.

Komunikacija sa korisnicima putem društvenih mreža je danas važna za jedan brend kako bi se on što bolje promovisao i privukao veći broj pratilaca (Lazić, Bradić-Martinović & Banović, 2023). Parametri dve vinske trke pokazuju da je komunikacija sa korisnicima neažurna i sporadična u oba slučaja (sveprisutna pandemija kovida 19 je verovatni uzrok, naročito pošto je trka na Paliću bila otkazana, a u Aleksandrovcu održana na nivou spontanog okupljanja usled propisanih mera na državnom nivou). U slučaju trke na Paliću, postojeći sajt je vrlo detaljno napravljen, jasan i pruža sve neophodne informacije zainteresovanim posetiocima, dok je sajt Župske trke nepotpun sa neophodnim informacijama i vrlo skromno urađen.

Tabela 2: Benčmarking analiza destinacija gde se trke odvijaju

Vinska trka na Paliću	Župska vinska trka
<ul style="list-style-type: none"> Vinska trka održava se na Palićkom jezeru, u istoimenom mestu, na 8 km udaljenosti od Subotice, na severu Bačke. Dobar geografski položaj potvrđuje blizina državne granice sa Mađarskom i blizina dva najveća grada u Srbiji, Novi Sad (116 km) i Beograd (170 km). Palićko jezero zadovoljava potrebe banjskog, kongres, vinskog i gastro turizma. Vinski put Palić. Vinski red Arena Zabatkiensis- Subotica. Vinorodna regija sa bogatom i dugom istorijom u vinogradarstvu i vinarstvu. Manifestacije posvećene vinu i vinogradarstvu: Palićke vinske svečanosti koje se održavaju u maju, posvećene Svetom Urbanu, zaštitniku vinogradara i vinara u Subotičkoj-horgoškoj peščari; Berbanski dani na Paliću u septembru, posvećeni berbi grožđa; Ulica vina-interetno festival Subotica, održava se u avgustu; Dani mladog vina koji se održavaju treće nedelje u novembru. U avgustu 2021. upriličen je IV međunarodni susret vinskih vitezova. U ostale mnogobrojne turističke manifestacije spadaju i sledeće najpoznatije: Međunarodni pozorišni festival za decu, Manifestacija posvećena pčelarstvu, Međunarodni festival posvećen organskim proizvodima, Festival Rakije, Filmski pozorišni festival itd. Smeštajni kapaciteti: 4 hotela (4*) i 2 hotela (3*) u Subotici. Na samom jezeru je 4 hotela (4*) i bezbroj kategorisanih vila i apartmana. Desetak salaša se nalazi u neposrednoj blizini. Ostali turističko-ugostiteljski objekti: 4 ergele, više restorana vojvođanske i internacionalne kuhinje, više sportsko-rekreativnih terena, uređena kupališta, zoo vrt itd. 	<ul style="list-style-type: none"> Župska vinska trka se održava u Aleksandrovcu, manjem gradskom naselju (približno 10.000 stanovnika), sedištu istoimene opštine u Rasinskom okrugu, u centralnoj Srbiji. Aleksandrovac se nalazi u blizina tri poznata turistička centra: Goč (10 km), Vrnjačka Banja (46 km) i Kopaonik (56 km). Ovo govori o njegovom vrlo povoljnom turističkom položaju, pošto većina gostiju iz ovih centara dolazi na jednodnevne ekskurzije u Župu. Aleksandrovac i Župa mogu zadovoljavati potrebe vinskog, ruralnog, odmarališnog i dečijeg turizma. Župski vinski put. Udruženje vinara Župe; Vitezovi vina "Monah Dorotej". Vinorodna regija sa bogatom i dugom istorijom u vinogradarstvu i vinarstvu. Manifestacije posvećene vinu i vinogradarstvu: Župska berba koja se održava svake godine u septembru i predstavlja najstariju manifestaciju ovakvog tipa u Srbiji; Proslava Sv. Trifuna posvećena zaštitniku vinogradara, koja se održava u februaru i Međunarodni sajam vina koji se održava u proleće. Ostale turističke manifestacije: Bucini dani koji se održavaju svakog leta u čast dramskog pisca pesnika Milosava Buce Mirkovića; Kozart festival posvećen klasičnoj muzici; Koznik grad festival posvećen srednjovekovnom gradu Kozniku i srpskoj zaostavštini srednjeg veka. Smeštajni kapaciteti: nekategorisani hotel, etno sela i vinarije sa smeštajnim kapacitetima u okolini i nekoliko apartmana u gradu. Ostali turističko-ugostiteljski i objekti kulture: Muzej vinarstva i vinogradarstva, Zavičajni muzej, manastiri Drenča i Pleš, ostaci stare tvrđave Koznik, više ribljih i restorana domaće kuhinje u etno stilu itd.

Izvor: Istraživanje autora

5. ZAKLJUČCI BENČMARKING ANALIZE

Iako nema jedinstvene definicije vinskog turizma, sve gore pomenute objedinjuje skup različitih aktivnosti i usluga koje mogu biti uzete u obzir u opseg vinskog turizma kao specifičnog turističkog proizvoda. Vinski turizam počinje naučno da se istražuje sredinom prošlog veka (Carlsen, 2004; Rivera, Chandler & Winslow 2009; Fountain & Charters, 2010), dok se prva trka kroz vinograde održava sredinom osamdesetih godina u poznatom vinogradarskom francuskom regionu. Ipak, nakon toga i popularnosti koju je stekla u skoro svim poznatim vinskim regionima u svetu, trka kroz vinograde kao zasebna kategorija ne dobija posebnu pažnju u naučnoj literaturi u okviru teme vinskog turizma.

U radu su posmatrane dve vinske trke koje počinju kasnije da se održavaju u odnosu na svetske. U pitanju su vinska trka na Paliću i u Aleksandrovcu, koje su utemeljene iste godine. Kroz benčmarking analizu upoređivale su se određene kategorije u smislu destinacije gde se one održavaju, samog sadržaja trke, pogodnosti za učesnike i nagrade, kao i komunikacije organizatora sa učesnicima. Zaključuje se da u većini slučajeva trka na Paliću pokazuje bolji kvalitet što se tiče same organizacije i sadržaja trke, kao i da vrlo ozbiljno shvata svoju komunikaciju sa učesnicima i promociju samog brenda. Ipak, ovde je potrebno spomenuti i zapažanje autora kao dodatnu činjenicu koja neposredno ne proizilazi iz istraživanja, a može pomoći pri izvođenju zaključka, a to je da trka u Alek-

Tabela 3: Benčmarketing analiza sadržaja vinskih trka

Vinska trka na Paliću	Župska vinska trka
<ul style="list-style-type: none"> • Trka traje tokom jednog dana, s tim što sa pratećim sadržajem čitava manifestacija obuhvata ukupno jedan i po ili dva dana. • Trka počinje na Paličkom jezeru i prolazi kroz vinograde u okolini. • Osnovni sadržaj: vinska trka (18 km), gde kostimirani učesnici prolaze kroz vinograde pored brojnih vinarija i štandova sa hranom i vinom; Trka uživanja (8 km), takođe prolazak kroz vinograde i štandove sa vinom i hranom. • Prateći sadržaj: tokom celog dana organizuju se koncerti u Muzičkom paviljonu; Zabavna takmičenja gde učesnici guraju burad ili se takmiče u trčanju sa punom čašom vina u ruci; Degustacija vina na vinskom brodu koji krstari po jezeru; Degustaciona i piknik zona; Večernje druženje u lokalnim čardama i salašima; Štrudla zabava koja počinje prethodnog dana kao uvod u naredne događaje. • Sadržaj paketa za vinsku trku (18km): 8 okrepnih stanica, startni broj, medalja na cilju, trkačka majica, ranac / vreća, vinska čaša i torbica, ručak posle trke, kupon za piće nakon trke (vino, sokovi, voda, pivo...), mapa trke i program manifestacije, ulazak na štrudla party večer pre trke. • Sadržaj paketa za trku uživanja (8 km): 6 okrepnih stanica, startni broj, medalja na cilju, trkačka majica, ranac / vreća, vinska čaša i torbica, ručak posle trke, kupon za piće nakon trke (vino, sokovi, voda, pivo...), mapa trke i program manifestacije, štrudla party večer pre trke. • Stajališta su vinarije ili štandovi sa vinom, vodom, lokalnim gastronomskim proizvodima. • Obezbeđene su medalje za sve učesnike i nagrade za najbolje, kao i nagrade za najbolji kostim učesnika. 	<ul style="list-style-type: none"> • Trka se odvija tokom jednog dana. Ostali prateći sadržaj se završi istog. • Trka počinje u Aleksandrovcu i učesnici prolaze kroz vinograde u okolini. • Osnovni sadržaj je vinska trka (približno 17,4 km), gde učesnici prolaze kroz vinograde i zadržavaju se u 6-10 vinarija ili njihovih štandova. • Vinogradarski pasulj i vino na kraju trke i druženje na zabavi posle trke. • Sadržaj takozvanog startnog paketa: 6 ili 10 okrepnih stanica, majica, vreća, broj, vinogradarski pasulj. • Stajališta su vinarije ili štandovi sa vinom, vodom, lokalnim gastronomskim proizvodima. • Obezbeđene su medalje za učesnike izrađene od pampura i buteljka vina. Pobjednici su pored medalja dobijali skulpture.

Izvor: Istraživanje autora

Tabela 4: Benčmarketing analiza izlagača vinskih trka

Vinska trka na Paliću	Župska vinska trka
<ul style="list-style-type: none"> • Na Paliću ima ukupno 10 vinarija koje učestvuju u događaju. Pored njih, učestvuju više drugih izlagača u vidu komercijalnih sponzora trke. • Ponuda stejkholdera na stajalištima i na štandovima odnosi se na vino, vodu, lokalne gastronomske specijalitete. 	<ul style="list-style-type: none"> • U Aleksandrovcu ima ukupno 64 vinarija, od čega u ovom događaju učestvuje 6-10. Pored vinarija, učestvuju još i firma koja poklanja vodu, dva udruženja i još par sponzora. • Ponuda stejkholdera na stajalištima i na štandovima odnosi se na vino, vodu, rakiju i lokalne gastronomske specijalitete.

Izvor: Istraživanje autora

sandrovcu još uvek predstavlja događaj u organizaciji hobista, entuzijazista i ostalih zaljubljenika u aktivni život i vino. Pomenuta trka se organizuje na nivou 200-300 učesnika, bez velikih ulaganja od strane

gradske uprave i velikih sponzora. Moguće razvijanje njenog sadržaja i omasovljenje tek sledi u budućnosti. U nastavku (tabela 6) su sistematizovani najvažniji aspekti obe trke sagledani kroz predložene kategorije.

Tabela 5: Benčmarking analiza „onlajn“ komunikacije sa učesnicima trka

Vinska trka na Paliću	Župska vinska trka
<ul style="list-style-type: none"> • Veb sajt događaja: detaljno uređen, na dva jezika (engleski i srpski) sa jasnim informacijama vezanim za istorijat trke, sadržaj, pakete za učesnike i način prijave (moguće je to uraditi preko sajta). • Fejsbuk strana: jasna i direktna komunikacija sa korisnicima putem objava, slika. Postoje informacije za kontakt. Bez brzog odgovora klijentima. • Instagram strana: jasna i direktna komunikacija sa korisnicima putem slika i objava. Strana nema veliki broj pratilaca. Objave nisu novijeg datuma. 	<ul style="list-style-type: none"> • Veb sajt: ne sadrži potrebne detalje za učesnike. Nije moguća onlajn prijava, nije ažuriran sajt. • Fejsbuk strana: jasna i direktna komunikacija sa korisnicima putem objava i slika. Postoje informacije za kontakt. Brz odgovor klijentima. • Instagram strana: komunikacija sa klijentima putem slika i objava koje nisu novijeg datuma. Strana nema veliki broj pratilaca.

Izvor: Istraživanje autora

Tabela 6: Zaključci benčmarking analize

Vinska trka na Paliću	Župska vinska trka
Destinacija	
<ul style="list-style-type: none"> • Turistički razvijena destinacija, postojanje vinskog puta, veliki broj vinskih i drugih manifestacija i odgovarajuća turistička infrastruktura sa hotelima više kategorije. 	<ul style="list-style-type: none"> • Povoljan geografski položaj u centralnom delu zemlje i blizu velikih saobraćajnica, postojanje vinskog puta, udruženja vinara i muzeja vinarstva i postojanje dobro razvijene vinske manifestacije.
Događaj-vinska trka	
<ul style="list-style-type: none"> • Dvodnevni događaj, interesantan ambijent pored jezera sa ponudom hrane i pića, ponuda dodatnih događaja koji obogaćuju ukupno iskustvo vinske trke, mogućnost izbora između vinske trke i trke uživanja sa pratećim sadržajima, takmičarski karakter samog događaja sa obezbeđenim medaljama. 	<ul style="list-style-type: none"> • Jednodnevni događaj sa zabavnim programom sa gastronomskom ponudom nakon trke, takmičarski karakter trke sa obezbeđenim medaljama.
Broj stejkholdera i njihova ponuda	
<ul style="list-style-type: none"> • Značajan broj učesnika, podrška vinarija i obezbeđen sponzorski pul, ponuda koja osim vina uključuje i druge lokalne proizvode, pre svega gastronomske. 	<ul style="list-style-type: none"> • Uključenost vinarija (nažalost samo određenog broja), postojanje sponzora i ponuda drugih lokalnih proizvoda.
Komunikacija sa učesnicima	
<ul style="list-style-type: none"> • Dobro dizajniran i funkcionalan veb sajt (postoji mogućnost prijave za trku) koji je dvojezičan, komunikacija preko društvenih mreža (Facebook i Instagram). 	<ul style="list-style-type: none"> • Postoji veb sajt (koji nažalost nema funkciju prijave i sadrži neažurirane informacije), komunikacija preko društvenih mreža (Facebook i Instagram).

Izvor: Istraživanje autora

Kroz tabelu 6 i ponuđene kategorije ne samo da je moguće uočiti karakteristike i prednosti svake pomenute trke, nego i individualne specifičnosti istih. Obe destinacije gde se trke održavaju predstavljaju povoljna područja za razvoj vinskog turizma, a ovakvi događaji bi još više uticali na njegov razvoj i dalju promociju. Ukoliko se posmatraju smeštajni kapaciteti, Palić ima veći potencijal za razvoj vinskog turizma. Palić i Subotica su u povoljnijem položaju u odnosu na Aleksandrovac pošto poseduju raznovrsniji smeštajni kapacitet, naročito hotele visoke kategorije. To je velika prednost imajući u vidu činjenicu da su vinski turisti uglavnom dobro platežni gosti (Mitchell, Hall &

McIntosh 2000), tako da ova destinacija u potpunosti može da zadovolji njihove standarde.

Ograničenja rada su brojna. Nedostatak adekvatne naučne literature koja posmatra vinsku trku kao zasebnu aktivnost u okviru ponude vinskog turizma i koja je definiše. Vrlo je malo primera ovakvih događaja u zemlji koji bi se mogli posmatrati, izučavati i upoređivati, i na kraju izvukli relevantni zaključci. Zainteresovanost organizatora i svih stejkholdera da učestvuju u ovakvom istraživanju takođe predstavlja jedno bitno ograničenje, pošto se još uvek ne uviđaju konačni rezultati rada koji bi mogli da doprinesu podizanju kvaliteta i uspešnosti trke. Buduća istra-

živanja bi mogla podrazumevati metode i alate za unapređenje vinskih trka kako bi postali događaji od krucijalnog značaja za oblast gde se održavaju i dobili međunarodne učesnike, zatim istraživanje motiva i profila učesnika trka i njihove preferencije za učešće, kao i održivost trka i njihovih benefita za male lokalne zajednice.

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Abstract

Application of benchmarking analysis to the wine racing segment as a tourist product

Jelena Stojković, Darko Dimitrovski

Specific events which are organized under the name wine races, wine marathon or quick stroll through vineyards represent a type of activities which can be associated to modern wine tourism. Even though wine races are very popular in the most famous wine regions, in Serbia they are being organized in only two wine regions in last few years. The paper analyzes the existing wine races in Serbia, as a form of tourist product and their impact on the development of wine tourism in the regions they are being organized. The goal of this paper is a comparative analysis of wine races

at Palić and in Aleksandrovac, based on the preset categories and parameters. The obtained results show towards the positive characteristics and good practice, but also unused potential of this activity. The originality of the paper is reflected in the topic of wine races, which has not been investigated in the field of tourism until now.

Keywords: *wine race, wine tourism product, Palić, Aleksandrovac, benchmarking*

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Are Serbian spas recognized as centres of contemporary health tourism – a study of domestic guest perceptions

Tatjana Mišić, Aleksandra Bradić-Martinović

Abstract: This study assesses the current state and potential of Serbian spas as centers for contemporary health tourism, focusing on the perceptions and preferences of local guests. It examines how traditional spa services such as thermal pools and saunas are highly valued, while modern wellness programs and alternative treatments are less used but show growth potential. The survey assessing health and wellness service perceptions was carried out among Serbian citizens, particularly in Belgrade and the major spa towns of Sokobanja and Vrnjačka Banja, which together account for approximately half of the national spa turnover. Data was collected using both paper questionnaires and an online CAWI system, accumulating a total of 368 responses from June to September 2022. The study identifies significant opportunities for Serbian spas to expand and diversify their offering to meet changing market demands and emphasizes the need for strategic investment in infrastructure, service quality, and marketing. Through a comprehensive analysis, this research aims to inform and guide Serbian spas to adapt to global trends in health tourism and ensure their sustainable development and competitiveness.

Keywords: *spas, Serbia, services, health tourism, modernization, promotion*

JEL Classification: I21, J24, O15, Z32

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1. INTRODUCTION

Spa tourism has long held a prominent position among all types of tourism activities in terms of growth, development, and the provision of high-quality and diverse tourism services. In the fifties, the advancement of science and technology, especially in the medical field, has led to intense competition between natural health resorts such as spas and clinical medicine (Soh et al., 2021). Nevertheless, the concept of strictly specialized and unipolar spa centers is mainly outdated in the current conditions of tourism destination and product development, as stated by the International Congress of Spa Tourism held in Galicia in 1999 (Belij, 2016). In contrast to traditional spa stays, which were usually about convalescents recovering over several weeks, contemporary spas offer numerous health and recreational facilities and various services tailored to guests of different age groups. Visitors nowadays spend less time in spas to improve their overall health, reducing traditional and lengthy spa treatments or rehabilitation programs. Hrabrovski Tomić (2006) argues that for the reasons mentioned above, spas today can be seen as centers for the treatment and recovery of illnesses or injuries using traditional and alternative medicine methods, but also as destinations where guests can relax, have fun, and engage in various destination experience, that can include winter sports, golf, equestrian sports or cultural and congress centers. In addition, spas offer significant potential to promote self-awareness by providing environments conducive to personal well-being and mindfulness (Gulan et al., 2020).

For this reason, the development approach required modernization efforts that led to the expansion of healthcare facilities, the improvement of tourist facilities such as restaurants, and significant enhancements to essential transportation infrastructure. In addition, innovative strategies such as the clustering of spa facilities and the integration of advanced medical and other services were emphasized to meet the growing demand of tourists (Holod, Holovchuk, Moroz & Dudash, 2022). Also, it is

crucial for spas to provide comprehensive health tourism services to understand guest demands and effectively target specific groups with tailored service packages (Lövei-Kalmar, Jeles & Ráthonyi, 2019). Vichy in France is a notable example of a spa resort combining a traditional tourist image with recent requirements. Initially, the spa resort was characterized by being mononuclear and unipolar, meaning that tourism focused exclusively on the spa facility and included both treatment and accommodation (Kicošev & Dunčić, 2007). Vichy was transformed into a spa town with a diverse and multi-faceted character by constructing additional facilities and expanding leisure and relaxation activities.

Health tourism in Serbia is closely linked to spas and has a longer tradition than any other type of tourism. Serbia has considerable natural resources that contribute to its development, such as more than 1,000 mineral springs and abundant therapeutic mud and gas deposits. The interaction of climatic factors in Serbia creates advantageous conditions for health tourism, especially during the spring and autumn months, rendering this period ideal for spa tourist activities due to optimal Tourism Climate Comfort Index values (Marić Stanković, Radonjić, Petković & Divnić, 2022). As a result of that, spa tourism emerged in the second half of the 19th century and the first half of the 20th century. After the Second World War, the government significantly changed by setting up specialized rehabilitation hospitals in 20 thermal spas. This deviated from the original plan to have exclusive spa facilities, as described by Ljubisavljević and Radosavljević (2018). Today, spas continue to play an important role in Serbian tourism. In 2019, they accounted for 27.6 % of total overnight stays, declining to 22.0 % in 2023. In the Tourism Development Strategy of the Republic of Serbia for the period from 2016 to 2025, the Serbian government acknowledged the lack of progress in spa tourism. Outdated management models, inadequate marketing, and a lack of cooperation between the public and private sectors, were cited as the main problems. The Strategy states that *“the tourism sector of the Republic of Serbia should be able to efficiently and flexibly adapt its offer to modern trends on the global tourism market and offer authentic experiences, experiences and high-quality products that, together with traditional hospitality, form the basis for competitive recognition”* and that *“neither progress has been made nor significant investments have been made in improving the quality of tourism products, especially health and wellness tourism in spas”* (Official Gazette of RS, 2016, p. 37). In addition, the Strategy deline-

ates priority tourist products and locations in Serbia, with the objective of enhancing collaboration among principal stakeholders to improve competitiveness in international markets. The analysis conducted by Petković, Pindžo and Bradić-Martinović (2022) reveals that these initiatives have only partially identified the items and destinations selected by visitors, indicating a necessity for more coordinated and planned efforts to fully harness the potential of Serbian tourism. Such an observation emphasizes the importance of the present research, which aims to assess the perceptions and preferences of local guests in Serbian spas to determine whether sufficient demand exists to justify introducing new services.

The motivation for this study stems from the urgent need to modernize Serbian spas to meet the growing demands of global health tourism, which is important not only to improve the competitiveness of the sector, but also to adapt to the evolving trends in wellness and medical tourism that are reshaping the preferences of tourists worldwide. Consequently, this paper aims to comprehensively analyze and evaluate the current state and potential of Serbian spas as centers for contemporary health tourism by exploring domestic guests' evolving preferences and expectations towards spa services. The goal is to identify key trends, gaps, and opportunities that can inform strategic enhancements in service offerings, infrastructure modernization, and marketing efforts to better align with global tourism demands and ensure sustainable growth. The paper also addresses the literature gap by providing an updated analysis of Serbian spas in the context of modern health tourism, focusing on how traditional establishments can incorporate innovative wellness services to enhance their competitiveness and appeal in the international market.

2. CONTEMPORARY HEALTH TOURISM SERVICES

Emerging trends in the tourism market have driven spas to expand beyond the conventional medical tourism sector to include preventative medical services and wellness, which have now become an integral part of the spa offering (Milićević & Jovanović, 2015). In response to the trend mentioned above, many spas are changing the structure of their services, transforming traditional medical spas into contemporary spa centers. These centers now include not only medical treatments but also tourist, leisure, and wellness services. In their study, Koskinen and Wilska (2019)

and Konu and Laukkanen (2010) observed a shift in the motivations of spa guests and noted a corresponding change in the age distribution of visitors. They noted an increase in visitors from all age groups and a growing trend among guests to seek a comprehensive offer that includes not only physical and aesthetic care but also healthy eating, stress management, mental activities, and education. Nevertheless, a significant obstacle for many spas is adapting to these changes and catering to the needs of all guests while retaining their conventional medical clientele (Dimitrovski & Todorović, 2015).

A clear difference between health and spa tourism is also essential. Health tourism is geared towards medical treatments and therapies that have a health improvement goal, often involving professional medical oversight and utilizing natural therapeutic resources (Smith & Puczko, 2009). On the other hand, spa tourism, a subset of wellness tourism, focuses on relaxation and preventive health care through non-medical treatments such as massages and beauty services, promoting general well-being rather than addressing specific health issues (A Routledge Freebok, 2015). Today, health and spa tourism are increasingly intertwined, reflecting a trend where visitors seek comprehensive wellness experiences that combine medical benefits with relaxation and rejuvenation. Many modern spas have integrated medical services such as diagnostics and treatments for specific health conditions, alongside traditional spa offerings like massages and thermal baths, thus catering to both health improvement and relaxation needs within one facility (Konu & Laukkanen, 2010; Milićević & Jovanović, 2015).

From a theoretical perspective, various important factors influence the development of the tourism offer, which are also relevant for health and spa tourism. Firstly, Meller (2004) emphasizes the location's attractiveness, which is assessed according to both natural and social aspects. The natural potentials include the thermo-mineral springs, the climatic conditions, the floristic and faunistic diversity, and the social and cultural-historical landmarks and manifestations. To be able to utilize the offer appropriately, a suitable infrastructure is required, which includes traffic routes, transport systems, water supply, and wastewater disposal. Reception capacities, which include accommodation facilities and a supra-structure inclusive of amenities for catering, entertainment and recreation, shops, services, and similar offerings, are also necessary. However, despite the apparent need for change, Popescu (1991) also points to the principle of inelas-

ticity of supply resulting from gradual adjustments in attractiveness. From a pragmatic point of view, immediate control of natural conditions is not feasible, while the development of accommodation capacity requires considerable financial investment, so an immediate response on the supply side is unattainable.

Consumers of health services mainly determine what contemporary spa tourism offers, having in mind different perceptions of the users, as explained by Pinos-Navarrete, Abarca-Álvarez and Maroto-Martos (2022). Their primary motivation lies in professional health treatments aimed at eliminating or alleviating symptoms, and a growing number of people visit spas for relaxation and prevention, namely to maintain good health. Regardless of the user group, spas must offer visitors the overall modernization of the destination, ensure personal safety and hospitality, and provide accompanying amenities. In response to growing competition in the tourism industry, spas have diversified their services and tourism products to expand their offerings. In addition to spas, recreational tourism is also experiencing exponential growth. Wellness programs are now integral to spa services (Belij, Milosavljević, Belij & Perak, 2014). Nowadays, the aim of spas as destinations is to provide both standardized and customized services (products) to guests to gain and maintain a competitive advantage that includes aspects of local culture and customs.

The basic portfolio of spa tourism services (products) includes (a) Medical tourism services, which include surgical procedures, which in most cases do not involve complex operations but focus on plastic surgery. Dentistry also belongs to this category of services; (b) Rehabilitative-therapeutic tourism services, the main component of which are non-innovative treatments and rehabilitations that include health and wellness treatments carried out under the supervision of professional medical staff. In Europe, these services involve healing thermal and mineral waters, while hydrotherapy is not characteristic of American spas - the users are guests with health problems; (c) Spa and wellness services used by guests in good health, and the motivation for spa visits is to maintain mental, physical and spiritual well-being (Cross Spa, 2013). To simplify the analysis of spas that offer both traditional medical and rehabilitation services and contemporary health tourism services, we recommend a classification according to the facilities that provide these services, based on the modified classification by Smith and Puczko (2009) with a focus on "*health resorts, hospitals and clinics, ashrams, hotels and resorts, relaxation centers, cruise ships*" and practices and sa-

Table 1: Classification of contemporary health tourism services based on the facilities required for service provision

Object type	Type of service
Hospitals and clinics	<ul style="list-style-type: none"> • Diagnostic and follow-up examinations ECG, Ultrasound examinations, Cardiac hormone assessment, Laboratory analyses, Thermographic evaluation, General cardiovascular assessment, Computerized digital dermoscopy, Ophthalmological examinations and minor procedures (laser removal or correction of refractive errors), Fertility therapy and treatments • Metabolic balance treatments Fitness assessment, Obesity treatments • Alternative and complementary medicine Acupuncture, Ayurveda, Homeopathy, Naturopathy, Chinese or Oriental medicine, Chiropractic and osteopathic medicine, Electromagnetic therapy, Quantum (bioresonance) diagnostics and treatments, Bowen therapy • The advisory and educational component Advice on health and healthy living, stress management, heart and metabolic issues, healthy nutrition, physical activities, and more
Hotels and resorts	<ul style="list-style-type: none"> • Body treatments Various types of manual massages, Saunas, Turkish baths, Salt rooms, Beauty treatments, Sports and fitness services (exercises in centers with or without equipment, pool activities, outdoor exercises - walking, cycling, yoga, Tai chi, etc.) • Services related to mental health and spiritual development Psychological workshops and treatments (individual and group psychotherapy, coaching, etc.), meditation and relaxation rooms (tepidarium, etc.), workshops on topics related to mental and spiritual development, holistic approaches to life and health
Dental surgeries and salons for beauty treatments	<ul style="list-style-type: none"> • Dental tourism services Digital Panoramic Dental X-Ray – orthopantomography, Dental Implants, Tooth jewelry, Corrective jaw surgery, Gum treatment, crowns, sealants, etc. • Aesthetic medical and spa services Chemical peeling, Botox, Dermabrasion and microdermabrasion, Dermal fillers, Laser hair removal, Microblading, Microneedling, Permanent makeup, Sclerotherapy, Skin rejuvenation and resurfacing, Ultherapy, Vaginal rejuvenation (laser or radiofrequency), Vampire facelift, Scar and tattoo removal

Source: Based on Smith and Puzcko's (2009), revised and adjusted by authors

lons for specialized and professional services (dental, cosmetic, etc.).

The categorization of services described above is incomprehensible when one considers that it is possible to create different economic models to offer contemporary services in health tourism. For example, hotels can host specialized medical practices and facilitate collaboration between the public and private sectors. This collaboration would complement the existing spa medical services offered in specialized hospitals with modern aesthetic services provided by professional salons.

The ideal balance between costs and benefits must be found to achieve a strong competitive position in contemporary tourism. This is achieved by offering standardized services that are cost-effective but also allow for maximum customization to the individual user, thus maximizing the message benefit. The approach is based on identifying two main categories

of spa tourists based on their basic requirements. These are customers of wellness spas and health/medical spas. Spas can cater to the needs of both medical and wellness visitors. The former need medical help for specific conditions, while the latter want to maintain their current state of health. Understanding the requirements, behaviors, and methods of monitoring the different populations when selecting a spa could be crucial in developing an appropriate approach to operating facilities offering these services (Pelegrin-Borondo, Araújo-Vila & Fraiz-Brea, 2020).

3. METHODOLOGY

The study of visitors' perceptions of current health and wellness services was conducted by surveying Serbian citizens, focusing specifically on Belgrade and visitors of Sokobanja and Vrnjačka Banja. The selection of identified spas was determined by the share of

Table 2: Survey sample characteristics

Characteristics	Description	Share (%)
Gender	Female	62.2
	Male	37.8
Age	Less than 34	23.7
	35-44	31.2
	45-54	18.6
	55-64	15.8
	More than 65	10.7
Social status	Employed	56.5
	Self-employed	16.4
	Unemployed	2.8
	Student	7.9
	Pensioner	14.1
	Others	2.3
Monthly income (in EUR)	Less than 300	12.0
	300-600	28.0
	More than 600	52.6
	No answer	7.4
Number of visits	None	43.0
	1 visit	6.7
	2-5 visits	23.3
	More than 5 visits	23.0

Source: Authors

overnight stays in the total Serbian spa turnover - the participation rates for Sokobanja and Vrnjačka Banja in 2022 were 25.1% and 24.8%, respectively. Various causes have influenced the development of these spas, which are regarded as the cornerstone of the Republic Fund of Health Insurance and, since 2015, holiday vouchers.

A survey method was used to collect data, in which two different types of data collection were used. Firstly, a paper questionnaire was completed by most respondents in Belgrade, Vrnjačka Banja and Sokobanja. Secondly, an online questionnaire approach called CAWI (Computer-Assisted Web Interviewing) was used to capture citizens in the wider Serbian area. An online questionnaire was developed, and responses were collected using the Microsoft Office 365 application MS Forms. Data collection was conducted according to the following schedule: (a) data was collected using the paper questionnaire between June and September 2022, resulting in a total of 281 surveys, while (b) the online questionnaire, with the same content as paper-based, was used to collect data between May and September 2022, resulting in a total of 87 surveys. The total number of questionnaires collected before data cleaning is 368. Respondents were randomly selected, and the sample is considered representative due to the combination of different data

collection methods and the wide geographical distribution of respondents. In addition, the inclusion of various demographic groups (by gender, age, labor status, monthly income, and number of children in the household) confirms the representativeness of the Serbian population. This approach ensures reliability and allows the generalization of the results to the broader population, especially given the low variability within the sample.

In addition, the majority of respondents stated that they visit Vrnjačka Banja (28.5%), Sokobanja (15.4%), Banja Vrdnik (11.5%) and Banja Koviljača (10.3%). In contrast, none of the respondents have visited Vranjska Banja, Banja Rusanda, or Sijarinska Banja. Even though a small number of respondents (7%) stated that they had visited foreign spas in the last ten years, most of them had been to Hungarian (Mórahalom and Makó) and Slovenian spas (Laško and Olimia).

4. RESULTS

The following section presents the study's results on the habits and preferences of participants concerning contemporary health tourism services. The results are categorized by type of service. A tabular presentation of responses was chosen to comprehensively understand respondents' habits and preferences, including responses to questions about frequency of service use (regularly, as needed, or never). Respondents also indicated where they use the selected services, e.g., in Serbia, in spas abroad, in both or other places. The responses were first categorized according to the frequency of service use, distinguishing between respondents who use the service regularly or when needed and those who do not. The data can be used to determine whether the service is represented among the respondents. A further distinction was made among service users by identifying those who use the service in spas as opposed to those who use it in other settings (e.g., in specialized facilities, in residential facilities, or when traveling). The analysis provided valuable insights into the potential demand for services in spas, whether observed generally in-home spas or any location outside spas. It facilitates investigating whether demand can be diverted to spas or whether the service lacks market potential. The first column of the table shows the habits and preferences of respondents based on the characteristics given. It also compares the data of respondents who have visited a spa two or more times in the last ten years with those who have not. This approach provides valuable

Table 3: Distribution of spa guests in the case of health services

Use / Do not use	Location	Total	Frequently spa guests (2+)	Others
Diagnostic and follow-up examinations				
Use services (regularly or as needed)	In spas	86	62	10
	In Serbian spas	50	42	4
	Somewhere else	130	54	74
	No response	94	32	58
Total		310	148	142
Do not use services		44	18	22
Detox treatments				
Use services (regularly or as needed)	In spas	60	40	6
	In Serbian spas	26	24	0
	Somewhere else	86	34	50
	No response	52	14	40
Total		198	88	96
Do not use services		156	78	68
Physiotherapy treatments				
Use services (regularly or as needed)	In spas	96	68	14
	In Serbian spas	64	52	10
	Somewhere else	84	32	50
	No response	52	16	32
Total		232	116	96
Do not use services		122	50	68
Metabolic balancing and weight loss treatments				
Use services (regularly or as needed)	In spas	60	40	6
	In Serbian spas	28	28	0
	Somewhere else	110	48	60
	No response	42	14	26
Total		212	102	92
Do not use services		142	64	72
Dental services				
Use services (regularly or as needed)	In spas	46	26	6
	In Serbian spas	12	12	0
	Somewhere else	146	78	66
	No response	108	36	68
Total		300	140	140
Do not use services		54	26	24
TOTAL*		354	166	164

* For each service

Source: Authors

insights into the behavior and propensities of both previous spa-goers who have used the above services and potential customers who have not yet used spa services but could represent a potential market for these services. It is important to note that the survey design allowed for the exclusion of responses, which prevents a comparison of individual totals.

The results indicate a wide range of habits and preferences of the participants concerning health tourism services, whereby the utilization of services differs significantly depending on whether the respondents fre-

quently visit spas or not. Overall, there is a substantial demand for health-related services, even if the type of service and the location where it is utilized vary greatly.

Complete health checkups. A significant proportion of respondents undergo a full health check regularly or when needed, but a relatively small percentage do so in spas, particularly domestic ones. The moderate but underutilized demand for health checkups in spas highlights potential growth opportunities for attracting more customers to this service. *Detox treatments* are less frequently utilized compared to health

Table 4: Frequency of consumption of aesthetic treatments (% of respondents)

Type of treatment	Frequency		Location of use	
	Regularly	Occasionally	In spas	In Serbian spas
Chemical peeling	6.3	20.5	4.6	4.0
Botox	1.1	6.3	0.0	0.0
Hyaluron fillers	2.3	9.7	0.0	0.0
Microdermabrasion	0.6	8.0	0.6	0.6
Skin rejuvenation with TwinLight laser	0.0	1.7	0.0	0.0
Mesotherapy	1.1	17.1	0.6	0.0
Fractional laser for acne and acne scars	0.0	1.7	0.0	0.0
PRP plasma lifting (PRP blood plasma treatment)	0.0	5.7	0.0	0.0
Lifting of face and body	0.6	4.6	0.8	0.8
4D combo laser for stretch marks and skin tightening	0.0	0.6	0.0	0.0
Scar and tattoo removal	0.0	1.7	0.0	0.0

Source: Authors

checkups, with many respondents choosing to access these services outside of spas. This lower uptake in spas, particularly domestic spas, suggests a potential market that could be better tapped if the availability of detox services in spas were improved and promoted. *Physiotherapy* is a traditional service with a long history in Serbian spas and is highly utilized by respondents, especially those who visit spas frequently. However, many respondents prefer to use these services outside the spa. Despite this, the service is well positioned in spas, although it is still scoped to attract new users, particularly those seeking treatment elsewhere. *Metabolic balancing and weight loss treatments* have become increasingly popular due to changing lifestyles, but they are mainly used outside of spa resorts. The low uptake of these services in domestic spas, even among frequent spa visitors, indicates a significant opportunity for spas to develop and promote these services more effectively. *Dental services*, especially those that include traditional and aesthetic treatments, are frequently utilized by respondents but rarely in spas. The deficient uptake in domestic spas suggests this area has significant untapped potential. Developing dental tourism offerings could attract a new segment of spa visitors.

Table 4 shows the survey results concerning the respondents' habits and preferences for the selected aesthetic treatments. In this case, due to the small number of respondents who regularly use these services, we have refrained from presenting the frequency of responses in detail, as was the case with health services. However, the responses on aesthetic treatments show that while treatments such as chemical peeling and mesotherapy are relatively more frequently used occasionally by respondents, the regular use of such

treatments is low, with the frequency in spas in Serbia being even lower. In particular, more invasive procedures such as Botox, hyaluronic fillers, and advanced skincare technologies such as TwinLight laser skin rejuvenation and PRP plasma lifting are rarely utilized, indicating either a lack of demand or availability in Serbian spas.

Based on the combined analysis of the results presented in this document, several trends and findings can be observed regarding respondents' use of various spa and wellness services.

Thermal water pools continue to be one of the most popular spa services, and most respondents use them. More than half of these users visit local spas, especially those who regularly visit a spa. The strong preference for traditional spa services in a local context indicates the continued importance of thermal water treatments in Serbian spas. *Saunas and Turkish baths* are also heavily used, especially by frequent spa visitors. Many respondents utilize these services in spas, particularly domestic spas, reflecting their popularity as essential components of the spa experience. The data suggests that these services are well integrated into the offering of Serbian spas and meet the needs of regular spa-goers. *Manual massages*, which have enjoyed considerable commercial success in recent decades, are frequently utilized by respondents. A significant proportion of respondents use these services in spas, with frequent visitors showing an exceptionally high utilization level. The widespread use of massages in various settings - from spas to other locations - emphasizes the broad acceptance and demand for these treatments. However, there is still potential for spas to capture a larger share of this market by improving their massage offering. Although *aromatherapy* is rec-

Table 5: Distribution of spa guests in the case of wellness treatments and services

Use / Do not use	Location	Total	Frequently spa guests (2+)	Others
Immersion in thermal water pools				
Use services (regularly or as needed)	In spas	190	142	40
	In Serbian spas	126	96	26
	Somewhere else	42	6	36
	No response	14	2	10
Total		246	150	86
Do not use services		108	16	78
Relaxing in the sauna or Turkish bath				
Use services (regularly or as needed)	In spas	134	108	24
	In Serbian spas	80	68	12
	Somewhere else	48	10	36
	No response	16	2	10
Total		198	120	70
Do not use services		156	46	94
Manual massage treatments				
Use services (regularly or as needed)	In spas	126	100	24
	In Serbian spas	86	74	12
	Somewhere else	84	24	52
	No response	44	12	26
Total		254	136	102
Do not use services		100	30	62
Aroma therapy				
Use services (regularly or as needed)	In spas	56	50	6
	In Serbian spas	38	32	6
	Somewhere else	38	14	22
	No response	24	10	14
Total		118	74	42
Do not use services		236	92	122
TOTAL *		354	166	164

* For each service

Source: Authors

ognized as a holistic treatment option, it is used less frequently than other wellness treatments. The majority of respondents who use aromatherapy do so outside of spas. Even among regular spa visitors, the use of this service is relatively low. The benefits of aroma-

therapy need to be promoted and emphasized more, particularly in spa environments, to increase demand.

The use of physical exercises, recreation, and fitness facilities is predominantly outside traditional spa facilities, suggesting that spas are not necessarily the

Table 6: Distribution of spa guests in the case of fitness and spiritual development

Use / Do not use	Location	Total	Frequently spa guests (2+)	Others
Physical exercises, recreation, fitness				
Use services (regularly or as needed)	In spas	50	44	2
	In Serbian spas	34	30	2
	Somewhere else	162	78	76
	No response	64	12	46
Total		276	134	124
Do not use services		78	32	40

Source: Authors

Table 7: Frequency of use of fitness and spiritual development services (% of respondents)

Type of treatment	Frequency		Location of use	
	Regularly	Occasionally	In spas	In Serbian spas
Yoga classes	5.6	16.4	1.1	1.1
School of meditation and mindfulness	3.4	11.3	0.6	0.0
Spiritual and psychological workshops	9.0	15.8	0.6	0.6
School of Tai Chi technique	0.6	3.4	0.96	0.0

Source: Authors

first choice for these activities. Even frequent spa-goers often seek these services elsewhere, implying that spas should improve their offering in this category to attract more users. Although these services are utilized to some extent at spas, particularly by regular spa-goers, the general preference is for alternative facilities. This trend highlights the need for spas to rethink integrating and promoting fitness and leisure activities to better suit customer preferences and behaviors.

Table 7 shows a general trend towards occasional rather than regular use of wellness and spiritual services such as yoga classes, meditation and mindfulness, and spiritual workshops, suggesting that while interest exists, it may not be at the forefront of spa visitors' minds. Yoga classes, in particular, are most frequently used occasionally, indicating a wider acceptance among spa visitors. However, the relatively low uptake of these services in Serbian spas suggests

underutilization and indicates that spas have an opportunity to improve these offerings and promote them more aggressively to attract and retain guests. Creating dedicated spaces for these activities or incorporating them into spa packages could be a solution. The low engagement in spas, particularly for offerings such as Tai Chi, indicates either a lack of availability or insufficient marketing for these wellness modalities in the spa sector.

Alternative and complementary medicine includes various methods and therapies used alongside (complementary) or instead of (alternative) conventional medicine. These approaches are often based on traditional, natural, or holistic healing methods.

Respondents only use *Bioresonance* medicine to a limited extent, reflecting a significant gap in awareness and acceptance. *Acupuncture* is slightly better known but still underutilized, suggesting it could be

Table 8: Frequency of use of alternative and complementary medicine services (% of respondents)

Type of treatment	Frequency		Location of use	
	Regularly	Occasionally	In spas	In Serbian spas
Diagnostics and treatments of bioresonance medicine (quantum medicine)	5.6	12.7	1.9	0.8
Acupuncture treatments	0.0	21.4	14.7	3.4
Homeopathic consultations and therapy	3.4	15.8	10.4	1.7
Bowen therapy treatments	2.2	6.8	10.7	0.0

Source: Authors

Table 9: Distribution of spa guests in the case of chiropractic treatments

Use / Do not use	Location	Total	Frequently spa guests (2+)	Others
Chiropractic treatments				
Use services (regularly or as needed)	In spas	96	36	38
	In Serbian spas	14	14	0
	Somewhere else	8	6	2
	No response	40	12	18
Total		144	54	58
Do not use services		210	112	106
TOTAL		354	166	164

Source: Authors

expanded through better integration and promotion within the spa. *Homeopathic* consultations and therapies are only used to a limited extent, particularly outside spas, suggesting that spas have not yet established themselves as the primary provider of these services. *Bowen therapy* is scarcely recognized or used, highlighting the need for increased promotional activity to raise awareness of its benefits. These results show an excellent opportunity for spas to expand and improve their alternative and complementary medicine offerings to meet new health trends and customer interests.

Chiropractic is the only alternative and complementary service with relatively high recognition and utilization. Although it is still used by less than half of those surveyed, a significant proportion of users utilize chiropractic services at spas. Chiropractic appears to be more firmly established in the spa industry compared to other alternative and complementary services. However, utilization in domestic spas remains limited, indicating a potential growth area.

5. DISCUSSION AND CONCLUSIONS

Based on the results, we have systematized all the services analyzed and made general recommendations for improving their market position in domestic spas, presented in Table 10.

Based on the comprehensive findings presented in the study, Serbian spas are firmly rooted in their traditional role of using natural therapeutic resources. These findings are in line with previous research (Mišić & Bradić-Martinović, 2020) which showed that the services are still conventional, related to rehabilitation and diagnostics. Only a few leading spas introduce modern, non-invasive medical treatments that are becoming a source of competitive advantage. However, they face increasing demands for modernization to adapt to contemporary health and wellness tourism trends. While services such as thermal water pools and saunas remain popular, alternative and complementary services such as aromatherapy and acupuncture are underutilized, indicating significant potential for growth. The challenges of outdated infrastructure and inadequate marketing are highlighted, suggesting that substantial investment and strategic marketing efforts are crucial to revitalizing the spa sector.

With the goal of maximizing market potential and maintaining competitiveness on both the national and international levels, Serbian spas must diversify their offerings beyond traditional treatments by providing a broader range of wellness and prevention services that appeal to a more diverse clientele. This approach includes integrating contemporary medical treatments, wellness programs, and possibly aesthetic services, which could attract a new segment of health tourists. The research emphasizes the need for a collaborative approach involving both the public and private sectors to drive innovation, improve the quality of services, and effectively market these enriched offerings to a global audience. In summary, the future prosperity of Serbian spas depends on their ability to evolve and adapt to the changing dynamics of global health tourism so that they become not only centers of healing and relaxation but also centers of cutting-edge, holistic wellness. The incorporation of creative marketing tactics in the tourism sector is essential for adjusting to swiftly evolving customer tastes and augmenting the advantages of tourism destinations (Zlatanović, Dukanac & Erić Nielsen, 2024). Finally, Serbia has excellent conditions for spa and wellness tourism, but needs to develop a strategy to improve the quality of services and attract more visitors, as Berber, Gajić and Đorđević (2010) stated fifteen years ago, and which is still relevant.

The key limitations of the study are its geographic and demographic survey scope. The research examines spa tourist attitudes in Belgrade, Sokobanja, and Vrnjačka Banja, although may not comprehensively reflect other spa regions in Serbia. The combination of online and paper-based survey approaches enhances the study; nonetheless, self-reported data may add bias, as participants might reply in a socially desirable way or based on their most recent experiences instead of providing a thorough evaluation of their habits and preferences. This strategy is effective for rapidly obtaining substantial data, although it may constrain qualitative insights on the preferences and experiences of Serbian spa customers. Further research should focus on integrating modern technological advancements with traditional spa treatments to better cater to evolving consumer preferences. Additionally, exploring the impact of international health tourism trends on Serbian spa offerings could provide deeper insights into strategic improvements necessary for maintaining global competitiveness.

Table 10: The current state of demand for spa services and recommendations for improving the market position

Type of service	Current state	Strategies to enhance market position
Health services		
Diagnostic and follow-up examinations – T	The service has excellent market potential - it is already known in domestic spas, but not to a sufficient extent.	Spas need to be better positioned through service improvements and promotion.
Detox treatments – N	The service has moderate market potential and is recognized in domestic spas, but not to a sufficient extent.	Spas need to be better positioned through service improvements and promotion.
Physiotherapy treatments – T	Traditional spa service has excellent market potential and is recognized in domestic spas, but not to a sufficient extent.	Spas need to be better positioned through service improvements and promotion.
Metabolic balance treatments and weight reduction – N	The service is not recognized in domestic spas despite its moderate market potential.	Spas need to be better positioned by educating potential users improving service and promotion.
Dental services - N	The service is not recognized in domestic spas despite its vast market potential.	Spas need to be better positioned through service improvements and promotion.
Aesthetic treatments		
Chemical peeling - N	The service has moderate market potential but is not recognized in spas.	Spas need to be better positioned by educating potential users improving service and promotion.
Botox – N	The market potential of services is modest.	These services belong to the group of services for which there is a growing demand, particularly among the sections of the population with higher purchasing power. Spas have the possibility to position themselves through education and promotion.
Hyaluron fillers - N		
Microdermabrasion - N		
Skin rejuvenation with TwinLight laser – N		
Mesotherapy – N		
Fractal laser for acne and acne scars – N		
PRP plasma lifting (PRP blood plasma treatment) – N		
Lifting of face and body – N		
4D combo laser for stretch marks and skin tightening - N		
Scar and tattoo removal – N		
Wellness treatments		
Immersion in thermal water pools – T	Traditional spa services have significant market potential and are also acknowledged in domestic spas.	It is imperative to consistently enhance the quality of services and infrastructure and promote and educate potential customers.
Relaxing in the sauna or Turkish bath – T	Traditional spa services have significant market potential and are also acknowledged in domestic spas.	Service enhancement and promotion are necessary for spas to enhance their market position.
Manual massage treatments – T	Traditional spa services have significant market potential and are also acknowledged in domestic spas.	Service enhancement and promotion are necessary for spas to enhance their market position.
Aroma therapy – N	The service is not recognized in domestic spas despite its moderate market potential.	Spas need to be better positioned by educating potential users, improving service, and promoting.

Type of service	Current state	Strategies to enhance market position
Fitness and spiritual development		
Physical exercises, recreation, fitness - N	Traditional spa service has excellent market potential and is also recognized in domestic spas.	It is necessary to constantly improve the infrastructure and the quality of services, along with education and promotion.
Yoga classes – N	Services have a modest market potential.	They belong to the group of services for which there is a growing demand, especially among the more educated population. Spas have the opportunity to position themselves through education and promotion.
School of meditation and mindfulness - N		
Spiritual and psychological workshops – N		
School of Tai Chi technique – N		
Alternative and complementary medicine services		
Diagnosics and treatments of bioresonance medicine (quantum medicine) - N	Services have a modest market potential.	They belong to the group of services for which there is a growing demand, especially among the more educated population. Spas have the opportunity to position themselves through education and promotion.
Acupuncture treatments – N		
Homeopathic consultations and therapy – N		
Bowen therapy treatments – N		
Chiropractic treatments – N	Despite its moderate market potential, the service is not recognized in domestic spas.	Spas need to be better positioned by educating potential users improving services and promotion.

Note: T is for traditional spa services, N – new (contemporary) spa treatments and services

Source: Authors

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Apstrakt

Da li su srpske banje prepoznate kao centri savremenog zdravstvenog turizma – proučavanje percepcija domaćih gostiju

Tatjana Mišić, Aleksandra Bradić-Martinović

Rad procenjuje trenutno stanje i potencijal srpskih banja kao centara savremenog zdravstvenog turizma, fokusirajući se na percepcije i preferencije domaćih gostiju. Ispituje se kako su tradicionalne banjske usluge, kao što su termalni bazeni i saune, visoko cenjene, dok se savremeni velnes programi i alternativni tretmani manje koriste, ali pokazuju potencijal rasta. Istraživanje o percepciji zdravstvenih i velnes usluga sprovedeno je među građanima Srbije, posebno u Beogradu i većim banjama Sokobanji i Vrnjačkoj Banji, koje zajedno ostvaruju približno polovinu nacionalnog banjskog prometa. Podaci su prikupljeni korišćenjem papirnih upitnika i onlajn sistema (CAWI metodom),

akumulirajući ukupno 368 odgovora od juna do septembra 2022. godine. Dobijeni rezultati identifikuju značajne mogućnosti srpskih banja da prošire i diversifikuju svoju ponudu kako bi odgovorile na promenljive zahteve tržišta i naglašavaju potrebu za strateškim ulaganja u infrastrukturu, kvalitet usluga i marketing. Kroz sveobuhvatnu analizu, ovo istraživanje ima za cilj da informiše i usmeri srpske banje da se prilagode svetskim trendovima u zdravstvenom turizmu i obezbedi njihov održivi razvoj i konkurentnost.

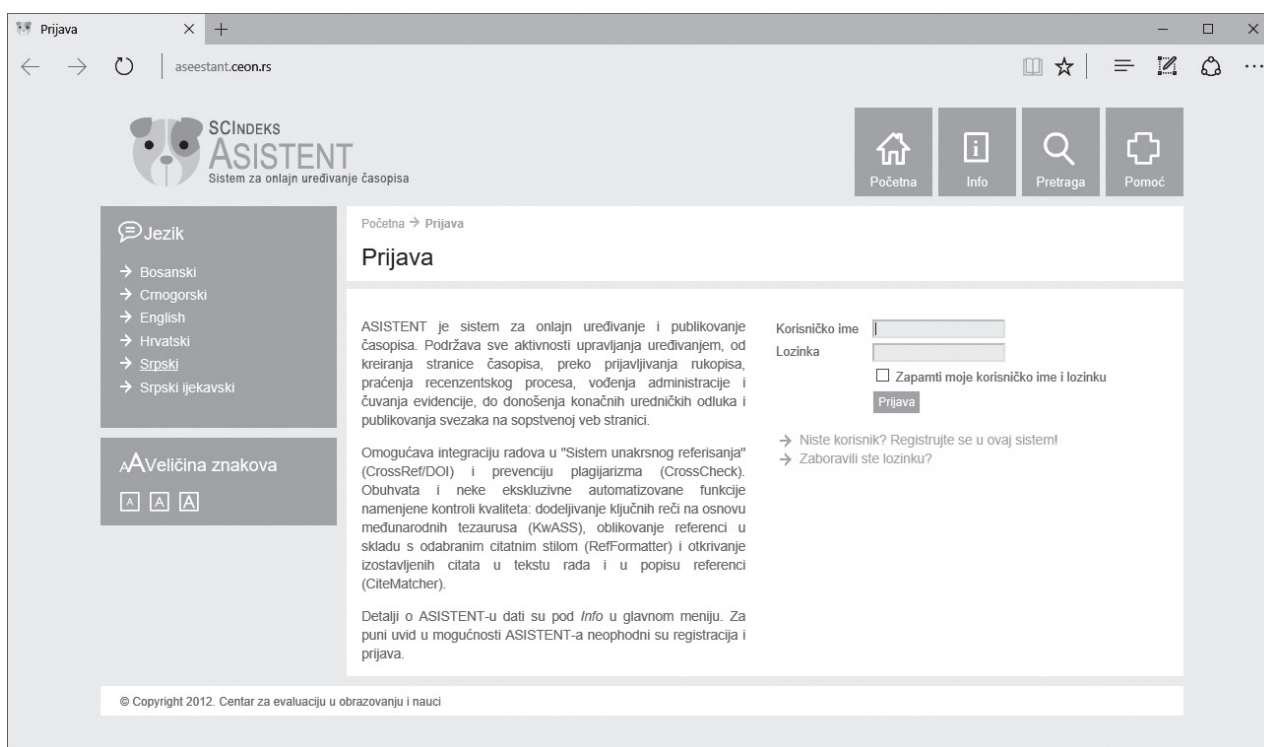
Ključne reči: *banje, Srbija, usluge, zdravstveni turizam, modernizacija, promocija*

Kontakt:

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Tehničko uputstvo za korišćenje sistema e-Ur: Elektronsko uređivanje časopisa



Poštovani,

Časopis Marketing počinje sa elektronskim uređivanjem kroz sistem e-Ur kojim rukovodi Centar za evaluaciju u obrazovanju i nauci (CEON).

Usled toga, Marketing mora da ispuni niz zahteva koji su postavljeni kroz važeći Akt o uređivanju naučnih časopisa. Step en usaglašenosti sa uslovima koje postavlja Akt o uređivanju naučnih časopisa ubuduće će biti osnov za kategorizaciju naučnih časopisa. Niz uslova koji se postavljaju pred naš časopis automatski će biti ispunjeni pristupanjem sistemu elektronskog uređivanja e-Ur. Pomoću sistema elektronskog uređivanja celokupan uređivački postupak biće daleko jednostavniji, brži i transparentniji, a autor će moći u svakom trenutku da ima uvid u kojoj se fazi uređivačkog postupka nalazi njegov rad. Usaglašavanje sa novim pravilima teći će postepeno i zahteve ćemo postepeno usvajati do konačnog i potpunog usaglašavanja sa uslovima koji se nalaze pred svim naučnim časopisima.

Sa zahvalnošću za razumevanje i napore koje ćemo zajedno uložiti kako bismo naš časopis osavremenili i usaglasili sa važećim uslovima, na zajedničku korist svih, u nastavku Vam dostavljamo detaljno tehničko uputstvo za korišćenje sistema e-Ur. Redakcija će ubuduće ISKLJUČIVO na ovaj način primati radove.

Uredništvo

1. PRAVLJENJE KORISNIČKOG NALOGA – Registracija korisnika u sistem

a) Kada se prvi put registrujete u sistem na web adresi <http://asestant.ceon.rs/index.php/mkng> izaberite opciju

Početna > Prijava

Prijava

Korisničko ime

Lozinka

Zapamti moje korisničko ime i lozinku

» Niste korisnik? Registrujte se u ovaj sistem!
» Zaboravili ste lozinku?

b) Na stranici za registraciju:

- Koristite **isključivo** LATINICU bilo da podatke unosite na srpskom ili engleskom jeziku
- **Obavezno** popunite sva polja koja su označena sa zvezdicom (*), bez toga nećete moći da dovršite proces registracije.
- Poželjno je da popunite i ostala polja, ali to možete uraditi i naknadno preko opcije **Moj profil**, kada se prijavite na svoj nalog. Takođe sve podatke o sebi, kao o korisniku, moguće je kasnije izmeniti.
- Zapišite na sigurno mesto vaše korisničko ime i loziku, u slučaju da je zaboravite.
- Stranicu **OBAVEZNO POPUNITI DVA PUTA**, i na srpskom i na engleskom jeziku na sledeći način:

Profil

Jezik obrasca Ukoliko želite da unesete

Korisničko ime*

Profil

Jezik obrasca Ukoliko želite da unesete

Korisničko ime*

- Proveriti da li je u prvom polju **Jezik obrasca** podešena opcija **Srpski**

- Uneti sve podatke koji slede na srpskom jeziku **LATINICOM**
- U prvom polju **Jezik obrasca** podesiti opciju **English**
- Uneti sve podatke na engleskom jeziku
- Poslednje opcije se odnose na Vaš status u časopisu (Čitalac, Autor, Recenzent)
 - Profesori treba da obeleže sve tri opcije, autori se mogu istovremeno prijaviti i kao čitaoci.

Registruj se kao

Čitalac: Dobijate obaveštenja e-poštom o novoobjavljenim brojevima časopisa.

Autor: Možete prijavljivati priloge za ovaj časopis.

Recenzent: Voljni ste da izradujete stručne recenzije priloga prijavljenih u ovom časopisu.

- Na kraju kliknite na plavo dugme **Registracija**, u dnu stranice.
- Završili ste postupak registracije i automatski ste prijavljeni na svoj nalog.

2. PRIJAVA PRETHODNO REGISTROVANOG KORISNIKA – uređivanje profila; odjava

a) Na web adresi <http://scindeks-eur.ceon.rs/index.php/mkng/> upisati korisničko ime i lozinku i kliknuti na plavo dugme **Prijava**

Prijava

Korisničko ime

Lozinka

Zapamti moje korisničko ime i lozinku

b) Podake o Vama možete u svakom trenutku menjati u opciji **Moj profil**, u meniju sa leve strane. Ulaskom u ovu opciju naći ćete se na identičnoj stranici kao prilikom registracije Vašeg naloga.

Korisnik

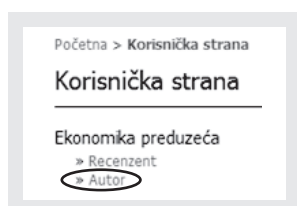
Prijavljeni ste kao...

Moji časopisi

- c) Nakon unetih izmena pritiskom na dugme **Sačuvaj** izvršićete izmene u Vašem profilu.
- d) Po završetku rada odjavite se pritiskom na opciju **Odjava**, u meniju sa leve strane.

3. PRIJAVA NOVOG PRILOGA – predavanje prve verzije rada Uredništva

- Po prijavi (*videti uputstvo 2.a*) odaberite opciju **Autor**.



- Za početak prijave priloga izaberite opciju **Kliknite ovde**

Započnite prijavu novog priloga
Za početak prijave priloga **KLICKNITE OVDE.**

Nalazite se na 1. koraku prijave priloga – početak

- a) Obavezno popunite sva polja koja su označena sa zvezdicom (*), bez toga nećete moći da pređete na sledeći korak.
- b) Prvo je neophodno da odaberete odgovarajuću **Rubriku** za Vaš prilog. Rubriku morate odabrati, a Glavni urednik ukoliko bude smatrao da Vaš prilog ne spada u odabranu rubriku, izvršiće potrebnu promenu.

1.korak Započnite s prijavom priloga

1. POČETAK 2. METAPODACI 3. PRILAGANJE DATOTEKE 4. DOPUNSKE DATOTEKE 5. POTVRDA

Rubrika časopisa

Odaberite odgovarajuću rubriku za Vaš prilog (pogledajte Rubrike pod Urednička politika na Info).

Rubrika*

Molimo odaberite rubriku...

Rubrike obuhvataju naučne i stručne radove. Časopis Marketing objavljuje isključivo naučne radove, a to su:

- pregledni članak,
- originalni naučni članak,

- kratko saopštenje,
 - prethodno saopštenje i
 - naučna kritika.
- **pregledni članak** je rad koji sadrži originalan, detaljan i kritički prikaz istraživačkog problema ili područja u kojem je autor ostvario određeni doprinos, vidljiv na osnovu auticitata;
- **originalan naučni članak** je rad u kojem se iznose prethodno neobjavljivani rezultati sopstvenih istraživanja naučnim metodom;
- **kratko saopštenje** je originalni naučni rad punog formata, ali manjeg obima;
- **prethodno saopštenje** je originalni naučni rad preliminarnog karaktera;
- **naučna kritika**, odnosno polemika je rasprava na određenu naučnu temu, zasnovana isključivo na naučnoj argumentaciji.

Samo izuzetno, časopis Marketing može objaviti i stručne radove i to:

stručni članak, iskustva iz prakse, uvodnik, komentar, intervju, prikaz, bibliografiju, biografski prilog, istoriografski prilog, prevod, projekat i kratak članak.

- c) Neophodno je da Vaš rad ispunjava sve postavljene tehničke zahteve, nezavisno od toga koliko ih je u datom trenutku prijave postavljeno i da li su eventualno promenjeni od poslednjeg puta kada ste prijavljivali prilog. Tehnička opremljenost rada podrazumeva:

Uslovi za predaju priloga *

Potvrdite da je Vaš prilog spreman za ulazak u urednički postupak time što zadovoljava sledeće uslove

- Prijavljeni prilog ne sme biti prethodno objavljan
- Naslovi, sažeci (do 200 reči) i ključne reči dati su na dva jezika (a) srpskom i (b) engleskom, or rasprostranjeno koristi u određenoj oblasti nauke
- Rad treba da bude pripremljen kao jedan dokument (koji sadrži tekstualni deo, fusnote, rtf format (rtf) formatu
- Osnovni naslov rada mora biti kratak i jasan, po mogućstvu sa više podnaslova, u zavisnu obradnje. Forma naslova: centriran, boldiran, svi podnaslovi treba da budu standardno fo
- Svaki prilog mora imati kratak uvod na početku rada u kome je objašnjena suština i orijet
- Koristiti pojedinačni prored i font Times New Roman, veličine karaktera 11 i sve margin
- Tabele i ilustracije treba da budu numerisane (1,2,3...) sa linijskim proredom i s cm sa sve 4 strane) treba da ostanu prazne. Sve tabele i ilustracije moraju biti je da se navode po brojevima. Tabele i ilustracije mogu biti u eps, pdf, wmf for
- Fusnote i ostale napomene treba da budu prikazane na dnu svake strane, a ne numerisane
- Lista referenci treba da bude data po abecednom redu prezimena autora. Direktni citati u tekstu navoditi na sledeći način: (Maričić B., 2008, str.11)
- Pri navođenju referenci koristiti sledeći format:
Knjige:
Maričić, B. (2008), *Ponašanje potrošača*, 8. izdanje, CID Ekonomskog fakulteta
- Članci u časopisima:
Bayton, J. (1958), „Motivation, Cognition, Learning – Basic Factors in Consumr str. 282-289.
- Radovi u zbornicima sa konferencija:
Dianoux, C., Linhart, Z. and Kettnerova, J. (2007), Impact of Nudity in Adv Spain, France and the Czech Republic. *Proceedings of the 15th Annual Conf. Central and Eastern Europe*, (ured. Reiner Singer and Petr Chadraba) Beč, Au:

1. Prijavljeni prilog ne sme biti prethodno objavljen
2. Naslovi, apstrakti (do 200 reči) i ključne reči dati su na dva jezika (a) srpskom i (b) engleskom, odnosno izuzetno na nekom drugom svetskom jeziku ako se taj rasprostranjeno koristi u određenoj oblasti nauke
3. Rad treba da bude pripremljen kao jedan dokument (koji sadrži tekstualni deo, fusnote, reference, grafike i tabele) u MS Word (doc) ili Rich Text Format (rtf) formatu
4. Osnovni naslov rada mora biti kratak i jasan, po mogućstvu sa više podnaslova, u zavisnosti od dužine i profila rada, odnosno problema koji se obrađuje. Forma naslova: centriran, boldiran; svi podnaslovi treba da budu standardno formatirani i pozicionirani uz levu marginu
5. Svaki prilog mora imati kratak uvod na početku rada u kome je objašnjena suština i orijentacija priloga
6. Koristiti pojedinačni prored i font Times New Roman, veličine karaktera 11 i sve marginae od 1 inča (2,54 cm).
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U tekstu: (Maričić, 2008, p. 77)

U spisku referenci na kraju rada: Maričić, B. (2008). *Ponašanje potrošača*. Beograd: Centar za izdavačku delatnost Ekonomskog fakulteta.

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1.2.1.1. rad *domaćih* autora/domaća publikacija:

U tekstu: (Stanković i Đukić, 2014, p. 126)

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2. Članci u naučnim časopisima: Prezime, Inicijal imena. (godina). Naslov. *Naziv časopisa, volumen (broj)*, prva strana – poslednja strana članka.

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22ognjanov%22 (datum preuzimanja/pristupa, format: dd.mm.gggg.)

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U tekstu:

- **prvo navođenje** (Dianoux, Linhart & Kattnerova, 2007, p. 42)

- **svako naredno navođenje** (Dianoux et al., 2007, p. 42)

U spisku referenci na kraju rada: Dianoux, C., Linhart, Z. & Kettnerova, J. (2007). Impact of Nudity in Advertisements: Comparison of the First Results from Spain, France and the Czech Republic. In R. Springer & P. Chadraha (Eds.), *Proceedings of the 15th Annual Conference on Marketing and Business Strategies for Central and Eastern Europe* (pp. str. 41-49), Vienna: WU.

NAPOMENA: ostala pravila citiranja (broj autora, domaći/inostrani autori, onlajn izvori) su ista kao i za knjige i naučne članke.

4. Diplomski, master, magistarski i doktorski radovi: Prezime, Inicijal imena. (godina). Naslov (vrsta rada). Ustanova gde je objavljen rad. Mesto.

U tekstu: (Popović, 2015, p.49)

U spisku referenci na kraju rada: Popović, A. (2015). *Specifičnosti primene marketing koncepta u visokoškolskim ustanovama* (doktorska disertacija). Ekonomski fakultet. Niš.

NAPOMENA: ostala pravila citiranja (broj autora, domaći/inostrani autori, onlajn izvori) su ista kao i za knjige i naučne članke.

5. Tekst preuzet sa Interneta : Prezime, Inicijal imena. (godina). Naslov. Preuzeto ... (datum) sa ... (Internet adresa).

U tekstu: (Oliveira, 2009)

U spisku referenci na kraju rada: Oliveira, A. (2009). *The Motivation Process*. Preuzeto 02.04.2014. sa: www.sam.sdu.dk/~amo/ppt/capit4.pdf.

NAPOMENA: ostala pravila citiranja (broj autora, domaći/inostrani autori, onlajn izvori) su ista kao i za knjige i naučne članke.

DETALJNIJE INFORMACIJE O APA STILU REFERENCIRANJA SU DOSTUPNE NA: <https://owl.english.purdue.edu/owl/resource/560/01/>

- d) Pročitajte ih pažljivo i potvrdite samo onda kada Vaš rad zaista ispunjava date uslove. Ukoliko Vaš rad to ne ispunjava, uredite ga i potom nastavite postupak prijave. Tek kada budete sigurni da Vaš rad ispunjava postavljene uslove **označite sve kockice**.
- e) Na ovaj način preuzimate odgovornost da Vaš prilog zaista i ispunjava postavljene uslove, na osnovu čega će biti doneta odluka o ulasku u uređivački postupak.
- f) Pređite na sledeći korak pritiskom na dugme u dnu **Sačuvaj i nastavi**

Nalazite se na 2. koraku prijave priloga – metapodaci - najznačajniji korak u prijavi novog priloga

- a) **Metapodaci** su podaci o radu koji se, nezavisno od toga što se oni uključuju u sam rad, **posebno unose u sam sistem** kako bi pratili rad i omogućili dalje praćenje citiranosti rada i ostalih relevantnih parametara.
- b) **Metapodaci** uključuju:
 - Podatke o autoru
 - Naslov i sažetak
 - Ostale podatke
- c) Potrebno je da metapodatke **unesete isključivo LATINICOM** bilo da podatke unosite na srpskom ili engleskom jeziku.
- d) **Podatke o autoru** sam sistem preuzima sa Vašeg profila. Oni takođe **moraju biti ispisani LATNICOM**.
- e) **Obavezno popunite sva polja koja su označena sa zvezdicom (*)**.

f) Stranicu **OBAVEZNO POPUNITI DVA PUTA**, i na srpskom i na engleskom jeziku na sledeći način:

- Proveriti da li je u prvom polju **Jezik obrasca** podešena opcija **Srpski**
- Uneti sve metapodatke koji slede na srpskom jeziku **obavezno LATINICOM**

2.korak Unesite metapodatke priloga

1. POČETAK 2. **METAPODACI** 3. PRILAGANJE DATOTEKE 4. DOPUNSKA

Jezik metapodataka Srpski

Unesite meta

- U prvom polju **Jezik obrasca** podesiti opciju **English**
- Uneti sve metapodatke na engleskom jeziku

2.korak Unesite metapodatke priloga

1. POČETAK 2. **METAPODACI** 3. PRILAGANJE DATOTEKE 4. DOPUNSKA

Jezik metapodataka English

Unesite meta

- Pređite na sledeći korak pritiskom na dugme u dnu **Sačuvaj i nastavi**

Nalazite se na 3. koraku prijave priloga – prilaganje datoteke

- Na ovom koraku u sistem podnosite samu **datoteku (fajl) u WORD formatu (.doc ili .docx)**
- Vodite računa da se Vaš **rad podnosi u verziji koja tek treba da ide na recenziju**. Ne treba podnositi rad koji je prošao postupak recenzije izvan sistema. Smisao sistema **e-Ur** jeste upravo u vršenju uređivačkog, time i postupka recenzije kroz sistem, na osnovu čega se vrši evaluacija kvaliteta uređivanja časopisa, pa i samog rada.
- Datoteka (fajl) u WORD formatu ne sme sadržati podatke o autoru – afilijaciju**. Sistem zahteva da postupak recenzije bude anoniman, odnosno da recenzent kada dobije rad nema u njemu i podatke o autoru. Nakon okončanja postupka recenzije Autor će podatke o sebi uneti u rad, pre predaje za objavljivanje.
- U slučajevima kada se Autor poziva na svoju knjigu ili članak, **neophodno je izostaviti oblike sa**

prisvojnim pridevima „moj rad“, „naš rad“ i sl. i pozivati se kao da je u pitanju drugi autor (npr. *Videti više o tome Petrović, P..*).

- Neophodno je da **autor u datoteci (fajlu) Microsoft Word iz Properties ukloni ličnu identifikaciju** na sledeći način:

► Za verzije Word zaključno sa 2003:

File > Save As > Tools > Security > Remove personal information from file on save > OK > Save

The image shows a sequence of screenshots from Microsoft Word 2003 illustrating the process of removing personal information from a file.

1. The 'File' menu is open, with 'Save As...' highlighted.

2. The 'Save As...' option is selected in the File menu.

3. The 'Save As' dialog box is open, showing the file name 'Clanak.doc' and 'Save as type: Word Document (*.doc)'. The 'Tools' button is circled.

4. The 'Tools' menu is open, and 'Security Options...' is selected.

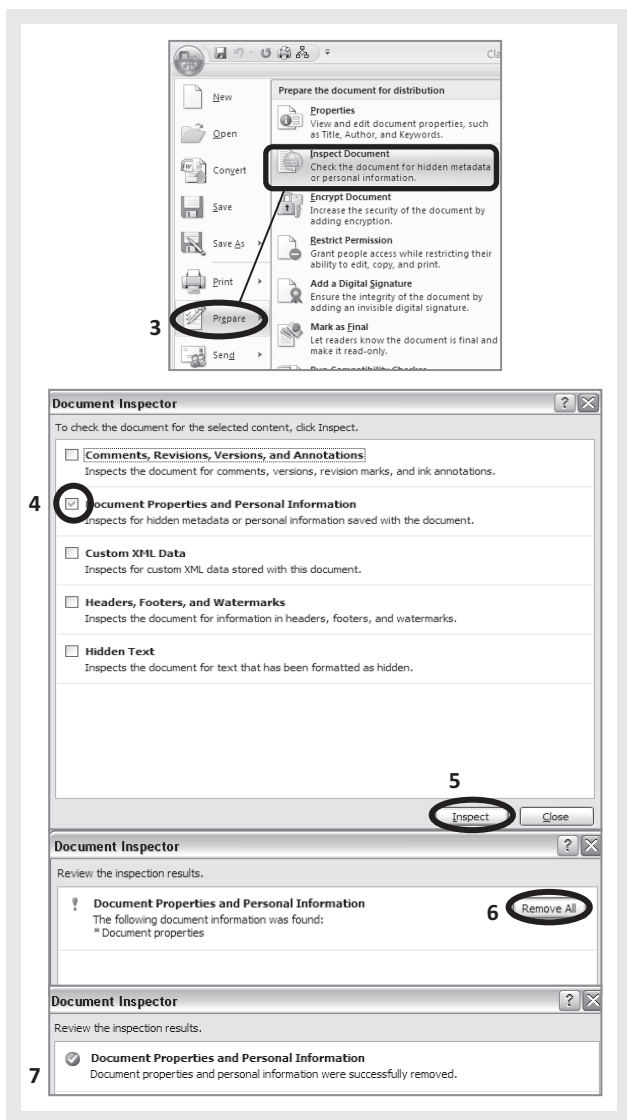
5. The 'Security Options' dialog box is open, and the checkbox 'Remove personal information from file properties on save' is checked.

6. The 'Security' dialog box is open, showing various security options. The 'OK' button is circled.

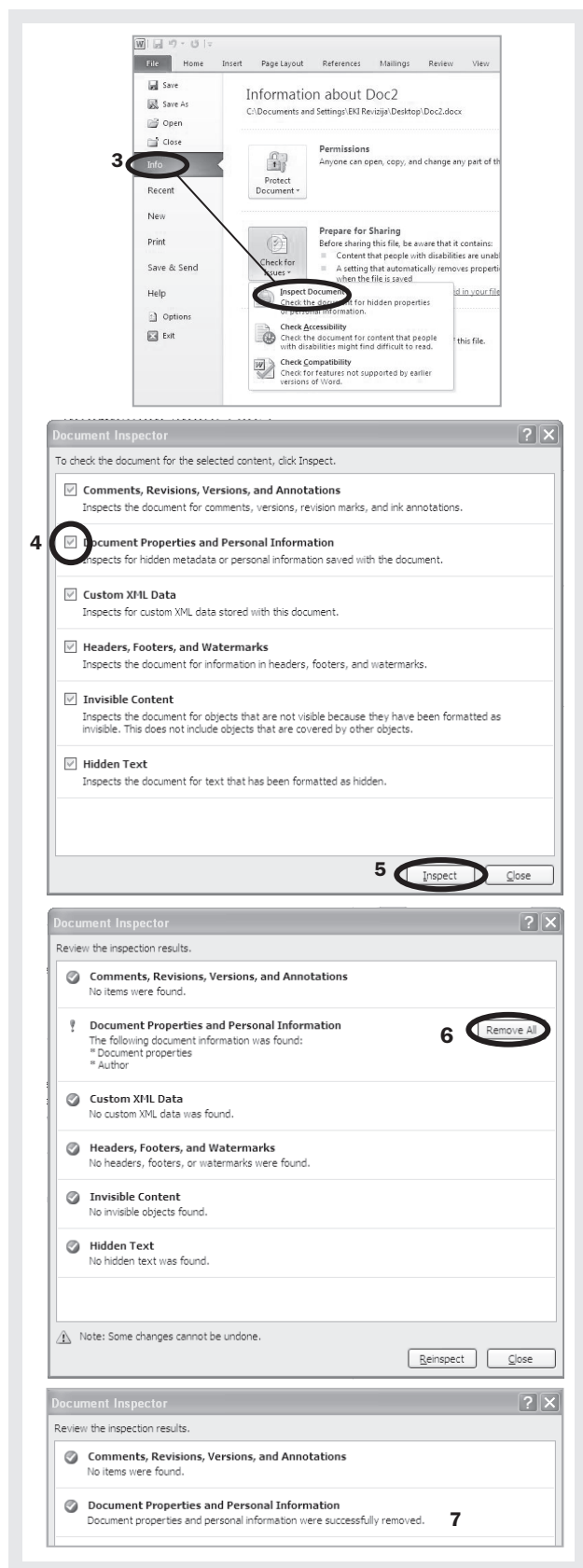
7. The 'Save As' dialog box is shown again, with the 'Save' button circled.

- **Za verziju Word2007:**
 - a) Kliknite na **Office button** u gornjem levom uglu prozora
 - b) Izaberite opciju **Prepare**, a zatim opciju **Inspect Document**
 - c) Označite **Document Properties and Personal Information**
 - d) Kliknite na dugme **Inspect**
 - e) Kliknite na dugme **Remove All**
 - f) Program će potvrditi brisanje ličnih podataka
 - g) Kliknite na dugme **Close**

- d) Program će potvrditi brisanje ličnih podataka
- e) Kliknite na dugme **Close**



- **Za verziju Word 2010:** (slično kao i 2007)
 - a) Izaberite opciju **Info**, a zatim opciju **Inspect Document**
 - b) Kliknite na dugme **Inspect**
 - c) Kliknite na dugme **Remove All**



- Zahtev anonimnosti recenzije postavlja važeći Akt o uređivanju naučnih časopisa, donet od strane Ministarstva za nauku i tehnološki razvoj, koji je moguće pronaći na Internet adresi: http://ceon.rs/pdf/akt_o_uredjivanju_casopisa.pdf
- Datoteka (fajl) u WORD formatu moraju u sebi sadržati sve metapodatke (naslov i sažetak) i na srpskom i na engleskom, identične onima koje ste uneli u prethodnom koraku. U slučaju da tokom procesa recenziranja dođe do promene metapodataka, Glavni urednik će izvršiti njihovu izmenu.
- **Sledite detaljna uputstva za prilaganje datoteke koja sadrži Vaš prilog** koja su Vam data na stranici na kojoj se nalazite:

3.korak Prilaganje datoteke

1. POČETAK 2. METAPODACI 3. **PRILAGANJE DATOTEKE** 4. DODATNE DATOTEKE 5. POTVRDA

Da biste priložili rukopis, unesite naziv odgovarajuće datoteke na lokanom disku Vašeg računara, uključujući i putanju do datoteke. To možete učiniti tako da:

1. Kliknite (dole) na *Browse* (ili *Choose file*), čime otvarate prozor za navigaciju u Vašem računaru.
2. Locirajte datoteku i označite je.
3. Kliknite na *Open* u prozoru *Choose File*, čime upisujete naziv datoteke u odgovarajući prostor sistema e-Ur.
4. Kliknite na *Pošalji datoteku*, čime se datoteka s računara prenosi na e-Ur stranicu časopisa.
5. Kada se naziv i podaci o datoteci ispišu na ekranu, kliknite na *Sačuvaj i nastavi*.

Sadržaj priložene datoteke možete da proverite ukoliko kliknete na njen naziv. Pritom možete da je zamenite novom ili revidiranom datotekom.

Datoteka s prilogom

Datoteka još nije priložena.

Postavi datoteku priloga

Browse...

Pošalji datoteku

Sačuvaj i nastavi

Poništi

Nalazite se na 4. koraku prijave priloga – prilaganje dodatne datoteke

- Ovaj korak Vam uobičajeno neće trebati, već pređite direktno na korak br. 5.

Dopunska datoteka

Nema postavljene datoteke.

Postavi datoteku

Browse...

Odaberite "Sačuvaj" da biste postavili datoteku (nakon toga možete priložiti još dopunskih datoteka).

Želim ovu datoteku (bez metapodataka) da učinim dostupnom recenzentima, budući da neće ugroziti anonimnost recenzije.

Nalazite se na 5. koraku prijave priloga – potvrda prijave priloga

- Poslednji korak Vam omogućava da **klikom na ime datoteke** u polju *Izvorno ime datoteke* prekontrolišete poslednji put da li ste u sistem položili odgovarajući dokument.

Kratak pregled datoteke

ID IZVORNO IME DATOTEKE

86

CLANAK.DOCX

Dovrši prijavu priloga

Poništi

- U slučaju da utvrdite da ste podneli pogrešan dokument, pre dovršetka prijave priloga, kliknite na opciju **3. Prilaganje datoteke** i naćićete se na 3. koraku prijave priloga. Ponovite postupak i izaberite odgovarajući dokument koji će zameniti stari.

5. korak Potvrdite prijavljivanje priloga

1. POČETAK 2. METAPODACI 3. PRILAGANJE DATOTEKE 4. DODATNE DATOTEKE 5. POTVRDA

- Klikom na dugme **Dovrši prijavu priloga** završavate postupak i Vaš rad je tog momenta predat Uredništvu.

4. POSTUPAK NAKON PREDAJE PRILOGA

- Nakon obavljenog postupka predaje priloga Vaš rad se nalazi u postupku uređivanja, o čijem toku ćete od samog početka biti obavestavani putem mejl adrese koju ste uneli u sistem prilikom registracije. Molimo Vas da elektronsku poštu na adresi koju ste uneli prilikom registracije proveravate redovno.
- Promena imejl adrese, putem koje će Vas sistem obavestavati Vašem prilogu, moguća je pod opcijom **Moj profil**
- Osim putem obaveštenja elektronskom poštom, u svakom trenutku prijavom u sistem možete videti u kojoj se fazi nalazi Vaš rad.
 - a) Po izvršenoj prijavi odaberite opciju **Autor**.
 - b) Pred Vama će se otvoriti prozor **Aktivni priloz** u kome ćete moći da vidite status svih Vaših priloga koje ste podneli Uredništvu.
 - c) Klikom na aktivne opcije možete se informisati:
 1. O samom prilogu klikom na aktivni **naslov priloga**
 2. O postupku uređivanja i rokovima u kojima će određene faze uređivačkog postupka biti realizovane, klikom na aktivni **status priloga**.

Početna > Korišćenik > Autor > Aktivni priloz

Aktivni priloz

ID	IMENLO PRILLOZI	RUBRIKA	AUTOR(I)	NASLOV	STATUS
61	10-11	ČLA	Petrović	CLANAK	U RECENZIRANJU

1 - 1 od 1 stavke(j)

Zapoćnite prijavu novog priloga
Za početak prijave priloga KLIKINITE OVDE.

5. INDEKSIRANJE (ODREĐIVANJE KLJUČNIH REČI)

- Indeksiranje rada, odnosno određivanje ključnih reči (KR) je takođe operacija od velike važnosti. Rad koji je dobro indeksiran, lakše će biti pronađen od strane onih kojima je potreban i verovatnije će biti citiran. Zato se u e-Ur indeksiranju poklanja najveća moguća pažnja. S tim ciljem razvijen je i ugrađen u e-Ur sistem za podršku dodeljivanja ključnih reči (KWASS: KeyWords Assignment Support System).
- KWASS se koristi u dva koraka:
 1. Sistem najpre automatski generiše određeni broj KR. Zaseban modul (AKwA: Automatic KeyWords Assignment) analizira naslov i apstrakt i ekstrahuje iz odgovarajućeg rećnika/tezaurusa određeni, obično veći broj KR koje najbolje opisuju sadržaj rada. AKwA KR se upisuju u gornji okvir u rubrici pod nazivom Ključne reči na stranici Uređivanje metapodataka.
 2. Po obaveštenju da Vam je rad prihvaćen ili uslovno prihvaćen (odluka: Prihvatiti, Neophodne izmene, Ponovo predati na recenziju) pristupite toj rubrici i overite AKwA KR. Pri tom koristite alatku (KeFiR: KeyWords Final Refinement) koja Vam omogućava da svaku pojedinačnu reć prihvate ili zamene drugom. Prihvaćene pomoću odgovarajućeg dugmeta prepisujete u zaseban (donji) okvir u istoj rubrici.
- Odabir KR za zamenu obavlja pretraživanjem istog rećnika/tezarusa iz koga su i ekstrahovane:
 - U donji okvir (slika u nastavku) unosi se niz od nekoliko slova da bi se izlistali svi termini u rećniku koji zapoćinju tim nizom, a zatim
 - Klikom na onu koja Vam najviše odgovara upisujete tu reć u predviđeni okvir.
 - Ako u rećniku ne nalazite reći koje bi bile dobra zamena ili dopuna AKwA rećima, izuzetno možete upotrebiti reć po sopstvenom izboru. U Vašem interesu je da izbegavate reći koje nisu šire prihvaćene i retko se javljaju, makar precizno opisivale Vaš rad.
 - Preporučljivo je, ako je moguće, da izbor KR pored pojmova obuhvati još bar po jedan termin koji se odnosi na geografsku lokaciju, karakteristike korišćenog uzorka i opis metoda istraživanja. Ukupan broj KR trebalo bi da bude orijentaciono 10.

Instructions to Authors

- In *Marketing* we accept only original work, not submitted for publication elsewhere and previously not published.
- Both empirical and conceptual papers are welcome.
- All manuscripts submitted for publication in *Marketing* are subject to double blind peer review. The first round of the review process lasts one to two months approximately. Number of rounds depends upon reviewers' suggestions and final decision of the editors.
- The manuscripts should not be less than 30,000 characters including spaces (about 10 pages).
- The writing style should be academic using short and clear sentences. Prior to submitting, please make sure that the manuscript was copy edited, preferably by a native English speaker.
- The manuscripts should be submitted as a single document in Word of Rich Text Format, including title, abstract, key words, JEL classification, main body of the text, tables, graphs, charts, figures, illustrations and references. Tables, figures and other illustrations should be numbered (1,2,3...) and clearly labeled at the top with a legend at the bottom.
- Use A4 page format, Times New Roman 11, all margins 1 inch (2.54 cm), single line spacing throughout the text (including tables, figures, graphs, references etc).
- The cover page should contain following elements: **title of the paper** (center alignment, bold), author's name and affiliation (center alignment), **abstract** (left alignment), *key words* (left alignment, italic) and JEL classification (left alignment).
- Please make sure that the title of the paper is not too long and use subtitles if necessary.
- Abstract should be up to 200 words with maximum of 5 key words.
- **Headings (1,2,3...)** and only one level of *subheadings* (1.1., 2.1., 3.1...) should be numbered, left aligned, bold/italic.
- Use footnotes (not endnotes) only if necessary, numbering them properly.
- References should be placed within the text as well as at its end, using APA style. **For detailed instructions please follow the link: <https://owl.english.purdue.edu/owl/resource/560/08/>**

Examples of referencing using APA style:

In the text

Two Authors:

Research by Wegener and Petty (1994) supports... (Wegener & Petty, 1994)

Three to Five Authors:

First time you cite the source

Kernis, Cornell, Sun, Berry & Harlow (1993) in their seminal work...

(Kernis, Cornell, Sun, Berry, & Harlow, 1993)

Subsequent citations:

Kernis et al (1993) showed...

(Kernis et al., 1993)

Six or More Authors:

Harris et al. (2001) argued...

(Harris et al., 2001)

At the end of the paper

Books:

Author, A. A. (Year of publication). *Title of work: Capital letter also for subtitle*. Location: Publisher.

Calfee, R. C., & Valencia, R. R. (1991). *APA guide to preparing manuscripts for journal publication*. Washington, DC: American Psychological Association.

Edited book:

Duncan, G. J., & Brooks-Gunn, J. (Eds.). (1997). *Consequences of growing up poor*. New York, NY: Russell Sage Foundation.

Articles in periodicals:

Author, A. A., Author, B. B., & Author, C. C. (Year). Title of article. *Title of Periodical, volume number* (issue number), pages.

Harlow, H. F. (1983). Fundamentals for preparing psychology journal articles. *Journal of Comparative and Physiological Psychology, 55*, 893-896.

Articles in on-line periodicals and sources

Author, A. A., & Author, B. B. (Date of publication). Title of article. *Title of Online Periodical, volume number* (issue number if available). Retrieved from <http://www.someaddress.com/full/url/>

Bernstein, M. (2002). 10 tips on writing the living Web. *A List Apart: For People Who Make Websites, 149*. Retrieved from <http://www.alistapart.com/articles/writeliving>

Articles with DOI

Author, A. A., & Author, B. B. (Date of publication). Title of article. *Title of Journal*, volume number, page range. doi:0000000/000000000000 or <http://dx.doi.org/10.0000/0000>

Brownlie, D. (2007). Toward effective poster presentations: An annotated bibliography. *European Journal of Marketing*, 41, 1245-1283. doi:10.1108/03090560710821161

Newspapers:

Author, A. A. (Year, Month Day). Title of article. *Title of Newspaper*. Retrieved from <http://www.someaddress.com/full/url/>

Parker-Pope, T. (2008, May 6). Psychiatry handbook linked to drug industry. *The New York Times*. Retrieved from http://well.blogs.nytimes.com/2008/05/06/psychiatry-handbook-linked-to-drug-industry/?_r=0

Electronic books

De Huff, E. W. (n.d.). *Taytay's tales: Traditional Pueblo Indian tales*. Retrieved from <http://digital.library.upenn.edu/women/dehuff/taytay/taytay.html>

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