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KONTEKSTU FORMIRANJA STAVOVA POTROŠAČA I LOJALNOSTI
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Stil života potrošača u Srbiji pre i tokom pandemije virusa Covid 19

Jovana Lazarević, Veljko Marinković

Apstrakt: Proglašenje pandemije virusa COVID 19 promenilo je način života ljudi u gotovo svim delovima sveta. Potrošači se usled pandemije prilagođavaju novonastalim okolnostima ne samo pridržavanjem epidemioloških mera već i promenom svojih navika u svakodnevnom životu. Cilj rada je da se identifikuju promene u stilu života potrošača kao posledice aktuelne pandemije virusa COVID 19. Istraživanje je sprovedeno na uzorku od 153 ispitanika uz posmatranje njihovog načina ishrane, putovanja, korišćenja elektronskih kanala kupovine i plaćanja i zdravog načina života. Na osnovu analize prikupljenih primarnih podataka u programu SPSS došlo se do rezultata da se stil života potrošača u pogledu putovanja, upotrebe elektronskih kanala kupovine i plaćanja i vođenja zdravog načina života značajno razlikuje u periodu pre i tokom pandemije, dok je način ishrane takođe doživeo promene ali u manjem stepenu. Sprovedeno istraživanje doprinosi generisanju korisnih znanja u cilju boljeg sagledavanja virusa COVID 19 koji je još uvek nepoznanica za naučnu zajednicu i različite tržišne aktere, kao i efekata istog na svakodnevni život ljudi.

Ključne reči: *stil života, COVID 19, pandemija, Srbija*

JEL klasifikacija: M31

UVOD

U decembru 2019. godine u kineskom gradu Vuhan, provincija Hubei, identifikovano je nepoznato respiratorno oboljenje koje je ubrzo postalo pretnja za javno zdravlje svih građana ove zemlje. Kako se radi o virusu koji se brzo širi i prilagođava različitim okruženjima, isti se ubrzo počeo prenositi i na ostale delove sveta usled čega je već u martu 2020. godine proglašena globalna pandemija, tada već delimično poznatog virusa nazvanog COVID 19, od strane Svetske zdravstvene organizacije (*WHO - World Health Organisation*). U ovom trenutku virus je bio registrovan u preko 200 zemalja sveta, sa više od 1.700.000 obolelih i 111.600 umrlih osoba, zbog čega su vlasti širom sveta uvele restriktivne mere u pogledu domaćeg i međunarodnog transporta i velikih okupljanja u školama, restoranima, kafićima i sl. (Helmy, Fawzy, Elawad, Sobieh, Kenney & Shehata, 2020). Što se tiče situacije u Republici Srbiji, prvi slučaj virusa COVID 19 registrovan je početkom aprila 2020. godine.

Kako zbog preporuka zdravstvenih organizacija koje su vlasti mnogih zemalja ubrzo od uvođenja proglasile zakonom obavezujućim, tako i zbog straha za sopstveno ali i zdravlje svojih najbližih, mnogi ljudi širom sveta brzo su se prilagodili novonastalim životnim okolnostima. Počev od zabrane kretanja van nacionalnih granica svojih zemalja, preko uvođenja vanrednog stanja, policijskog časa i ograničavanja slobode kretanja, pa sve do promena svakodnevnih navika poput načina ishrane, bavljenja sportom ili fizičkim aktivnostima, izvršavanja poslovnih obaveza, odlaska u prodavnice, bioskope, restorane ili pozorišta, na globalnom nivou virus COVID 19 uslovio je promenu kompletnog načina života ljudi. S tim u vezi, u radu je sprovedeno empirijsko istraživanje u cilju identifikovanja promena u stilu života potrošača u Srbiji sagledavanjem istog pre i u toku trajanja pandemije virusa COVID 19. I pored činjenice da je stil života kompleksan koncept koji obuhvata brojne aktivnosti, interesovanja, mišljenja, sistem vrednosti pojedinca, fokus rada je na analizi stila života potrošača u užem smislu posmatrano kroz aktivnosti u pogledu ishrane, putovanja, upotrebe elektronskih kanala kupovine i plaćanja i vođenja zdravog stila života, u skladu sa metodologijom autora poput Divine & Lepisto (2005), Yu (2011; 2015), Savelli, Francioni &

Curina (2019), Damijanić Težak (2019), Kumari et al. (2020) ili Chopra et al. (2020) koji su stil života merili iz ugla svakodnevnih navika potrošača. Na uzorku od 153 ispitanika sa teritorije grada Kragujevca prikupljeni su primarni podaci čijom obradom su testirane istraživačke hipoteze o postojanju statistički signifikantnih razlika između posmatranih aspekata stila života potrošača pre i tokom stanja pandemije. Što se tiče strukture rada, nakon uvodnih razmatranja u prvom delu analiziran je koncept stila života potrošača i najznačajnije tehnike merenja istog, naredni deo rada posvećen je efektima aktuelnog virusa COVID 19 na promenu stila života potrošača kroz kombinovani prikaz teorijskih i empirijskih saznanja, treći deo rada obuhvata metodologiju istraživanja i strukturu uzorka, zatim su prikazani rezultati istraživanja, dok su na samom kraju rada izvedeni najvažniji zaključci, ukazano je na doprinos rada i ograničenja istog, a zatim su date smernice za buduća istraživanja.

1. STIL ŽIVOTA POTROŠAČA

Koncept stila života potrošača vodi poreklo od latinske izreke *modus vivendi* koja se odnosi na način života ljudi. Drugim rečima, stil života potrošača odnosi se na svakodnevni obrazac života istog izražen kroz način ishrane, putovanja, oblačenja, provođenja slobodnog vremena, političkog i religijskog opredeljenja i sl. (Jensen, 2007). U tom kontekstu, može se govoriti o stilu života u pogledu konzumiranja hrane i pića (Brunsø, Scholderer & Grunert, 2004; Sharma, Singh & Misra, 2020), zdravom (Wang, Keh & Bolton, 2010), sportskom (Wheaton, 2004), elektronskom (Yu, 2011; 2015) ili održivom stilu života (Papaoikonomou, 2013) i sl. Stil života potrošača ima veoma bitnu ulogu u procesu donošenja svakodnevnih kupovnih odluka. Naime, potrošači će svoj izbor proizvoda i usluga zasnivati upravo na stilu života koji vode, tj. težiće da kupuju one proizvode koji će im omogućiti da održavaju preferirani stil života (Al-Dmour, Hammdan, Al-Dmour, Alrowwad & Khwaldeh, 2017). U skladu sa navedenim, značaj izučavanja stila života ogleda se u mogućnosti boljeg razumevanja ponašanja potrošača i njihovog preciznijeg segmentiranja u odgovarajuće tržišne segmente u cilju adekvatnijeg prilagođavanja ponude preduzeća istim.

Za merenje odnosno kvantifikovanje stila života potrošača primenjuje se psihografska analiza (Maričić, 2011). Primenom psihografske analize se na bazi kombinacije ličnih i demografskih karakteristika potrošača identifikuju segmenti potrošača koji dele slič-

nosti u pogledu svojih preferencija, aktivnosti, interesovanja, mišljenja i vrednosti. U literaturi je razvijeno više psihografskih tehnika za merenje stila života od kojih se kao najpoznatija i najčešće korišćena izdvaja AIO tehnika (Wells & Tigert, 1971). U osnovi AIO tehnike nalaze se četiri dimenzije: aktivnosti potrošača u pogledu načina provođenja vremena na poslu ili tokom odmora, interesovanja odnosno značajne stvari u neposrednoj okolini, mišljenja o sebi i svetu oko sebe i demografske karakteristike potrošača (Plummer, 1977). Postupak psihografske analize primenom AIO tehnike se sprovodi primenom konstatacija koje se odnose na aktivnosti, interesovanja i mišljenja pojedinca sa kojima isti ispoljava određeni stepen slaganja ili neslaganja. Za razliku od AIO tehnike, LOV tehnika za merenje stila života autora Mitchell (1983) se zasniva na devet vrednosti od kojih potrošači biraju dve koje smatraju najvažnijim ili rangiraju sve vrednosti prema važnosti. LOV tehnika razvijena je kao alternativa VALS tehnici. VALS tehnikom se potrošači grupišu u osam segmenata u zavisnosti od primarne motivacije koja određuje njihove ciljeve i resursa koji omogućavaju ostvarivanje postavljenih ciljeva (Mothersbaugh & Hawkins, 2016). U cilju lakše primene, VALS tehnika je unapređena u noviju verziju, VALS 2, koja grupiše potrošače u principijelno, statusno i akciono orijentisane, a zatim se ove tri grupe dalje raščlanjavaju u zavisnosti od primarne motivacije i resursa.

2. STIL ŽIVOTA POTROŠAČA U USLOVIMA PANDEMIJE VIRUSA COVID 19

Život ljudi širom sveta značajno se promenio tokom pandemijske situacije. Pored lakših ili težih posledica po fizičko zdravlje ljudi, mentalno zdravlje istih takođe je pod jakim uticajem aktuelne pandemije. S tim u vezi, kod mnogih osoba zabeležena je pojava depresije, usamljenosti, anksioznost, straha, panike, stresa, traume (Fiorillo & Gorwood, 2020), tendencije ka samoubistvu (Sher, 2020), maltretiranja dece i žena u porodici (Bradbury-Jones & Isham, 2020; Lawson, Piel & Simon, 2020) i sl. Osim negativnih posledica po zdravlje ljudi, pandemija virusa COVID 19 dovela je do ogromnog pada ekonomskih aktivnosti i globalne svetske ekonomije (Marjanović & Đukić, 2020; Prašćević, 2020), promene tokova mobilnosti (Bonaccorsi et al., 2020), gubitaka u turizmu (Gössling, Scott & Hall, 2020) i dr. Navedene, ali i mnoge druge posledice do kojih je dovela aktuelna pandemija stvorile su nove

uslove za svakodnevni život ljudi. Karantin, propisi-
vanje preventivnih mera, gašenje preduzeća, gubitak
posla, samo su neki od primera događaja u protekli-
m mesecima koji su uslovlili potrebu za prilagođavanjem
načina života na globalnom nivou. Polazeći od nave-
denog, u nastavku rada biće ukazano na do sada ste-
čena saznanja o načinu ishrane, putovanja, upotrebe
elektronskih kanala i vođenja zdravog načina života
u uslovima pandemije virusa COVID 19, s obzirom
da se radi o aspektima svakodnevnog života koji su
najviše pogođeni istim.

Briga za lično, kao i zdravlje najbližih, najbolje se
može sagledati kroz kvalitet načina ishrane pojedinca.
Kupovina svežih namirnica, raznovrsnost u ishrani,
ali i samokontrola u pogledu konzumiranja nezdrave
hrane determinišu kvalitet ishrane. Međutim, ogra-
ničenja kretanja i kupovine, svakodnevna izloženost
informacijama o pandemiji virusa COVID 19 koja
može biti stresna ili dosada usled smanjivanja broja
kontakata sa drugima promenili su način svakod-
nevne ishrane (Di Renzo et al., 2020). U novonasta-
lim okolnostima mnogi obrasci ponašanja potrošača
su promenjeni, naročito u pravcu korišćenja onlajn
usluga dostave hrane i manje razmene iste kako bi se
smanjila mogućnost prenosa virusa (Zwanka & Buff,
2020). S tim u vezi, Sidor & Rzymiski (2020) ukazuju
na promene načina ishrane ljudi u Poljskoj u prav-
cu manjeg konzumiranja voća i povrća, češćeg kon-
zumiranja mesa, brze hrane i alkohola, prejedanja i
dr. Ashby (2020) u svojoj studiji potvrđuje prisustvo
nezdrave ishrane pod uticajem aktuelne pandemije.
Batlle-Bayer et al. (2020) ukazuju na promenu načina
vođenja dijeta pre i tokom pandemije koja se ogleda
u konzumiranju namirnica sa višom energetsom a
manjom nutritivnom vrednošću, kao i jačeg uticaja
okruženja na način ishrane. Laguna, Fiszman, Puerta,
Chaya & Tárrega (2020) potvrđuju promene u pona-
šanju potrošača vezano za ishranu. Polazeći od rezul-
tata prethodnih studija, u radu će se ispitati sledeće:

*H1: Postoji statistički signifikantna razlika u pogledu
načina ishrane potrošača pre i tokom pandemije virusa
COVID 19.*

Ograničenje kretanja na domaćem, regionalnom i
međunarodnom nivou ispoljilo je negativne efekte na
globalna turistička kretanja. Turizam je svakako jedan
od najjače pogođenih sektora privrede sa najvišim
gubicima. Usled zatvaranja granica i proglašavanja
karantina u mnogim zemljama kriza je pogodila do-
maći i međunarodni turizam, avio prevoznike, kru-
zere, javni transport, smeštaj, kafiće, restorane, festi-

vale, sportska dešavanja i dr. (Gössling et al., 2020).
Kako usled ograničenja tako i zbog straha od novog
virusa, mnogi potrošači morali su da promene svoje
navike u pogledu putovanja. Shamshiripour, Rahimi,
Shabanpour & Mohammadian (2020) potvrdili su po-
rast broja aktivnosti koje se obavljaju onlajn (kupo-
vina, rad od kuće) kao i tendenciju da se izbegavaju
dalja putovanja, naročito avionom. U studiji koju su
sproveli Turnšek, Brumen, Rangus, Gorenak, Mekinc
& Štuhec (2020) utvrđeno je da potrošači koji su če-
šće putovali pre pandemije ispoljavaju najslabiju ten-
denciju ka izbegavanju putovanja tokom pandemije.
Beck & Hensher (2020) ukazuju da tokom pandemije
potrošači češće putuju sopstvenim autom, izbegavaju
javni transport i rade od kuće. U skladu sa prethodno
dobijenim rezultatima, u radu će se testirati sledeća
pretpostavka:

*H2: Postoji statistički signifikantna razlika u pogledu
načina putovanja potrošača pre i tokom pandemije vi-
rusa COVID 19.*

Još jedna od direktnih posledica ograničavanja kre-
tanja ljudi i straha koji je izazvan pandemijom virusa
COVID 19 odnosi se na upotrebu elektronskih kanala
za obavljanje svakodnevnih aktivnosti poput kupo-
vine, plaćanja računa, prenosa sredstava i sl. Kada se
radi o onlajn kupovini, Hall, Laddu, Phillips, Lavie &
Arena (2020) utvrdili su da se obim onlajn kupovine
u provinciji Kanterburi na Novom Zelandu povećao
za 25% u odnosu na isti period prošle godine. Autori
Chang & Meyerhoefer (2020) su došli do zaključka da
se procenat kupovine i broj kupaca najveće platforme
za prodaju hrane u Tajvanu povećao u periodu pan-
demije. Slično, Gao, Shi, Guo & Liu (2020) potvrdili
su prisustvo veće tendencije ka kupovini hrane on-
lajn, naročito kada se radi o mlađim osobama koje
žive u velikim gradovima. Osim trgovaca, priliku za
unapređenje poslovnog modela tokom pandemije u
pravcu onlajn bankarstva iskoristile su i banke širom
sveta (Seetharaman, 2020), u vezi sa čim Sreelakshmi
& Prathap (2020) utvrđuju da percepcije potrošača u
pogledu mogućeg oboljevanja od virusa COVID 19
vode ka većoj učestalosti korišćenja mobilnih sistema
plaćanja. Polazeći od navedenog, ispitaće se sledeće:

*H3: Postoji statistički signifikantna razlika u pogledu
korišćenja elektronskih kanala kupovine i plaćanja pre
i tokom pandemije virusa COVID 19.*

Pandemija virusa COVID 19 značajno je promeni-
la navike ljudi u pogledu vođenja zdravog načina živo-

ta. Usled ograničavanja kretanja, zabrane okupljanja u parkovima, rada teretana i fitnes centara, potencijalno dolazi da smanjivanja dnevne fizičke aktivnosti (Woods et al., 2020), dužeg sedenja (Hall et al., 2020), pada kvaliteta spavanja (Marelli et al., 2020) i dr. U studiji autora Cheval et al. (2020) potvrđeno je duže sedenje usled ograničavanja kretanja u Francuskoj i Švajcarskoj u uslovima pandemije u poređenju sa periodom pre pandemije. Huang & Zhao (2020) dokazali su da su medicinski radnici najviše izloženi riziku lošeg spavanja. Oslanjajući se na prethodno navedeno, u radu će se testirati sledeća hipoteza:

H4: Postoji statistički signifikantna razlika u pogledu vođenja zdravog načina života potrošača pre i tokom pandemije virusa COVID 19.

3. METODOLOGIJA ISTRAŽIVANJA I STRUKTURA UZORKA

U cilju identifikovanja razlika u pogledu stila života potrošača pre i tokom pandemije virusa COVID 19, prikupljeni su primarni podaci od 153 ispitanika na teritoriji Kragujevca, koji su obrađeni u statističkom softveru SPSS 20. Anketiranje ispitanika sprovedeno je tokom jula 2020. godine pomoću upitnika koji je distribuiran onlajn. Upitnik obuhvata 16 sedmostepenih Likertovih konstatacija sa kojima su ispitanici iskazali svoj stepen slaganja (1 – apsolutno se ne slažem; 7 – apsolutno se slažem), koje se odnose na način života potrošača, i tri demografska pitanja vezano za pol, starost i mesto stanovanja ispitanika. Sa po četiri konstatacije analizirane su navike potrošača u pogledu ishrane (prilagođeno prema: Di Renzo et al., 2020) i putovanja (prilagođeno prema: Turnšek et al., 2020), elektronski stil života (prilagođeno prema: Yu, 2011) i vođenje zdravog načina života (prilagođeno prema: Kumari et al., 2020). Kada se pogleda struktura uzorka, većinu istog čine ispitanici ženskog pola (87 tj. 56,9%) dok ispitanika muškog pola ima 66 (43,1%). Od ukupno 153 ispitanika, 75 je starosti od 26 do 45 godina (49%), slede ispitanici koji imaju između 18 i 25 godina (54 tj. 35,3%), dok je najmanje ispitanika sa 46 i više godina (24 tj. 15,7%). Vezano za mesto stanovanja, 74 ispitanika živi u gradu (48,4%), nešto manje ih je iz seoskih sredina (51 tj. 33,3%) dok je najmanje ispitanika koji žive u prigradskim naseljima (28 tj. 18,3%). Što se tiče analize podataka, u radu je primenjena deskriptivna statistika za ispitivanje povoljnosti i homogenosti stavova ispitanika na osnovu vrednosti aritmetičkih sredina i standardnih devijacija za svaku

od posmatranih konstatacija. Za testiranje istraživačkih hipoteza u radu je primenjen upareni t test.

4. REZULTATI ISTRAŽIVANJA

Pre testiranja istraživačkih hipoteza u radu je sprovedena deskriptivna statistička analiza kako bi se ispitala homogenost i povoljnost stavova ispitanika u pogledu konstatacija iz upitnika. Rezultati ove analize prikazani su u tabeli 1.

Rezultati deskriptivne statistike pokazuju da potrošači žele da provedu odmor u svojoj zemlji ($M=5,82$) i izbegavaju javni transport kada putuju tokom pandemije ($M=5,20$), što potvrđuju najviše vrednosti aritmetičkih sredina kod posmatranih konstatacija. S druge strane, ispitanici su se izjasnili da nisu previše skloni držanju dijete tokom pandemije ($M=2,21$) kao i da nisu češće kupovali onlajn pre pandemije ($M=2,27$) na šta ukazuju najniže vrednosti aritmetičkih sredina kod navedenih konstatacija. Kada se posmatra stepen slaganja stavova ispitanika, najniže vrednosti standardnih devijacija pokazuju da se stavovi ispitanika najviše slažu u pogledu češćeg spavanja ($SD=1,75$) i češće kupovine onlajn pre pandemije ($SD=1,45$), dok je situacija obrnuta kada se posmatra češće obavljanje finansijskih aktivnosti onlajn za vreme pandemije ($SD=2,44$) i boravak tokom odmora u svojoj zemlji pre pandemije ($SD=2,46$).

Nakon deskriptivne statističke analize izvršeno je testiranje istraživačkih hipoteza primenom uparenog t testa. Prvi vremenski interval posmatra se kroz konstatacije koje se odnose na stil života ispitanika pre pandemije, dok drugi vremenski interval obuhvata konstatacije kojima se meri stil života ispitanika u toku pandemije. Rezultati sprovedene statističke analize prikazani su u tabeli 2.

Upareni t test omogućio je utvrđivanje statistički signifikantnih razlika u pogledu posmatranih aspekata stila života pre i tokom pandemije virusa COVID 19. Na osnovu dobijenih p vrednosti manjih od 0,05 mogu se uočiti razlike u pogledu navika potrošača vezano za putovanje, upotrebu elektronskih kanala i vođenja zdravog načina života između posmatranih vremenskih perioda. U pogledu navika u ishrani rezultati pokazuju da je došlo do određenih promena istih ali u nešto manjem stepenu, konkretno kada se radi o učestalosti kuvanja. Na osnovu vrednosti aritmetičkih sredina može se zaključiti da su ispitanici u značajnoj meri promenili svoje navike vezano za korišćenje javnog transporta i putovanje van granica svoje zemlje, odnosno da ispoljavaju češće tendencije

TABELA 1. Deskriptivna statistička analiza

Konstatacija	Aritmetička sredina (M)	Standardna devijacija (SD)
1. Držim dijetu tokom pandemije.	2,21	1,83
2. Držao/la sam dijetu pre pandemije.	2,37	1,98
3. Više kuvam tokom pandemije.	3,23	2,14
4. Više sam kuvao/la pre pandemije.	2,69	1,80
5. Trudim se da izbegavam javni transport kada putujem tokom pandemije.	5,20	1,83
6. Trudio/la sam se da izbegavam javni transport kada putujem pre pandemije.	3,36	2,26
7. Odmor ću verovatno provesti u svojoj zemlji tokom pandemije.	5,82	1,91
8. Odmore sam provodio/la u svojoj zemlji pre pandemije.	3,92	2,46
9. Više se bavim fizičkim aktivnostima tokom pandemije.	2,83	1,92
10. Više sam se bavio/la fizičkim aktivnostima pre pandemije.	3,52	2,24
11. Više spavam tokom pandemije.	3,50	2,18
12. Više sam spavao/la pre pandemije.	2,92	1,75
13. Češće kupujem onlajn tokom pandemije.	3,46	2,35
14. Češće sam kupovao/la onlajn pre pandemije.	2,27	1,45
15. Češće obavljam svoje finansijske aktivnosti onlajn tokom pandemije (plaćanje računa, transfer novca i sl.).	3,78	2,44
16. Češće sam obavljao/la svoje finansijske aktivnosti onlajn pre pandemije (plaćanje računa, transfer novca i sl.).	2,99	2,11

IZVOR: autori

ka izbegavanju javnog transporta i provođenju odmora u svojoj zemlji tokom pandemije u odnosu na period pre pandemije. Kada se posmatra način ishrane, generalno nema previše izraženih razlika, ali može se uočiti da su ispitanici bili nešto skloniji držanju dijet

pre pandemije a da znatno više kuvaju tokom pandemije. Kada je reč o vođenju zdravog načina života, ispitanici su se češće bavili fizičkim aktivnostima pre pandemije dok više spavaju tokom pandemije. Što se tiče korišćenja elektronskih kanala za kupovinu i

TABELA 2. Testiranje istraživačkih hipoteza: rezultati uparenog t testa

Stil života	Period pre pandemije	Period tokom pandemije	p vrednost
	M	M	
Putovanje			
Korišćenje javnog transporta	3,36	5,20	0,000*
Odmor u zemlji ili inostranstvu	3,92	5,82	0,000*
Ishrana			
Držanje dijetе	2,37	2,21	0,175
Kuvanje	2,69	3,23	0,001*
Zdrav način života			
Bavljenje fizičkim aktivnostima	3,52	2,83	0,001*
Spavanje	2,92	3,50	0,002*
Upotreba elektronskih kanala			
Kupovina onlajn	2,27	3,46	0,000*
Obavljanje finansijskih aktivnosti onlajn	2,99	3,78	0,000*

M-aritmetička sredina; * - postoji statistički značajna razlika; bez * - nema statistički značajne razlike

IZVOR: autori

obavljanje finansijskih transakcija, ispitanici iste tokom pandemije znatno više koriste za obavljanje svojih aktivnosti kupovine i plaćanja u odnosu na period pre pandemije. Polazeći od dobijenih rezultata, može se zaključiti da su hipoteze H2, H3 i H4 koje se odnose na prisustvo statistički signifikantnih razlika u pogledu putovanja, upotrebe elektronskih kanala kupovine i plaćanja i vođenja zdravog načina života **potvrđene**, dok je hipoteza H1 vezana za način ishrane potrošača pre i tokom pandemije **delimično potvrđena**.

5. ZAKLJUČAK

Istraživanje je sprovedeno u cilju utvrđivanja razlika kada se posmatra stil života potrošača pre i tokom pandemije virusa COVID 19. Na osnovu analize primarnih podataka koji su prikupljeni od ispitanika na teritoriji grada Kragujevca može se zaključiti da postoje razlike kada se posmatraju navike u pogledu putovanja, upotrebe elektronskih kanala kupovine i plaćanja i vođenja zdravog načina života, dok se način ishrane delimično promenio u periodu tokom pandemije u odnosu na period pre proglašenja iste. Ukoliko se pogledaju rezultati nešto ranijih studija, može se uočiti sličnost sa rezultatima istraživanja koje su sproveli Shamshiripour et al. (2020) i Turnšek et al. (2020) koji su takođe identifikovali promene načina putovanja ljudi tokom pandemije. Takođe, sličnost postoji i kada se posmatraju rezultati studija autora Chang & Meyerhoefer (2020), Gao et al. (2020) i Sreelakshmi & Prathap (2020) vezano za kupovinu i plaćanje putem elektronskih kanala, kao i rezultata studija koje su sproveli Cheval et al. (2020) i Huang & Zhao (2020) koji su dokazali prisustvo razlika u pogledu vođenja zdravog načina života u uslovima pandemije virusa COVID 19. S druge strane, rezultati sprovedenog istraživanja nisu u skladu sa prethodno dobijenim rezultatima studije autora poput Battle-Bayer et al. (2020) kada se posmatra držanje dijete pre i tokom pandemije, ali su isti kao rezultati do kojih su došli Sidor i Rzymski (2020) da se više kuva tokom u odnosu na period pre pandemije.

Uprkos činjenici da se ljudi širom sveta suočavaju sa prisustvom i posledicama virusa COVID 19 mesecima unazad, isti još uvek predstavlja nepoznanicu što uslovljava potrebu za istraživanjima u različitim oblastima. S tim u vezi, može se ukazati kako na naučni tako i na praktičan doprinos sprovedenog istraživa-

nja. Generisana znanja o efektima koje je pandemija virusa COVID 19 ispoljila na stil života potrošača omogućavaju bolje sagledavanje novonastalih životnih okolnosti kojima potrošači prilagođavaju svoje svakodnevne navike. Promena stila života potrošača zahteva prilagođavanje poslovnih aktivnosti preduzeća kako bi odgovorili novim potrebama i zahtevima na tržištu. U pogledu dobijenih rezultata istraživanja, marketari iste mogu koristiti kao osnovu za donošenje poslovnih odluka koje će biti prilagođene identifikovanim promenama stila života potrošača, naročito kada se radi o poslovanju turističkih agencija, banaka, različitih vrsta prevoznika, sportskih objekata, teretana, restorana, brze hrane i dr. Osim doprinosa, mogu se izdvojiti ograničenja istraživanja pre svega u pogledu veličine i strukture uzorka, u kome dominiraju mlađi segmenti ispitanika (između 18 i 45 godina), kao i baziranja istraživanja samo na podacima prikupljenim od potrošača sa teritorije jednog grada u Srbiji, zbog čega se dobijeni rezultati ne mogu generalizovati na nivou čitave zemlje. Takođe, kao ograničenje može se izdvojiti posmatranje samo pojedinih aspekata stila života potrošača i merenje istih sa samo po dve konstatacije. Konkretno, akcenat je stavljen na aktivnosti potrošača kao jednu od komponenti stila života posmatranu kroz svakodnevne navike istih. Drugim rečima, u radu se stil života posmatra u užem smislu samo sa stanovišta određenih aktivnosti i navika potrošača. Vezano za navedena ograničenja, preporuka za buduća istraživanja podrazumeva pre svega povećanje uzorka ispitanika proširivanjem teritorije za prikupljanje primarnih podataka, uz poseban osvrt na bolju distribuciju segmenata unutar istog. Takođe, buduća empirijska istraživanja mogu proširiti analizu stila života potrošača tako što će posmatrati širi set svakodnevnih navika potrošača u odnosu na one koje su posmatrane u ovom radu. Dalje, u cilju sveobuhvatnije analize efekata virusa COVID 19 na sveukupan stil života potrošača, pored svakodnevnih navika odnosno aktivnosti mogu se još obuhvatiti interesovanja i mišljenja kao preostale komponente stila života potrošača. S tim u vezi, u budućim radovima može se primeniti neka od tehnika merenja stila života poput AIO, VALS ili VALS 2 tehnike, da bi se zatim primenom višestruke regresione analize ili modela strukturalnih jednačina preciznije utvrdilo prisustvo statistički signifikantnih efekata aktuelnog virusa na svakodnevni život potrošača.

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Abstract:

Consumer Lifestyle Before and During Covid 19 Virus Pandemic

Jovana Lazarević, Veljko Marinković

The proclamation of the COVID 19 virus pandemic has changed the way people live in almost all parts of the world. Due to the pandemic, consumers are adapting to the new circumstances not only by respecting epidemiological measures but also by changing their habits in everyday life. The aim of this paper is to identify changes in consumer lifestyle as a consequence of the current COVID 19 pandemic. The research was conducted on a sample of 153 respondents by observing their eating habits, travel, use of electronic shopping and payment channels and healthy lifestyle. Based on the analysis of the collected

primary data in the SPSS program, the results indicate that lifestyle related to travel, use of electronic shopping and payment channels and healthy lifestyle significantly differs, while eating habits also changed but in lower degree. The conducted research contributes to the generation of useful knowledge in order to better understand the COVID 19 virus, which is still unknown to the scientific community and various market actors, as well as its effects on everyday life of people.

Keywords: *lifestyle, COVID 19, pandemic, Serbia*

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Imidž zemlje porekla i potrošački ksenocentrizam u kontekstu formiranja stavova potrošača i lojalnosti prema stranim brendovima- moderatorski efekat kulturalne inteligencije

Stefan Zdravković

JEL Klasifikacija: A13, M31, M37

UVOD

Ubrzan proces globalizacije tržišta je omogućio kompanijama da prošire svoje poslovanje van granica svoje zemlje. Kao rezultat toga, potrošači prilikom kupovine imaju na raspolaganju širok asortiman brendova, koji potiču iz različitih zemalja. Imidž zemlje porekla predstavlja bitnu informaciju za potrošače i često se koristi kao indikator kvaliteta proizvoda (Chen, 2020). Zemlja porekla se definiše kao mesto u svetu gde je proizveden i odakle potiče određeni proizvod (Lee, 2019). Esmailpour & Abdolvand (2016) navode da se kao komponente imidža zemlje porekla koriste kulturalno nasleđe, modni kapital i tehnološki napredak. Stavovi potrošača prema zemlji porekla mogu da se okarakterišu i kao stereotipi, koji im pomažu da formiraju svoja očekivanja i percepcije o kvalitetu proizvoda. Tako se uglavnom proizvodi koji potiču iz zemalja koje imaju pozitivan imidž i prepoznatljive su po njihovoj proizvodnji percipiraju kao kvalitetni, kao što je recimo Francuska sinonim za dobro vino. Sa druge strane, proizvodi koji potiču iz zemalja negativnog imidža se uglavnom percipiraju kao proizvodi slabijeg stepena kvaliteta (Nath Sanyal & Datta, 2011). Porast nacionalizma i patriotizma, kao i postojanje animoziteta prema određenim državama pojačava etnocentrične tendencije potrošača i predstavlja veliki izazov za međunarodne marketing menadžere prilikom kreiranja marketing strategije za nastup na inostranom tržištu (Rašković, Ding, Hirose, Zabkar & Fam, 2020). Takođe, pandemija virusa Covid-19 je izazvala značajne geopolitičke tenzije, koje svoje implikacije ispoljavaju kroz porast nacionalističkih osećanja i kupovinu proizvoda i usluga domaćeg porekla (He & Harris, 2020). Sa druge strane, kod nekih osoba je prisutan visok nivo potrošačkog ksenocentrizma, koji se definiše kao sklonost ljudi da kupuju proizvode i usluge inostranog porekla, jer smatraju da su domaći proizvodi u pogledu kvaliteta inferiorni u odnosu na inostrane (Mueller, Damacena & Torres, 2020). Takođe, visok nivo razvijenosti kulturalne inteligencije, koja se definiše kao sposobnost funkcionisanja u interkulturalnom okruženju i prihvatanje vrednosti koje dolaze iz drugih kultura, implicira preferencije potrošača prema stranim brendovima u odnosu na domaće (Pratono & Arli, 2020). Thomas & Van Dyne (2018) navode da se kulturalna inteligencija sastoji od četiri fak-

Apstrakt: Usled procesa globalizacije, stavovi potrošača se formiraju pod uticajem brojnih faktora, koji se ne analiziraju u značajnoj meri kada je u pitanju poslovanje kompanije na domaćem tržištu, ali mogu imati bitne implikacije kada se menadžment kompanije odluči na internacionalizaciju poslovanja. Informacija o zemlji porekla proizvoda za potrošače je bitan indikator kvaliteta, superiornosti i pouzdanosti proizvoda. Takođe, u okviru procesa globalizacije etnocentrične tendencije potrošača postaju važan i kritičan faktor za multinacionalne kompanije koje posluju van svog domaćeg tržišta. Sa druge strane, određeni broj potrošača ima dilemu da li da podrži nacionalnu ekonomiju kupovinom domaćih proizvoda, ili da se ipak odluči za kupovinu kvalitetnijih inostranih proizvoda. Visok stepen potrošačkog ksenocentrizma, kao i visok stepen razvijenosti kulturalne inteligencije i globalne potrošačke kulture, implicira preferencije prema inostranim brendovima u odnosu na domaće. Istraživanje je sprovedeno sa ciljem da se utvrdi da li imidž zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i potrošački ksenocentrizam ostvaruju pozitivan uticaj na stavove potrošača prema stranim brendovima, kao i da li formiran pozitivan stav potrošača utiče na njihovu lojalnost prema stranim brendovima. Takođe, u istraživanju se ispituje moderatorski efekat kulturalne inteligencije (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) u odnosu navedenih varijabli. Sprovedeno je empirijsko istraživanje. Statistička analiza je rađena na uzorku od 318 ispitanika sa teritorije Republike Srbije. Rezultati su pokazali da navedene varijable ostvaruju pozitivan uticaj na stavove i lojalnost potrošača prema stranim brendovima, tako da studija nudi važne praktične implikacije.

KLjučne reči: imidž zemlje porekla, potrošački ksenocentrizam, kulturalna inteligencija, strani brendovi

tora: metakognitivni, kognitivni, motivacioni i bihevioralni. Veoma je važno da međunarodni marketing menadžeri utvrde koji faktori ostvaruju uticaj na potrošače prilikom formiranja pozitivnih stavova prema stranom brendu kako bi primenili adekvatnu marketing strategiju, koja treba da omogući i da potrošači vremenom postanu privrženi i da izgrade lojalnost prema brendu. Na taj način kompanija ostvaruje dugoročno profitabilno poslovanje, što je i osnovni cilj svakog biznisa (Esmaeilpour, 2015). Cilj ovog istraživanja je da se utvrdi da li imidž zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i potrošački ksenocentrizam ostvaruju pozitivan uticaj na stavove potrošača prema stranim brendovima, kao i da li formiran pozitivan stav potrošača utiče na njihovu lojalnost prema stranim brendovima. Takođe, u istraživanju se ispituje da li kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) ostvaruje signifikantnu moderatorsku ulogu u odnosu navedenih varijabli.

1. PREGLED LITERATURE

Imidž zemlje porekla je jedan od najčešće proučavanih fenomena u međunarodnom marketingu i ponašanju potrošača. Sa pojavom sve većeg broja svet-skih brendova, potrošači često ocenjuju određene proizvode na osnovu zemlje iz koje potiču (Bernard, Collange, Ingarao & Zarrouk-Karou, 2020). Iz tog razloga važno je uzeti u obzir sveobuhvatne faktore, koji određuju imidž zemlje porekla, kao što su ekonomska stabilnost, politika, kultura, pravna sredina, karakteristike stanovništva, priliv stranih direktnih investicija, stepen industrijalizacije ili tehnološki razvoj (Fazli-Salehi, Torres, Madadi & Zúñiga, 2020). Esmaeilpour & Abdolvand (2016) su prilikom analiziranja faktora koji utiču na lojalnost potrošača prema stranim brendovima, imidž zemlje porekla merili preko tri komponente: kulturalno nasleđe, modni kapital, tehnološki napredak. Takav pristup će biti primenjen i u ovom istraživanju. Kulturalno nasleđe se definiše kao kolekcija opipljivih predmeta i neopipljivih elemenata povezanih sa kulturalnim razvojem društva, koji potiče iz prošlih generacija i koje savremeni pojedinci cene ne samo zbog svojih estetskih vrednosti ili korisnosti, već i kao izraz kulturalnog razvoja društva. Materijalno kulturalno nasleđe uključuje spomenike, građevine, dok nematerijalno kulturalno nasleđe uključuje jezik, tradiciju i rituale (Settembre Blundo, Maramotti Politi, Fernández del Hoyo & García Muiña, 2019). Modni kapital podrazumeva da zemlja ima status

modne prestonice i da iz nje potiču brojne poznate ličnosti, kao i da u zemlji postoje modni dizajneri koji su prepoznatljivi na globalnom nivou (Esmaeilpour & Abdolvand, 2016). Tehnološki napredak se odnosi na stepen industrijalizacije zemlje, ulaganje u istraživanje i razvoj i primenu inovativnih tehnologija (Laroche, Papadopoulos, Heslop & Mourali, 2005). Diamantopoulos, Herz & Koschate-Fischer (2017) su utvrdili da imidž zemlje porekla ostvaruje pozitivan uticaj na stav potrošača prema stranim brendovima. U studiji se ističe da potrošači formiraju pozitivne stavove prema brendovima koji potiču iz EU. Van Loo, Grebitus & Roosen (2019) ističu da potrošači formiraju pozitivne stavove prema brendovima koji vode poreklo iz Sjedinjenih Američkih Država i Velike Britanije. Fernandez Ferrin, Bande, Martín-Consuegra, Díaz & Kastenholz (2020) ističu da potrošači prilikom kupovine prehrambenih proizvoda, sagledavaju imidž zemlje porekla. Šapić, Lazarević & Filipović (2021) su sprovedi istraživanje u Republici Srbiji, a rezultati pokazuju da imidž zemlje porekla preko svojih karakteristika kao što su kvalitet i dizajn proizvoda, kao i atraktivnost koju potrošači osećaju usled korišćenja tih proizvoda, ostvaruje pozitivan uticaj na stavove i lojalnost potrošača. Esmaeilpour & Abdolvand (2016) su utvrdili da imidž zemlje porekla preko svojih komponenti (kulturalno nasleđe, modni kapital, tehnološki napredak) ostvaruje pozitivan uticaj na stavove prema stranim brendovima. Iz navedenih istraživanja, proizilazi prva hipoteza u ovom radu:

H1: Imidž zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) ostvaruje pozitivan statistički značajan uticaj na stavove potrošača prema stranim brendovima.

Potrošački ksenocentrizam predstavlja koncept koji se zasniva na tvrdnji da je potrebno kupovati inostrane proizvode i usluge, jer su oni superiornog kvaliteta u poređenju sa proizvodima i uslugama domaćeg porekla (Prince, Davies, Cleveland & Palihawadana, 2016). Rojas Mendez & Chapa (2020) predlažu da se za merenje potrošačkog ksenocentrizma koristi C-XENSACLE koja se sastoji od 16 konstatacija. Navedena skala će se koristiti i u ovom istraživanju, ali uz odabir manjeg broja konstatacija, što je uobičajen pristup većine istraživača (Zdravković, Šapić & Filipović, 2020). Prethodne studije (Gaur, Bathula & Diaz, 2015; Cleveland & Balakrishnan, 2019; Mueller et al., 2020) su utvrdile da potrošački ksenocentrizam ostvaruje pozitivan uticaj na stavove potrošača prema proizvodima i uslugama inostranog porekla. Iz navedenih istraživanja, proizilazi druga hipoteza u ovom radu:

H2: Potrošački ksenocentrizam ostvaruje pozitivan statistički značajan uticaj na stavove potrošača prema stranim brendovima.

Kulturalna inteligencija se definiše kao sposobnost funkcionisanja u interkulturalnom okruženju, s obzirom da kulturalne interakcije predstavljaju rasprostranjenu osobinu društvenog i profesionalnog života ljudi (Thomas & Van Dyne, 2018). Kulturalna inteligencija se sastoji od četiri glavna faktora: metakognitivni, kognitivni, motivacioni i bihevioralni (Ang & Van Dyne, 2015). Metakognitivni procesi se koriste da bi se razumelo i steklo različito kulturalno znanje. Osobe koje poseduju visok stepen metakognitivne kulturalne inteligencije se brzo adaptiraju prilikom interkulturalne situacije (Tuan, 2016). Kognitivna kulturalna inteligencija se odnosi na poznavanje normi, praksi, konvencija, kao i ekonomskog i pravnog sistema drugih država (Vlajcic, Marzi, Caputo & Dabic, 2019). Motivaciona kulturalna inteligencija se odnosi usmeravanje pažnje i energije ka učenju, kako bi se osoba prilagodila okruženju koje karakterišu značajne kulturalne razlike (Jyoti & Kour, 2015). Bihevioralna kulturalna inteligencija se odnosi na pokazivanje odgovarajućih verbalnih i neverbalnih sposobnosti, poput tonova, gestikulacija, govora tela, izraza lica, prilikom komunikacije sa ljudima koji potiču iz drugih kultura (Aldaheri, 2017). Da bi se odabrale kvalitetne stavke koje odražavaju datu dimenziju kulturalne inteligencije potrebno je izvršiti pregled relevantne literature. Konkretno, operacionalizacija obrazovne i kognitivne psihologije metakognicije čine osnovu za stavke metakognitivne kulturalne inteligencije (O'Neil & Abedi, 1996). Stavke kognitivne kulturalne inteligencije razvijene su na osnovu radova autora Murdock (1987) i Triandis (1994). Motivacione stavke se mogu pronaći u radu autora Deci & Ryan's (1985) o unutrašnjoj motivaciji kao i u radu autora Bandura (2002) o samoeфикаsnosti u kulturalnim postavkama. Stavke za bihevioralni faktor kulturalne inteligencije su zasnovane na istraživanjima kulturalne komunikacije koja se fokusira na verbalnu i neverbalnu fleksibilnost (Gudykunst, Ting-Toomey & Chua, 1988). Ang et al. (2007) su na osnovu prethodno navedenih radova definisali skalu kulturalne inteligencije koja se sastoji od 20 stavki. Navedena skala će biti korišćena i u ovom radu uz odabir manjeg broja konstatacija.

Diamantopoulos et al., (2017) su utvrdili da imidž zemlje porekla ostvaruje pozitivan uticaj na stavove potrošača prema stranim brendovima. Frias-Jamile-

na, Sabiote-Ortiz, Martin-Santana & Beerli-Palacio (2018) su utvrdili da visok nivo razvijenosti kulturalne inteligencije potrošača ima pozitivan uticaj na njihove stavove prema stranim brendovima. Zdravković & Peković (2021) su sprovedli istraživanje u Republici Srbiji i utvrdili su da metakognitivni faktor kulturalne inteligencije ostvaruje pozitivan uticaj na prihvatanje stranih brendova od strane potrošača. Na osnovu navedenog, može se formulisati treća hipoteza:

H3: Kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) ostvaruje signifikantnu moderatorsku ulogu u odnosu imidža zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i stavova potrošača prema stranim brendovima.

Pratono & Arli (2020) navode da visok nivo potrošačkog ksenocentrizma, kulturalne inteligencije i globalne potrošačke kulture ostvaruju pozitivan uticaj na stavove potrošača prema stranim brendovima. Clevlend & Balakrishnan (2019) su utvrdili da visok nivo potrošačkog ksenocentrizma, kosmopolitizma i kulturalne inteligencije ostvaruje pozitivan uticaj na stavove potrošača prema stranim brendovima. Na osnovu navedenog, četvrta hipoteza glasi:

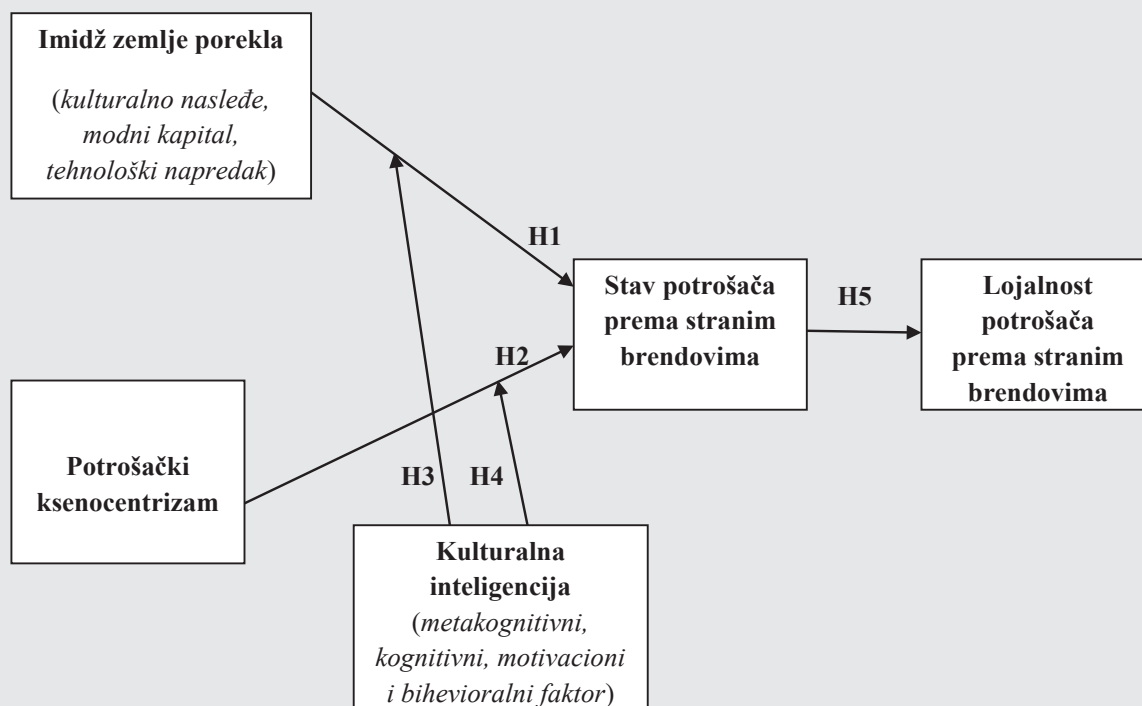
H4: Kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) ostvaruje signifikantnu moderatorsku ulogu u odnosu potrošačkog ksenocentrizma i stavova potrošača prema stranim brendovima.

Marketing strategija kompanije treba da privuče i motiviše potrošače da kupe proizvod ili uslugu. Takođe, od velikog značaja za kompanije je da imaju što veći broj lojalnih potrošača jer oni predstavljaju dugoročni izvor prihoda. Ishida & Taylor (2012) navode da je formiranje pozitivnog stava potrošača prema brendu, početak tranzicionog procesa koji se završava tako što potrošač postaje lojalan prema brendu. Liu, Mizerski & Soh (2012) navode da potrošači nakon formiranog pozitivnog stava, koristi strani brend i u budućnosti. Na osnovu navedenog, peta hipoteza glasi:

H5: Pozitivan stav potrošača prema stranom brendu ostvaruje pozitivan statistički značajan uticaj na lojalnost potrošača prema stranom brendu.

Konceptualni model studije je predstavljen na slici 1, gde se prati uticaj imidža zemlje porekla (kultural-

SLIKA 1: Konceptualni model



IZVOR: Autor

no nasleđe, modni kapital, tehnološki napredak) i potrošačkog ksenocentrizma na stavove potrošača prema stranim brendovima, i njihov uticaj na lojalnost potrošača prema stranim brendovima. Takođe, ispituje se da li kulturalna inteligencija potrošača (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) ostvaruje moderatorsku ulogu u odnosu navedenih varijabli.

2. METODOLOGIJA ISTRAŽIVANJA

Istraživanje je sprovedeno u Republici Srbiji u novembru 2020. godine. Uzorak broji 318 ispitanika, a metod ankete je korišćen za prikupljanje podataka. Ispitanici su davali odgovore na konstatacije putem sedmostepene Likertove skale (1- u potpunosti se ne slažem; 7- u potpunosti se slažem). Varijable imidž zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak), potrošački ksenocentrizam, kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor), stavovi potrošača prema stranim brendovima, lojalnost potrošača prema stranim brendovima, merene su putem konstatacija koje su preuzete iz relevantne literature. Pregled konstatacija

je dat u tabeli 1. Obrada podataka je izvršena putem statističkog softvera SPSS-a. Od statističkih analiza, korišćene su analiza pouzdanosti za procenu interne konzistentnosti konstatacija i validnosti istraživačkog modela, korelaciona analiza, kao i prosta, višestruka i moderatorska regresiona analiza u funkciji potvrđivanja ili odbacivanja istraživačkih hipoteza.

U ukupnom uzorku od 318 ispitanika ima 157 žena i 161 muškarac. Najveći broj ispitanika je starosnog uzrasta od 21-30 godina (39%). Što se tiče obrazovanja, 170 ispitanika ima završenu srednju školu, dok je 114 ispitanika završilo fakultet. Kada je u pitanju radni status, većina ispitanika je zaposleno, njih ukupno 132, dok su 102 ispitanika trenutno na studijama na fakultetu.

3. REZULTATI ISTRAŽIVANJA

U istraživanju je prvo primenjena analiza pouzdanosti, kako bi se ispitalo da li su konstatacije kojima se mere navedene varijable međusobno interne konzistentne i da bi se utvrdilo da li je formirani istraživački model relevantan. Rezultati su prikazani u tabeli 2.

TABELA 1. Varijable istraživanja i konstatacije

Varijable	Konstatacije	Izvor
Imidž zemlje porekla (komponente) a)kulturalno nasleđe b)modni kapital c)tehnološki napredak	1a) Važno je da zemlja ima bogato kulturalno nasleđe. 2a) Bitno je da zemlja ima kulturalne simbole koji je reprezentuju. 1b) Značajno je da u zemlji ima poznatih ličnosti koji su modne zvezde. 2b) Važno je da u zemlji postoje dizajneri koji su prepoznatljivi na globalnom nivou 1c) Ulaganje u istraživanje i razvoj je od velikog značaja za svaku zemlju. 2c) Primena inovativne tehnologije omogućava zemlji proizvodnju proizvoda visokog kvaliteta.	Prilagođeno prema: Esmaeilpour & Abdolvand (2016)
Potrošački ksenocentrizam	1. Stalno kupujem proizvode i usluge inostranog porekla. 2. Smatram da su inostrani proizvodi kvalitetniji od domaćih. 3. Spreman sam da članovima svoje porodice i prijateljima preporučim kupovinu inostranih proizvoda.	Prilagođeno prema: Rojas Mendez & Chapa (2020)
Kulturalna inteligencija (faktori) a)metakognitivni b)kognitivni c)motivacioni d)bihevioralni	1a) Svestan sam kulturalnog znanja koje primenjujem prilikom interkulturalne komunikacije. 2a) Proveravam nivo svog kulturalnog znanja dok stupam u interakciju sa ljudima iz različitih kultura. 1b) Poznajem pravni i ekonomski sistem drugih kultura. 2b) Poznajem pravila korišćenja gramatike i vokabulara kod drugih kultura. 1c) Uživam u interakciji sa ljudima koji su iz drugih kultura. 2c) Uveren sam da mogu da se prilagodim kulturi koja je nova za mene. 1d) Koristim različite pauze i tišinu da bih odgovorio izazovima različitih kulturalnih situacija. 2d) Menjam jačinu tona svog govora kada to zahteva interkulturalna situacija.	Prilagođeno prema: Ang et al., (2007)
Stav prema stranom brendu	1. Formiraću pozitivan stav prema stranom brendu ukoliko ispunjava moja očekivanja. 2. Spreman sam da izdvojim veću sumu novca za kupovinu stranih brendova. 3. Strani brendovi poseduju visok nivo kvaliteta.	Prilagođeno prema: Son, Jin & George (2013);
Lojalnost prema stranom brendu	1. U budućnosti ću nastaviti da kupujem strane brendove koji ispunjavaju moja očekivanja. 2. Spreman sam da preporučim prijateljima strane brendove. 3. Kupovina stranih brendova je moja dugoročna namera.	Prilagođeno prema: Esmaeilpour (2015)

IZVOR: Autor

TABELA 2. Analiza pouzdanosti

Varijable	Cronbach's alpha
Kulturalno nasleđe	0.78
Modni kapital	0.72
Tehnološki napredak	0.79
Potrošački ksenocentrizam	0.80
Metakognitivni faktor	0.74
Kognitivni faktor	0.73
Motivacioni faktor	0.81
Bihevioralni faktor	0.82
Stav prema stranom brendu	0.75
Lojalnost prema stranom brendu	0.88

IZVOR: Autor

Na osnovu rezultata može da se zaključi da je vrednost *Cronbach's alpha* koeficijenta kod svih varijabli veća od praga 0.70 (Nunnally, 1978). Varijable se mere putem adekvatnih konstatacija i istraživački model je relevantan i pouzdan. U istraživanju je primenjena korelaciona analiza, kako bi se utvrdila veza između istraživačkih varijabli. Rezultati su navedeni u tabeli 3.

Na osnovu rezultata korelacione analize može da se zaključi da su sve vrednosti *Pearsonovog* koeficijenta statistički značajne na nivou 0.01. Kada je u pitanju jačina veze, postoje tri varijante u zavisnosti od vrednosti koeficijenta: 0-0.40-slaba korelacija; 0.40-0.60-umerena korelacija; 0.60-1-jaka korelacija. Između svih istraživačkih varijabli je prisutna pozitivna korelacija, tako da imidž zemlje porekla (kulturalno

TABELA 3: Korelaciona analiza

	Imidž zemlje porekla <i>Kulturalno nasleđe modni kapital tehnološki napredak</i>	Potrošački ksenocentrizam	Kulturalna inteligencija <i>metakognitivni kognitivni motivacioni bihevioralni faktor</i>	Stav prema stranom brendu	Lojalnost prema stranom brendu
Imidž zemlje porekla <i>kulturalno nasleđe modni kapital tehnološki napredak</i>	1	0.878**	0.595**	0.770**	0.565**
Potrošački ksenocentrizam	0.878**	1	0.528**	0.807**	0.469**
Kulturalna inteligencija <i>metakognitivni kognitivni motivacioni bihevioralni faktor</i>	0.595**	0.528**	1	0.498**	0.629**
Stav prema stranom brendu	0.770**	0.807**	0.498**	1	0.489**
Lojalnost prema stranom brendu	0.566**	0.469**	0.629**	0.489**	1

IZVOR: Autor

NAPOMENA: ** - nivo signifikantnosti 0.01

nasleđe, modni kapital, tehnološki napredak), potrošački ksenocentrizam i kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) ostvaruju pozitivan uticaj na stavove potrošača prema stranim brendovima, koji nakon toga ostvaruju pozitivan uticaj na lojalnost potrošača prema stranim brendovima.

U tabeli 4 su prikazani rezultati višestruke regresione analize putem koje je meren uticaj imidža zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i potrošačkog ksenocentrizma na stavove potrošača prema stranim brendovima.

Koeficijent determinacije (R^2) iznosi 0.674, tako da je 67.4 % varijabiliteta stava prema stranom brendu objašnjeno datim regresionim modelom. Vrednost VIF koeficijenta je u svim slučajevima manja od praga

5, tako da multikolinearnost ne predstavlja problem (Field, 2000). Koeficijent β u višestrukoj regresionoj analizi predstavlja relativnu važnost svake nezavisne varijable u objašnjavanju varijacija zavisne varijable. Imidž zemlje porekla preko svojih komponenti *kulturalno nasleđe* ($\beta = 0.187$, $p = 0.003$), *modni kapital* ($\beta = 0.154$, $p = 0.004$) i *tehnološki napredak* ($\beta = 0.150$, $p = 0.008$) ostvaruje pozitivan statistički značajan uticaj na stav potrošača prema stranom brendu, tako da je potvrđena istraživačka hipoteza H1. Potrošački ksenocentrizam ($\beta = 0.628$, $p = 0.000$) ostvaruje pozitivan statistički značajan uticaj na stav potrošača prema stranom brendu, tako da je potvrđena istraživačka hipoteza H2.

Kako bi se ispitalo da li kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioral-

TABELA 4. Rezultati višestruke regresione analize (zavisna varijabla: Stav prema stranom brendu)

Nezavisne varijable		β	p vrednost	VIF
Imidž zemlje porekla	Kulturalno nasleđe	0.187**	0.003	3.847
	Modni kapital	0.154**	0.004	2.751
	Tehnološki napredak	0.150**	0.008	3.002
Potrošački ksenocentrizam		0.628**	0.000	4.142

IZVOR: Autor

NAPOMENA: ** - nivo signifikantnosti 0.01 ; $R^2 = 0.674$

TABELA 5. Rezultati moderatorske regresione analize (zavisna varijabla: stav prema stranom brendu)

Nezavisna varijabla: Imidž zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) Moderatorska varijabla: Kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor)	β	p vrednost
Kulturalno nasleđe x Metakognitivni faktor	0.259**	0.001
Kulturalno nasleđe x Kognitivni faktor	0.037	0.632
Kulturalno nasleđe x Motivacioni faktor	0.227*	0.035
Kulturalno nasleđe x Bihevioralni faktor	0.261*	0.018
Modni kapital x Metakognitivni faktor	0.196*	0.011
Modni kapital x Kognitivni faktor	0.022	0.782
Modni kapital x Motivacioni faktor	0.229*	0.029
Modni kapital x Bihevioralni faktor	0.299**	0.005
Tehnološki napredak x Metakognitivni faktor	0.305**	0.000
Tehnološki napredak x Kognitivni faktor	0.036	0.648
Tehnološki napredak x Motivacioni faktor	0.212*	0.045
Tehnološki faktor x Bihevioralni faktor	0.259*	0.021

IZVOR: Autor

NAPOMENA: ** - nivo signifikantnosti 0.01, * - nivo signifikantnosti 0.05 ; $R^2 = 0.554$.

ni faktor) ostvaruje signifikantnu moderatorsku ulogu u odnosu imidža zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i stavova potrošača prema stranim brendovima primenjena je moderatorska regresiona analiza čiji su rezultati prikazani u tabeli 5.

Koeficijent determinacije (R^2) iznosi 0.554, tako da je 55,4 % varijabiliteta stava prema stranom brendu objašnjeno regresionim modelom. Na osnovu rezultata možemo da zaključimo da kulturalna inteligencija sa svim faktorima, osim sa kognitivnim faktorom, ostvaruje pozitivnu signifikantnu moderatorsku ulogu između komponenti imidža zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i stavova potrošača prema stranim brendovima, tako da je delimično potvrđena istraživačka hipoteza H3. Kulturalna inteligencija kao moderator preko metakognitivnog, motivacionog i bihevioralnog faktora pojačava odnos između imidža zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i

stavova potrošača prema stranim brendovima.

Kako bi se ispitalo da li kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) ostvaruje signifikantnu moderatorsku ulogu u odnosu potrošačkog ksenocentrizma i stavova potrošača prema stranim brendovima primenjena je moderatorska regresiona analiza čiji su rezultati prikazani u tabeli 6.

Koeficijent determinacije (R^2) iznosi 0.434, tako da je 43,4 % varijabiliteta stava prema stranom brendu objašnjeno regresionim modelom. Na osnovu rezultata možemo da zaključimo da kulturalna inteligencija sa svim faktorima, osim sa kognitivnim faktorom, ostvaruje pozitivnu signifikantnu moderatorsku ulogu u odnosu potrošačkog ksenocentrizma i stavova potrošača prema stranim brendovima, tako da je delimično potvrđena istraživačka hipoteza H4. Kulturalna inteligencija kao moderator preko me-

TABELA 6. Rezultati moderatorske regresione analize (zavisna varijabla: stav prema stranom brendu)

Nezavisna varijabla: Potrošački ksenocentrizam Moderatorska varijabla: Kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor)	β	p vrednost
Potrošački ksenocentrizam x Metakognitivni faktor	0.310**	0.000
Potrošački ksenocentrizam x Kognitivni faktor	0.018	0.821
Potrošački ksenocentrizam x Motivacioni faktor	0.252*	0.030
Potrošački ksenocentrizam x Bihevioralni faktor	0.283*	0.021

IZVOR: Autor

NAPOMENA: ** - nivo signifikantnosti 0.01, * - nivo signifikantnosti 0.05 ; $R^2 = 0.434$.

takognitivnog, motivacionog i bihevioralnog faktora pojačava odnos između potrošačkog ksenocentrizma i stavova potrošača prema stranim brendovima.

U tabeli 7 su predstavljeni rezultati proste regresione analize putem koje je meren uticaj stavova potrošača prema stranim brendovima na lojalnost potrošača prema stranim brendovima.

TABELA 7. Rezultati proste regresione analize (zavisna varijabla: *Lojalnost prema stranom brendu*)

Nezavisna varijabla	β	p vrednost
Stav prema brendu	0.489**	0.000

IZVOR: Autor

NAPOMENA: ** - nivo signifikantnosti 0.01 $R^2 = 0.331$

Koeficijent determinacije (R^2) iznosi 0.331, tako da je 33,1 % varijabiliteta *lojalnosti prema stranom brendu* objašnjeno datim regresionim modelom. Formiran pozitivan stav potrošača prema stranom brendu ($\beta = 0.489$, $p = 0.000$) ostvaruje pozitivan statistički značajan uticaj na lojalnost potrošača prema stranom brendu, tako da je potvrđena istraživačka hipoteza H5.

4. ZAKLJUČAK

Istraživanje je sprovedeno sa ciljem da se utvrdi da li imidž zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i potrošački ksenocentrizam ostvaruju statistički značajan uticaj na stavove potrošača prema stranim brendovima, kao i da se utvrdi da li formirani pozitivni stavovi potrošača utiču na njihovu lojalnost prema stranim brendovima. Takođe, u istraživanju je ispitivano da li kulturalna inteligencija (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) ostvaruje signifikantnu moderatorsku ulogu u odnosu navedenih varijabli. Rezultati su pokazali da imidž zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i potrošački ksenocentrizam ostvaruju pozitivan statistički značajan uticaj na stavove potrošača prema stranim brendovima, tako da su potvrđene istraživačke hipoteze H1 i H2. Kulturalna inteligencija preko metakognitivnog, motivacionog i bihevioralnog faktora ostvaruje signifikantnu pozitivnu moderatorsku ulogu u odnosu imidža zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i potrošačkog ksenocentrizma sa jedne strane i stavova potrošača prema stranim brendovima sa druge strane, dok preko kognitivnog faktora kulturalna inteligencija ne ostvaruje signifikantnu moderatorsku ulogu u odnosu navedenih varijabli,

tako da su delimično potvrđene istraživačke hipoteze H3 i H4. Takođe, rezultati su pokazali da formirani pozitivni stavovi potrošača prema stranim brendovima ostvaruju pozitivan uticaj na lojalnost potrošača prema stranim brendovima, tako da je potvrđena istraživačka hipoteza H5.

Primena holističkog pristupa, koji podrazumeva sagledavanje zajedničkog efekta imidža zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak), potrošačkog ksenocentrizma i kulturalne inteligencije (metakognitivni, kognitivni, motivacioni i bihevioralni faktor) na stavove i lojalnost potrošača prema stranim brendovima omogućava da se prevaziđu ograničenja prethodnih istraživanja koja su bila parcijalnog karaktera, jer su navedene varijable posmatrane kao samostalne determinante stavova i lojalnosti potrošača prema stranim brendovima. Navedeno predstavlja *glavni doprinos i originalnost* ove studije. *Teorijske implikacije* se mogu razviti iz analize odnosa varijabli istraživanja. Rezultati su potvrdili prethodna istraživanja u kojima je dokazano da imidž zemlje porekla ostvaruje pozitivan uticaj na stavove potrošača prema stranim brendovima (Esmaeilpour & Abdolvand, 2016; Diamantopoulos et al., 2017; Van Loo et al., 2019; Fernandez Ferrin et al., 2020; Šapić et al., 2021). Takođe, potvrđeni su i rezultati prethodnih studija da potrošački ksenocentrizam ostvaruje pozitivan uticaj na stavove potrošača prema stranim brendovima (Gaur et al., 2015; Cleveland & Balakrishnan 2019; Mueller et al., 2020). Diamantopoulos et al., (2017) su utvrdili da imidž zemlje porekla ostvaruje pozitivan uticaj na stavove potrošača prema stranim brendovima, dok su Frias-Jamilena et al., (2018) utvrdili da kulturalna inteligencija ostvaruje pozitivan uticaj na stavove potrošača prema stranim brendovima. Zdravković & Peković (2021) su utvrdili da metakognitivni faktor kulturalne inteligencije ostvaruje pozitivan uticaj na odluku potrošača da prihvate strane brendove. U ovom istraživanju je utvrđeno da kulturalna inteligencija preko metakognitivnog, motivacionog i bihevioralnog faktora ostvaruje pozitivnu moderatorsku ulogu u odnosu imidža zemlje porekla (kulturalno nasleđe, modni kapital, tehnološki napredak) i stavova potrošača prema stranim brendovima. Pratono & Arli (2020) su utvrdili da potrošački ksenocentrizam i kulturalna inteligencija ostvaruju pozitivan uticaj na prihvatanje stranih brendova, a u ovoj studiji je utvrđeno da kulturalna inteligencija preko metakognitivnog, motivacionog i bihevioralnog faktora ostvaruje pozitivnu moderatorsku ulogu u odnosu potrošačkog ksenocentrizma i stavova potrošača prema stranim brendovima. Takođe, ova studija je

potvrdila rezultate prethodnih istraživanja da formirani pozitivni stavovi potrošača utiču na njihovu lojalnost prema stranim brendovima (Ishida & Taylor, 2012; Liu et al., 2012). *Praktične implikacije* studije se ogledaju u pružanju korisnih informacija marketing menadžerima o uticaju navedenih varijabli na stavove i lojalnost potrošača prema stranim brendovima. Sa pojavom sve većeg broja svetskih brendova, potrošači donose odluke o kupovini proizvoda na osnovu imidža zemlje porekla, koji predstavlja bitan signal kvaliteta i pouzdanosti proizvoda, tako da je potrebno da proizvodi kompanije potiču iz zemalja koje su prepoznatljive po njihovoj proizvodnji. Usled procesa globalizacije poželjno je i da brendovi kompanije budu prepoznatljivi na svetskom nivou, jer će osobe kod kojih je prisutan visok nivo potrošačkog ksenocentrizma, kulturalne inteligencije, svetske promišljenosti i globalne potrošačke kulture, imati želju da kupe takve

brendove. Takođe, potrebno je da kompanije predu sa transakcionog marketinga na marketing odnosa sa potrošačima, odnosno nije dovoljno da potrošač formira pozitivan stav prema brendu kompanije i obavi jednu kupovinu, već je potrebno da potrošač postane lojalan, jer baza lojalnih potrošača predstavlja stabilan izvor prihoda za svaku kompaniju i omogućava dugoročno profitabilno poslovanje. *Ograničenje istraživanja* se ogleda u maloj veličini uzorka. Takođe, kod anketnog metoda uvek postoji opasnost da ispitanici daju društveno poželjne odgovore. U *budućim istraživanjima* bi bilo korisno da se uključi u istraživački model još neka varijabla koja može da ima značajan uticaj na stavove i lojalnost potrošača prema stranim brendovima. Takođe, moguće je sprovesti istraživanje u više različitih zemalja, tada bi rezultati bili još interesantniji i sveobuhvatniji.

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Abstract:

Country of Origin Image and Consumer Xenocentrism in The Context of Forming Consumer Attitudes and Loyalty to Foreign Brands - Moderating Effect of Cultural Intelligence

Stefan Zdravković

Due to the process of globalization, consumer attitudes are formed under the influence of numerous factors, which are not analyzed significantly when it comes to the company's business in the domestic market, but can have important implications when the company's management decides to internationalize the business. Country of origin information is an important indicator of product quality, superiority and reliability. Also, within the process of globalization, ethnocentric consumer tendencies are becoming an important and crucial factor for multinational companies operating outside their domestic market. On the other hand, a certain number of consumers have dilemma whether to support the national economy by buying domestic products, or to decide to buy better quality foreign products. The high degree of consumer xenocentrism, as well as the high degree of development of cultural intelligence and global consumer culture, implies preferences towards foreign brands in relation to domestic

ones. The research was conducted in order to determine whether the image of the country of origin (cultural heritage, fashion capital, technological progress) and consumer xenocentrism have a positive impact on consumer attitudes towards foreign brands, as well as whether the formed positive consumer attitude affects their loyalty to foreign brands. Also, the research examines the moderating effect of cultural intelligence (metacognitive, cognitive, motivational and behavioral factors) in relation to these variables. Empirical research has been conducted. Statistical analysis was performed on a sample of 318 respondents from the territory of the Republic of Serbia. The results showed that these variables have a positive impact on consumer attitudes and loyalty to foreign brands, so the study offers important practical implications.

Keywords: *country of origin image, consumer xenocentrism, cultural intelligence, foreign brands*

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Percepcija oznaka i proizvoda organskog porekla na srpskom tržištu

Jelena Filipović, Saša Veljković,
Galjina Ognjanov

Apstrakt: Važnost tržišta organskih proizvoda stalno raste, ali njihova prepoznatljivost na domaćem tržištu još uvek nije dovoljno ispitana. U cilju odgovora na ovo pitanje, sprovedeno je etnografsko istraživanje u periodu od 12 meseci u okviru 6 domaćinstava na 3 lokacije u Srbiji. Učesnici u uzorku bila su višečlana domaćinstva, koja su varirala po starosnoj, polnoj, geografskoj i socio-ekonomskoj strukturi. Kvalitativna analiza je pokazala da je organska oznaka jedna od najčešće spominjanih reči u kontekstu oznaka hrane, kao i da se najčešće povezuje sa mlečnim, voćnim i mesnim proizvodima. Ispitanici su pokazali i visok stepen poverenja u organske oznake, što je analizirano korišćenjem NVivo softvera. U radu se diskutuje značaj postojanja svesti kod potrošača o označavanju organskih proizvoda i pozitivnih stavova prema oznakama, kao i spremnosti da čitaju, veruju oznakama i plate višu cenu u odnosu na konvencionalne prehrambene proizvode i daju preporuke korisne za menadžere marketinških komunikacija, kao i dalja istraživanja.

Ključne reči: *organski proizvodi, oznaka, etnografsko istraživanje, percepcija i stavovi potrošača, marketinške komunikacije*

JEL klasifikacija: M31, M37, Q13

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1. UVOD

Tržište proizvoda organskog porekla u Srbiji i u regionu, i pored toga što se još uvek može smatrati nerazvijenim, kontinuirano dobija na važnosti i raste (Vehapi, 2019; Simić, 2015). Primetno je da u pogledu razvoja organske proizvodnje naša zemlja prati svetske trendove, s obzirom na to da je u 2017. godini i dalje samo 1,4% svetskog zemljišta bilo namenjeno organskoj poljoprivredi, dok je samo u 14 zemalja ovaj broj prevazilazio 10% (FiBL & IFOAM, 2019). U Srbiji je u 2015. godini udeo organske poljoprivrede u ukupnom poljoprivrednom zemljištu iznosio nepunih pola procenta (0,44%), dok je proseka u Evropskoj Uniji bio 5,4% - tj. preko 12 puta veći (Centar za organsku proizvodnju, 2015).

Sa druge strane, porast od 140% u površini domaćeg zemljišta pod organskom proizvodnjom zabeležen je za samo tri godine, od 2012. do 2015. (Centar za organsku proizvodnju, 2015). Globalno se broj zemalja koje sakupljaju podatke o organskoj poljoprivredi više nego udvostručio u periodu kraćem od 20 godina. Dok je 1999. godine to činilo 77 zemalja u 2017. godini njihov broj je iznosio 181 (FiBL & IFOAM, 2019). O relevantnosti ovog tržišta u širim okvirima govori i procena da je u 2020. godini britansko tržište organskih proizvoda vredelo 2,8 milijarde evra (Soil Association Organic, 2019).

Pandemija Covid-19 dodatno je aktuelizovala ovu temu, s obzirom na to da je utvrđen rast od čak 70% u onlajn kupovinama organske hrane u odnosu na prethodni period bez pandemije (Čirić, 2020). Ista studija ovu pojavu objašnjava pojačanom potrebom potrošača u "novoj realnosti" da preventivno rade na osnaživanju svog zdravlja (imunog sistema), u čemu se smatra da im organska hrana može značajno pomoći. Potrošnja organske hrane povećala se tokom karantina izazvanog Covidom-19 u celoj Evropi, a trgovci očekuju da će bar deo tog povećanja biti trajan (Escodo, 2020).

Cilj ovog rada je da utvrdi percepcije domaćih potrošača u pogledu oznaka organskog porekla, kako bi se razmotrile mogućnosti boljeg formulisana marketinške ponude i naročito efektivnijih marketinških ko-

munikacija, što posledično vodi ostvarivanju boljih poslovnih rezultata. U istraživanju je primenjen kvalitativni pristup putem metoda etnografskog istraživanja, koji je dugo prisutan u sociologiji, antropologiji i srodnim društvenim naukama, kako bi se pojava što bolje opisala. Uzorak je činilo šest domaćinstava iz Beograda, Vrbasa i Paraćina, koja su u periodu od 12 meseci tri puta posećena radi prikupljanja podataka. Dodatne informacije dobijene su analizom materijala (fotografija i video zapisa), koje su ispitanici dostavljali u periodima između poseta (npr., fotografije: spisak za kupovinu, iz nabavke, pripreme i posluženja hrane, polica sa namirnicama u kuhinji, itd.). Nakon transkribovanja, podaci su analizirani putem NVivo softvera -najpoznatijeg alata koji se koristi za kvantitativnu analizu sadržaja. Rezultati pokazuju da kod ispitanika postoji svest o oznakama, da imaju generalno pozitivan stav i veruju tome što u oznaci piše. Na osnovu uočenog, u poslednjem delu rada diskutuju se implikacije za menadžere, pre svega iz oblasti marketinga i naročito marketinških komunikacija, i dalju preporuke za dalja istraživanja.

2. PREGLED LITERATURE

2.1. Nacionalne oznake za organske proizvode

Za organske proizvode u zemlji važe posebni propisi u pogledu njihove proizvodnje i obeležavanja. Od 2010. godine, na snazi je „Zakon o organskoj proizvodnji“ (nadalje: Zakon), dok su određene izmene unete 2019. godine (Vlada Republike Srbije, 2010/2019). Pored same proizvodnje, ovim aktom se uređuju i označavanje, standardi kvaliteta, razmena, spoljno-trgovinski promet i ostali bitni aspekti. U 2011. godini donet je i „Pravilnik o kontroli i sertifikaciji u organskoj proizvodnji i metodama organske proizvodnje“ (nadalje: Pravilnik, Ministarstvo poljoprivrede, trgovine, šumarstva i vodoprivrede, 2011/2012) kojim se bliže uređuju aspekti određeni predmetnim Zakonom. Ovaj Pravilnik je u 2020. godini dopunjen (Službeni glasnik, 2020) i sada reguliše i organsku proizvodnju vina i revidira listu aktivnih supstanci u sredstvima za zaštitu bilja dozvoljenih za upotrebu u organskoj proizvodnji, proširujući listu ovih proizvoda i povećavajući njihovu dostupnost.

Navedenim pravnim aktima propisuje se da svi proizvodi organskog porekla treba da nose oznaku „ORGANSKI PROIZVOD“ kako bi bili prepoznatljivi na tržištu. U članu 27 Zakona (Vlada Republike Srbije,

2010/2019) precizira se: *Domaći neprerađeni sertifikovani organski proizvod obeležava se oznakom „ORGANSKI PROIZVOD“, nacionalnim znakom i kodom/logom ovlašćene kontrolne organizacije koja je izvršila sertifikaciju tog proizvoda* (Vlada Republike Srbije, 2010/2019).

Potrošačima se ovom oznakom garantuje da proizvod sadrži najmanje 95% sastojaka poljoprivrednog porekla dobijenih u organskoj proizvodnji. Kontrolno telo je Ministarstvo poljoprivrede, šumarstva i vodoprivrede (nadalje: Ministarstvo) i ono svake godine utvrđuje ispunjenost kriterijuma dobavljača i odobrava dobijanje ove oznake.

Pored navedenog obeležja za organske proizvode, od polovine 2013. godine, na snazi je i znak „BIOCS Organic Control System“. Organizacija OCS je ovlašćena za sertifikaciju proizvoda u organskoj proizvodnji od strane Ministarstva i Akreditacionog tela Srbije, kao što je priznata i od strane Evropske komisije sa mogućnošću sertifikacije organskih proizvoda u Srbiji, Crnoj Gori, Bosni i Hercegovini i Makedoniji, uključujući i one proizvode koji su namenjeni izvozu. Pored navedene dve oznake u Srbiji se često na organskim proizvodima sreću i evropske organske oznake, ali s obzirom na to da su u fokusu ovog rada domaća organska obeležja i da je relativno mali broj proizvoda sa inostranim oznakama organskog porekla prisutan na tržištu Srbije, one nisu posebno razmatrane.

2.2. Percepcija oznaka organskog porekla u Srbiji

Organska proizvodnja u Srbiji sa stanovišta proizvođača još uvek je nedovoljno razvijena i smatra se da postoji veliki prostor za njeno unapređenje (Simić, 2015; Vehapi, 2016). Međutim, sa stanovišta potrošača, postavlja se pitanje da li je domaće tržište spremno, po svojim znanjima, percepcijama i kupovnoj moći, da više iskoristi ovaj potencijal.

Vehapi (2015) navodi da su najvažnije prepreke za kupovinu organske hrane: cena, nedostupnost, siromašna ponuda, nepoverenje u organske oznake, manje privlačan izgled i nezainteresovanost potrošača. Dok na određene aspekte marketing ne može značajnije da utiče, promena percepcija (npr. povezano sa nepoverenjem u organske oznake), interesovanje potrošača (tj. činjenica da su nezainteresovani) ili pakovanje proizvoda (npr. manje privlačan izgled), direktno su u njegovom domenu. Do sličnih saznanja dolazi i Radojević (2018).

Bitno je naglasiti i pozitivne aspekte koje potrošači povezuju sa organskim proizvodima, kao što su:

zdravlje, kvalitet, bezbednost, ukus i svežina, koji su izabrani kao najvažnijih pet razloga za konzumaciju istih (Vehapi, 2015). I potrošači u regionu dele slične stavove i ponašanja, gde ističu zdravlje kao osnovni motiv za kupovinu organske hrane, a kao najveću prepreku – višu cenu u odnosu na konvencionalnu hranu (Križanec, Lončarić & Bagarić, 2018; Kosovec, 2017; Perić, Vasić-Nikčević & Vujić, 2017).

Kada je reč o profilu prosečnog potrošača organske hrane u Srbiji, nailazimo na rezultate koji se mogu sresti i u svetskoj naučnoj literaturi. Tipičan potrošač organske hrane je ženskog pola, zaposlen, uobičajeno u braku i ima decu, dok su pojedini od njih imali iskustva i sa zdravstvenim problemima u svom okruženju (Grubor & Djokic, 2016; Ćirić, 2020). Pored toga, kupci organske hrane u Srbiji su i osobe višeg nivoa obrazovanja, sa većim primanjima od prosečnih i starije od proseka, koji žive u urbanim sredinama (Vapa-Tankosić et al., 2018). U pogledu starosti, nalazimo drugačije rezultate na razvijenijim tržištima u regionu, kao što je slovenačko (Vukasović, 2016).

Postavlja se pitanje i kakva je uloga marketinga u komunikaciji organskih proizvoda na domaćem tržištu. Na primer, utvrđeno je da normativna verovanja utiču na povećanje spremnost potrošača da plate više, ali ne i na njihovo stvarno ponašanje (Bishop & Barber, 2015). Pojedine studije (Vukasović, 2016; Vehapi, 2016) su utvrdile da je jedan od najvažnijih zadataka bolje informisanje i obrazovanje potrošača o prednostima organske ishrane. Pored toga, smatra se i da bi promotivne aktivnosti trebalo vezati za motive koji su bitni za potrošače, kao što su: održivi razvoj, pomoć lokalnoj zajednici – pre svega, malim poljoprivrednim proizvođačima i ekološka svest (Vehapi, 2015; Jaca et al., 2018).

3. METODOLOGIJA ISTRAŽIVANJA

Kako bi se analizirala percepcija oznaka organskog porekla na proizvodima kod potrošača u Srbiji prikupljeni su kvalitativni podaci u postupku etnografskog istraživanja. Primenjeni metod istraživanja relevantan je za izučavanje društvenih pojava (Bryman, 2008). Smatra se najefektnijim kada je cilj da se na osnovu posmatranja realnih situacija i učešća u uobičajenim aktivnostima koje preduzimaju posmatrani subjekti (ispitanici) ustanove obrasce njihovog ponašanja, te šta je u osnovi baš tih usvojenih obrazaca.

Prema definisanom dizajnu istraživanja, istraživači su u periodu od 12 meseci posećivali 6 odabranih domaćinstava iz uzorka, analizirajući njihovo ponašanje

u kontekstu donošenja odluke o izboru namirnica za konzumaciju u domaćinstvu, nabavke tih namirnica, pripremi hrane, konzumiranju hrane i odlaganju ostataka hrane. Osnovne karakteristike domaćinstva iz uzorka date su u tabeli 1.

Istraživači su u periodu posmatranja učinili po 3 posete svakom od 6 odabranih domaćinstava u trajanju od oko šest sati, tokom kojih su se aktivno uključili u svaku od pomenutih aktivnosti, ponašajući se kao članovi konkretnog domaćinstva. Tokom prve posete na proleće 2017. godine, istraživači su kroz usmereni (vođeni) razgovor upoznali članove domaćinstva, njihove stavove o ishrani generalno i obrasce ponašanja u pripremi i konzumiranju obroka, a zatim provodili dan s njima u uobičajenim svakodnevnim aktivnostima: odlazili u kupovinu, obrađivali namirnice, pripremali hranu, ručavali, rasklanjali ostatke hrane i kroz razgovor nastojali da ustanove šta je uzrok uočenih obrazaca ponašanja. Tokom prve posete, ispitanicima su fizički pokazana tri proizvoda koja su na svom pakovanju imala oznaku organskog porekla: med, sok i jogurt; pa je to služilo kao početna tačka u daljem razvoju diskusije na temu organskih proizvoda.

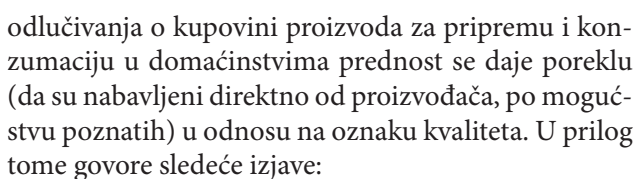
Drugi susret je organizovan na jesen 2017. godine kao posete mestima kupovine proizvoda koji se konzumiraju u domaćinstvima, kao što su sajam prehrambenih proizvoda u Beogradu (2 domaćinstva), zelena pijaca i supermarketi u Paraćinu (2 domaćinstva) i Vrbasu (2 domaćinstva). Treći susret sa ispitanicima ponovo je obavljen u domovima, a istraživači su najpre zajedno sa njima analizirali beleške, fotografije i video snimke, a potom ponovo imali priliku da zajedno učestvuju u nekim domaćim aktivnostima. Ispitanici su tokom perioda trajanja istraživanja zamoljeni da prave beleške, prikupljaju fotografije i video snimke o različitim situacijama nabavke, pripreme i konzumacije hrane kako bi istraživači mogli kasnije da ih analiziraju.

Kako je fokus istraživanja bio na ponašanju u vezi sa oznakama o organskoj proizvodnji, pažnja je tokom poseta i analize prikupljenog materijala prevashodno bila usmerena na spremnost da se na konkretnom proizvodu potraže oznake o organskom poreklu, te da se one pročitaju i analiziraju. Posmatran je i analiziran njihov uticaj na donošenje odluka o kupovini i konzumaciji.

Materijal prikupljen u postupku etnografskog istraživanja (transkripti razgovora, fotografije i video materijal) korišćen je za kvalitativnu analizu, dok su izjave ispitanika iz transkripta razgovora analizirane i kvantitativno, primenom kvantitativne analize sadržaja uz pomoć softverskog paketa NVivo, prema proceduri opisanoj u relevantnoj literaturi (Krippendorff, 2004).

TABELA 1. Karakteristike domaćinstava u uzorku

Karakteristika	Domaćinstvo 1	Domaćinstvo 2	Domaćinstvo 3	Domaćinstvo 4	Domaćinstvo 5	Domaćinstvo 6
Lokacija i tip naselja	Vrbas - centar	Vrbas – ruralno područje	Beograd – prigradsko naselje	Beograd - centar	Paraćin – prigradsko naselje	Paraćin – centar
Objekat u kojem stanuju	Stan	Kuća sa velikom baštom	Stan	Stan	Kuća sa manjom baštom	Kuća
Opis porodice (pol i godine u zagradi)	Roditelji (žena, 40 i muškarac, 39) i deca (ćerka, 14, sin, 12).	Baka i deka (64), samohrana majka (35) i njeno dete (4).	Roditelji (žena, 33 i muškarac, 35) sa dvoje predškolske dece	Mladi bračni par (muškarac, 35 i žena, 32), bez dece	Baka (67), bračni par (muškarac, 49, žena, 48 godina) i njihov sin (24)	Baka (61), deka (64), mladi bračni par (žena, 33, muškarac 36) i njihovo dete (6)
Zaposlenost	Zaposleni u sopstvenoj kompaniji	Baka i deda su penzioneri, majka je u radnom statusu	Poseđuju lanac prodavnica zdrave hrane	Zaposleni	Muškarac i žena su zaposleni, baka prima penziju (strana), sin studira	Baka i deka su penzioneri, uz obavljanje dopunskog posla, bračni par ne radi
Obrazovanje	Oba roditelja imaju diplomu srednje škole	Samohrana majka ima dipl. srednje škole	Oboje imaju fakultetsko obrazovanje	Oboje imaju magisterij	Oba roditelja imaju diplomu srednje škole	Svi imaju srednju, osim sina koji ima VSS
Nivo prihoda	Znatno iznad proseka	Znatno niži od proseka	Viši nivo od proseka	Prosečni	Prosečni	Nešto niži od proseka
Uloge u domaćinstvu	Majka je zadužena za kupovinu i kuvanje.	Majka je odgovorna za kupovinu, baka i deda učestvuju u kuvanju i pratećim aktivnostima	Muškarac upravlja preduzećem i učestvuje u kupovini, dok je supruga zadužena za brigu o deci, kuvanje i čišćenje	Podjednako učestvuju u kupovini hrane, dok je supruga zadužena za kuvanje.	Kupovine uglavnom obavlja žena (48), mada retko kupuju u prodavnicama – samo najosnovnije	Kupovine u prodavnicama uglavnom obavlja baka, dok deka nabavlja sa lokalnih farmi
Navike u kupovini	Kupovina se često vrši u manjim količinama u okolnim supermarketima	Uzgajaju različite vrste voća i povrća i proizvode raznovrsnu hranu (džemovi, sokovi, salate), a ostalo kupuju u lokalnim marketima i na farmama	Imajući u vidu porodično preduzeće, hranu kupuju u vlastitoj prodavnici i alternativnim kanalima za hranu	Žive u stanu koji se nalazi u centru grada, okružen velikim brojem supermarketa i prodavnica i preferiraju učestale kupovine u malim količinama	Porodica živi u kući sa baštom u kojoj uzgajaju različite vrste povrća i neke vrste peradi (pilići, ćurke), a ostalo kupuju u lokalnim marketima, na pijaci i na farmama	Svakodnevno idu u nabavke (prodavnice i pijaca), a kupuju u većim količinama i sa lokalnih farmi (med, meso, jaja, zimnica)
Napomene				Status domaćinstva se menjao jer je bračni par dobio dete krajem marta 2018.	Status domaćinstva se menjao, jer je sin diplomirao i preselio se za stalno u Beograd	Broj članova varira – sin je otišao u Švedsku, da radi, a supruga i dete idu u tromesečne posete



- “Ne znači da proizvod za koji nije napisano da je organski nije čak i boljeg kvaliteta, na pijaci kod nas ima proizvoda koji su daleko bolji od uvezanih proizvoda u marketu kod kojih piše organski. Oni samo nisu sertifikovani... Ti ljudi koji nam dostavljaju hranu imaju svoje koze, prave koziji sir, imaju domaća jaja. Na primer, za jaja nisam sigurna da li su organska, ali sam stvarno videla veliku razliku u odnosu na jaja iz prodavnice (boja žumanca, čak i boja ljuske).” (Domaćinstvo 3)

- “A ima nekad da piše i 100% organik što ja ne verujem. Mi imamo gore voćnjak, jabuke i šljive. Ja pravim unuku kompot i on poručka i to mu je 100%, a i mi volimo kompote. Tako da pijemo i sokove, ali više volim da napravim.” ... Ispitivač: “To je registrovana oznaka za organski proizvod. Šta mislite šta to znači?”, Ispitanik: “To su možda neprskane jabuke ili nešto i onda oni stave tako.” (Domaćinstvo 6)

Možda upravo zbog nedovoljnog sagledavanja značaja sertifikacije (i provere na proizvodu da li postoji ovakva oznaka), potrošači ne vide barijeru u dostupnosti ovih proizvoda.

- “Ima za dijabetičare i organsku hranu štand u svakom marketu. Na šta god naletim da je organskog

porekla, odabraću ga. Mi se baziramo na brzom spremanju i na sirovoj hrani.” (Domaćinstvo 1)

Kao posebno interesantan nalaz istraživanja možemo da istaknemo da ispitanici, sudeći na osnovu onog što eksplicitno izjavljuju, ne obraćaju mnogo pažnje na cenu, već proizvode biraju prema percipiranom kvalitetu na koji ne mora nužno da utiče postojanje oznake.

- “Ne, ne gledam na cenu, ja kad kupujem uvek gledam da bude 100% prirodno i da bude lepo. Baš gledamo da kupimo šta je kvalitetno, bar što se tiče hrane.” (Domaćinstvo 6)
- Nismo limitirani, nemamo finansijska ograničenja. Mnogo polažemo računa o hrani. Gledamo da kupujemo kvalitetno. Kupujemo organsku hranu. Brašno recimo, mleko, sir, jogurt ... Ishrana nam se bazira više na mlečnim proizvodima. Sava Kovačević kozji sir organskog porekla koji je jako lep, to kupujemo. Šta bih još navela ... Sušeno voće. (Domaćinstvo 1)

Ipak, dok se u jednom broju domaćinstava zaista mogu uočiti proizvodi višeg kvaliteta i sa oznakama organske proizvodnje koji se koriste za pripremu hrane, prilikom kupovnog ponašanja uočeno je da ispitanici itekako obraćaju pažnju na cenu, birajući jeftinije supstitute. Zbog toga izvođenje zaključka o spremnosti lokalnih potrošača da plate višu cenu koju po pravilu organski proizvodi imaju u odnosu na konvencionalne zahteva dublje istraživanje.

5. ZAKLJUČCI I PREPORUKE

Sprovedeno istraživanje pružilo je uvid u to kako potrošači kupuju, pripremaju, konzumiraju i odlažu hranu u domaćinstvu. Različit profil domaćinstava i duži period posmatranja ponašanja članova, omogućio je da se stekne uvid u kupovno ponašanje i odnos prema hrani sa oznakom. To se naročito odnosi na organske proizvode. Sam pojam organske hrane izuzetno je dobro prihvaćen od strane svih ispitanika i uglavnom ga povezuju sa zdravom hranom, ali i hranom koja cenovno nije dostupna svima. Takođe, kod više ispitanika je utvrđeno da postoji razlika u percepciji samog pojma organske hrane i oznake koja potvrđuje ovo svojstvo prehrambenih proizvoda. Dok neki poznaju organske oznake i veruju im, ima i ispitanika koji nisu dovoljno upoznati sa označavanjem proizvoda organskog porekla, ili su pak upoznati, ali više poverenja pridaju sopstvenoj proceni i nabavci iz sigurnih izvora (poput lokalnih farmi – poznatih malih proizvođača).

Slabo razvijene šeme sertifikacije i označavanja proizvoda sa organskim poreklom sigurno utiču na nedovoljno (pre)poznavanje organskih proizvoda. Uticaj brenda, ukoronjenih navika i stavova, te prisustvo velikog broja oznaka različitog tipa, utiču na potrošače pri nabavci hrane. Stoga većinski pozitivan stav prema organskim proizvodima nije uvek pretvoren u konkretno ponašanje, te je sigurno dug put pred različitim učesnicima na tržištu (proizvođačima, trgovinama, državi i njenim organima) u edukovanju potrošača o koristima i značaju organske hrane, ali i o načinu kako da potrošači oznake prepoznaju i one im budu vodič prilikom kupovina.

Kratki kanali snabdevanja i poverenje koje se daje lokalnim proizvođačima naročito karakterišu domaćinstva iz manjih i ruralnih sredina. Preduzeća pred sobom imaju jasan cilj da sa jedne strane ovladaju proizvodnjom kvalitetnih sertifikovanih organskih proizvoda, ali i da na pravi način te proizvode upakuju u konkretnu marketinšku ponudu, sa posebnim osvrtom na marketinške komunikacije, koje, naročito u početnoj fazi, moraju biti usmerene na edukaciju i informisanje potrošača. Pronalaženje lidera mišljenja je, kao i kod drugih proizvoda koji tek ulaze na tržište, i ovde jako bitno. Potrošačka socijalizacija, koja velikim delom počiva na porodici, sigurno će, u situaciji kada postoje prosvetljeni članovi, uticati i na druge da organske proizvode kupuju i koriste. Naročito je primetno da srednja generacija (roditelji sa decom predškolskog i školskog uzrasta), višeg nivoa prihoda i obrazovanja, mnogo više polaže na oznake i organsko poreklo proizvoda.

Etnografsko istraživanje opisano u ovom radu u fokusu je imalo tek šest porodica. To je ujedno i glavno ograničenje istraživanja, koje se pre može smatrati eksploratornim, nego zaključnim. Shodno navedenom, treba proveriti na većem uzorku domaćinstava, u dužem vremenskom periodu posmatranja, percepcije, stavove i ponašanje njihovih članova, kada su u pitanju organski prehrambeni proizvodi. Konkretno istraživanje je u fokusu imalo samo potrošače. Intervjui sa poljoprivrednicima, proizvođačima i trgovcima, kao i predstavnicima nadležnih državnih organizacija i stručnih i naučnih ustanova, sigurno bi dali potpuniju sliku o celokupnom lancu snabdevanja kada su u pitanju organski proizvodi. Još jedno ograničenje istraživanja je što je fokusirano na Srbiju, te stoga i rezultate treba vezati za ovo područje. Upoređivanje sa drugim, sličnim istraživanjima, pomoglo bi boljem shvatanju ponašanja domaćinstava i njihovih članova, kao i celokupnog tržišta organske hrane i trendova na njemu.

Sva navedena ograničenja ujedno su i osnove za pripremu i sprovođenje nekih budućih istraživanja, a pored kvalitativnih, treba sprovesti i šira, kvantitativna istraživanja, kako bi se ispitali svesnost, zainteresovanost, preferencije i ponašanje potrošača i drugih učesnika na tržištu i utvrdile šire zakonomernosti.

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Abstract:

Consumers' Perception of Organic Food Products and Organic Labels in Serbia

Jelena Filipović, Saša Veljković, Galjina Ognjanov

The relevance of the market of the organic products is constantly on the rise, however, consumers' awareness on this matter is still understudied. Aiming to bridge this gap, we conducted ethnographic research within 6 households in three different locations in a period of 12 months. The sample units have been selected as multi-person households in accordance with previously set criteria, including age, gender, geographic and socio-economic characteristics. Qualitative analysis as well as quantitative content analysis using NVivo software package have shown that organic has been among the most frequently mentioned words in the context of food labels, and it has been mostly taken into consideration when speaking about dairy, fruit

and meat products. The informants have shown high level of trust in organic labels. In line with that, we further discuss the importance of customer awareness with regard to labeling organic food products as well as positive attitudes toward labels in general, their readiness to read the labels, trust in labels and pay a higher prices when comparing with the conventional food products. Finally, we provide managerial implication of our findings and recommendations for further research.

Key words: *organic products, label, ethnographic research, consumers' perception and attitudes, marketing communications*

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Marketing Focused on The Online Brand Community – The Example of Zara

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Milica Slijepčević, Milena Ilić

JEL classification: M31, M21

1. INTRODUCTION

The modern business environment greatly influences the pace at which marketing discipline is developing, which is a challenge for companies competing for global consumers. With the development of the Internet as the main channel for the implementation of optimal marketing models, Internet marketing constantly improves as a new area of marketing theory and practice. Consumers are in a situation where they can share their experiences with products and companies. On the other hand, the power and attractiveness of the Internet environment have also transformed the way consumers behave, thus creating the new patterns that must be taken into account when creating appropriate marketing strategies very different from traditional ones. In this way, online marketing has become a completely new discipline today compared to what it was known to be before, thus making traditional marketing methods less effective and expensive (Kotler & Keller, 2011); (Jaworski, 2018). Internet networking is becoming a competitive game with traditional media in terms of consumer attention and focus, and in terms of how to seek information before making the final purchase decision. For this reason, it is important to know and keep pace with all changes made in Internet marketing, given the fact that there is a completely new terminology associated with the various approaches and strategies based on the Internet that are crucial for gaining sustainable competitive advantage (Heinonem, 2011).

Classical industrial products are often static and can only be changed to a limited extent or any such change is almost excluded. Digitized products include hardware, software and services (Khan, Yang, Shafi & Yang, 2019; McCorkindale & Distaso, 2013) and require a multilevel technology infrastructure known as a “technology architecture”, which allows data exchange between users, products, companies’ systems, external sources and other products through superior services. In this way, the technological architecture serves as the basis for the service architecture layer. The lifecycle of digitized products is extended by the acquisition and decommissioning of services. Therefore, it is possible to create digitized products and services step by step. Digitized products and services support the joint creation of value together with the customer and other stake-

Abstract: Nowadays, expansion in the technological achievements domain is increasingly faster and big changes have been made in people’s interconnectedness and communication with the introduction of the Internet in our everyday lives. People started connecting online. Online communities have emerged as a network of the people gathered around the same interests, no matter whether such interests are private or business interests, through specific online media, thus creating a vast platform for the exchange of information, experiences and knowledge that transcends all geographical, social and temporal barriers. As a new information exchange platform, online communities also represent a new channel through which companies promote their business and their products, and provide new points of contact with their customers, who have increasingly greater power, the availability of and access to information. Marketing aimed at online consumer communities is analyzed in the paper on the example of Zara.

Keywords: *online brand community, consumer behavior, social media, fashion brand, Zara.*

holders, such as independent development networks, in various ways. It is especially important in the process of branding, i.e. positioning a brand in sub-proponents' minds (Slijepcevic, 2019). First, there is a constant opportunity for feedback from the customer to the supplier of the product. The Internet connection of the digitized product enables the permanent collection of data on the use of the product by the customer. Second, the data provided by a large number of digitized products may generate new insights, otherwise impossible with data from a single device, which in turn may generate indications for the development of new services.

Advances in digital and manufacturing technology now allow brands to offer customers the ability to personalize or customize products online or in-store, and then deliver them quickly. The advantage of customization is that it further strengthens the user experience for the customer by inviting him/her to become a partner in the product creation process. The better the user experience, the better the conversion opportunity (Ramaswamy&Ozcan, 2016; Zablocki, Schlegelmilch&Schant 2017). Digital communications are an area in which the rapid and frequent changes that lead to shortening communication between the sender and the recipient of a message are made, which speeds up the communication process and makes it more complex (Slijepcevic, Radojevic&Peric, 2020). Digital space also enables the collection of the data that, when analyzed, enable brands to continuously improve the user experience. Now, brands need to bring the power of digital space into the retail space in order to benefit from an increasing trend towards mobile search and prepare for possible further changes. Online promotions, product displays, device configurations, store layouts, and staff interactions must work together.

2. LITERATURE REVIEW

Customers' voices and opinions in the past were not so strong and brand managers had the luxury of ignoring them. Brand managers played the key role in creating brand-related stories, whereas today, consumer-generated brand stories on online forums have been attracting greater attention and going viral. Therefore, it is understandable that a company's production program must not be static. It is necessary, however, to monitor consumers, the competition and the market (Veljković&Panić, 2017). Internal marketing is also important for creating an organization's brand both internally and externally in order to encourage a two-

way communication (Bogićević Milikić&Ognjanov, 2019), especially in the digital world.

Digitization is revolutionizing customer behavior. Accordingly, consumer industries need to act quickly so as to meet digital consumers' expectations. Also, digital innovations affect consumer industries: shifting power from brands to consumers, shifting values from traditional to digital participants, and involving consumers in the process (Gautam& Sharma, 2017). Besides, the functions such as providing information, advice and guidance, as well as order processing within a common and interactive shopping tool, are considered as important factors in building trust in e-commerce compared to traditional sales (Margarida, Gamboa& Martins, 2014; Huseynov, Huseynov&Ozkan, 2014). The proper understanding of consumers in the online regime and the purchase process is extremely important, because it is helpful to managers in decision-making and the creation of the cognitive basis by carrying out consumer analysis, helps legislators enact laws related to the purchase and sale of goods and services, ultimately helping consumers make better decisions. In order to adapt a service to the user, it is necessary to know the user's needs, desires and affinities and generate additional benefits for and a greater satisfaction of the target public as well (Veljković, 2018).

The consumer is faced with a lot of purchase decisions almost every day. The largest number of the companies that do research in consumer purchase behavior try to find good answers to the question of what consumers buy, the number of purchases and the purchasing method, the places they go to in order to make a purchase and the reason for making a purchase. Marketing professionals can look for answers to the type of consumers' purchases, amounts and places of purchase through research and by conducting studies, but it is not so simple to determine the reasons for consumer or customer behavior (Schlegelmilch, 2016; Van Roy, Rossetti & Piculescu, 2015). Unanimous marketing communication through global integration assumes the synchronization of the entire marketing campaign which is ultimately aimed at conveying a consistent message to the target public in different geographic markets and providing a unique brand positioning as well (Ognjanov, 2013).

Numerous researchers have addressed the brand identity creation issue via an online brand community (Black & Veloutsou, 2017); (Kornum, Gyrd-Jones, Al Zagir& Brandis, 2017). Brand communities are a special type of the social cohesions that share the co-created culture of communication, meanings,

rituals and practices (Merz, He & Vargo, 2009). The members of each brand community are the fans and faithful followers of a given brand who are ready to spread their aspiration to the brand and their brand orientation even beyond the mentioned community. In the context of the online brand communities where members play an active role, both the members of the brand community and companies have overall benefits in addition to consumers (Gyrd-Jones & Korum, 2013). Together with the members of the online brand community, companies tailor and shape the brand identity, while consumers are motivated to participate in online brand communities because they have a unique opportunity to strengthen their own opinion and identity (fulfilment), and learn and share value through a particular brand, too. It is important for online brand communities to be relevant, have a continuous flow of communication with consumers, have frequent posts and be highly interactive and able to render a service with a rich database at a given moment (Kozinets, 2015).

3. SOCIAL MEDIA MARKETING ACTIVITIES

Blogs, photo-sharing websites and social networking websites have allowed peers to share their thoughts, messages, information, images, and videos. Social media are divided as follows (Jaworski, 2018): social networks to connect; media exchange networks – sharing photos, videos and other media; discussion forums; content maintenance tags and nets; consumer screening networks; blogging and publishing networks; interest-based networks; social purchasing networks; sharing economic networks, and anonymous social networks. Social networks enable a far more diversified communication – they strengthen consumers' desire to communicate both with each other and with the company's product (Dabrowski & Schivinski, 2016). A company's presence on social networks also enables both the initial information about the company's product and feedback from consumers. In this way, consumers are listened to more efficiently and are easier to interact with (Karamian, Nadoushan & Nadoushan, 2015). The use of social networks such as Facebook, LinkedIn, YouTube and Twitter has long since reached all fashion brands and has become a significant marketing tool in communicating with consumers. This type of superior technology is already showing its considerable advantage, while consumers are simultaneously building their re-

lationships through these same social networks (Gautam & Sharma, 2017). It is interesting to note that applications within social networks grow in number day by day. About two-thirds of all the Internet users are also believed to be the users of social networks (Jung, 2017). The online presence of fashion brands on various social networks provides a magnificent platform for consumers in terms of numerous associations and interactions with a company's brand as well (Dahana, Miwa & Morisada, 2019). Social networks are a unique platform for performing promotional activities of all forms of modern business in order to attract consumers (Popp & Woratschek, 2016).

Recently conducted research studies have provided the evidence that consumer engagement remains a problem for social media users. Numerous factors contribute to this claim. First, social media are a relatively new marketing phenomenon and that is the reason why there is a naivety about how to create, monitor and measure engagement. Second, with many different formats and platforms, social media have become fragmented media, which makes it more difficult for companies to monitor and coordinate them. Along with the saturation of content across all channels, said fragmentation has imposed greater cognitive demands on consumers, forcing them to either ignore content or become more selective of what they view and process. In their search for short-term sales profits, retailers rely on social media too much in order to provide consumers with sales promotions, which continues to exert a negative influence on the brand equity. The literature review reveals the five categories of consumer engagement predecessors: brand factors, product factors, consumer factors, content factors and social media factors (Ramaswamy & Ozcan, 2016).

The branded content that consumers may engage with clearly shapes the extent to which consumers are engaged. The relationship with the content is the primary factor that influences the behavior of social sharing. The ECA is likely to engage consumers on the posts that are not too commercial and involve emotions. The format and purpose of content also influence consumer engagement. Posts with pictures receive more likes, comments and sharing. Consumers will prefer task-oriented content rather than self-directed content. They are more likely to share the entertaining and educational content generated by users and the quality of the product is unimportant. Also, consumers preferably post information about interesting products and brands. This is due to the two factors: consumers have more time to construct messages while writing in comparison with the situation

when they are speaking, and self-improvement is the key motive when posting messages about products and brands. There are four attributes of social networks that promote engagement: social relationships, entertainment, access to information and ease of use.

4. ONLINE BRAND COMMUNITIES

Brands and their dedicated customers form a unique community. Investment comes in the form of emotional connections created when customers invest their money, time and interest in something surpassing a purchase itself. No matter how they are established, the purpose of these connections is to build the relationships that will form a community of brands. They enable long-term, sustainable growth based on repeat purchases from high-value customers. It is necessary to determine the difference between the companies that only have a recognizable brand, on the one hand, and strong brand communities, on the other (Zablocki et al., 2017).

One of very important processes in online brand communities creation is the so-called “bridging”, which refers to the management of the different meanings of the brand identity in communication with community members (Edvardsson, Tronvoll & Gruber, 2011). Bridging presupposes the negotiation of the company brand itself, its values and, finally, its identity. It is the communication of the basic values of the brand with the members of the online brand community that is the critical activity implying continuous communication between the company and the admirer of the given brand.

Through a partnership between the both parties that create the online brand community, consumers are invited to participate in the development of new products, and there is a wish to hear each of their designed contributions that will lead to better partnerships and, consequently, brand strengthening (Gyrd-Jones & Kornum, 2013). Through the empowerment of customer-generated content, various values (such as positive reactions from the public opinion) again reach online brand communities, thus strengthening the legitimacy of the given brand (Hakala, Niemi & Kohtamäki, 2017). In this way, a synergy of presenting all the symbolic meanings of the corporate brand identity is achieved, where online brand communities represent an important breakthrough towards communication to a broader consumer market.

When done well, the value of branded communities reflects in the fact that they create a unique space for

consumers to express their thoughts, exchange their ideas and educate themselves on the products and services of the brand in a supportive environment. Technology is used to create the environment that facilitates various forms of networking activities (Slijepčević & Radojević, 2018). Branded communities are not intended to create a need for a product or prolong the feelings like “the brand to the consumer”. These communities focus more on what consumers want, whether they approve of or buy the products of the brand (Jaworski, 2018). The attractiveness of virtual communities is that they are derived from anonymity and that there are no regulated behavioral patterns, which makes them very attractive to the companies that perceive them as a new type of targeting (Marić, Kovač Žnideršić, Paskaš, Jevtić & Kanjuga, 2017).

The purpose of brand communities is to create value for all stakeholders. Value is created by generating and sharing opinions in the form of the content related to the products that are of an interest to the audience. On the other hand, consumers help each other by sharing their experience of using the products offered by brands, which helps others make their purchasing decisions. Personal interaction through these channels may help companies gain an insight into the development of a new product. Even consumers can show their interest in building new products or making changes in an existing product line by submitting their timely reviews and suggestions. This type of engagement and value creation is only possible if consumers find relevant content on the online channels generated by companies. For the mentioned reasons, global companies first increase the participation and number of followers on different digital platforms through numerous offers and then work on strengthening the engagement of their consumers through various activities (Constantinides, 2014).

For a community to be effective, it must have members. Therefore, the most effective brand communities are those that stand out in showing value to the customer. One way to determine this value is to reward a welcome such as account opening points, and members are motivated to engage themselves then. Once members join a community, they have to do something to be considered as active members. After joining and engagement, the communities of the strongest brands use the power of sharing to end the building of the community. The best brand communities consider that a member is essential. The goal is for a member to share content and not only be an avid customer, but an avid brand advocate as well. It is important to show members the value of sharing in order for them to

stand up for the community. Marketing professionals may do research and conduct studies in order to find answers about the type of the purchase made by a consumer, and the amount and place of such a purchase, but the reasons for consumer or customer behavior are not so simple to determine (Schlegelmilch, 2016).

To conclude, brand managers need to provide an environment of trust, dialogue and the exchange of experiences through online brand communities (Ramaswamy&Ozcan, 2016), all this in order to make the members of an online brand community feel they are a part of a big family. At the same time, the importance of communicating with consumers outside the online brand community should not be underestimated, either, as this creates overall support for a given brand.

As an imperative of modern business, companies are ordered to constantly coordinate their steps with the fast digital world. User-generated content has overshadowed other marketing trends over the years. Produced and published by users on various online platforms, it is the most authentic, creative and reliable content visible online. Promotion is not done by a brand, but by customers themselves. Everything visible online, including testimonials, reviews, feedback, social media content, blogs, videos, or pictures, is a part of the user's useful content. It is mostly the millennials who produce a huge amount of content through social media and any other online platform on a daily basis. Digital interaction with customers in the field of communication through social networks and the creation of digital content are a kind of the marketing mediation of social media (Tuten& Mint Wimsatt, 2018). Social media marketing is the key factor for the success of all "born global companies" (Ashley&Tuten, 2015).

User-created digital content is equivalent to trust. More and more customers have been relying on the brands that display consumer content. As has been mentioned above, online content (such as reviews, images, videos, testimonials, and so on) is a part of user-generated content. Created by users themselves, who depict their life experiences, it is more realistic for other users, which humanizes the brand to a great extent. Only those companies that are veterans in creating international marketing through communication in the form of various social networks will create a recognizable name on a global scale (Singh, Sao, Nagare&Dharmarajan, 2017). It is evident that the entire marketing world, including the companies that want to successfully operate from within the physical world, has moved to the virtual world. The

importance of managerial success is the implication of a quality marketing approach through social networks (Yadav & Rahman, 2017).

One of the qualities that distinguish the digital content created by the users of the other forms of content is the "human element". Unlike the other forms of content, consumer-generated content builds a direct relationship with customers. Created by users themselves, consumer-generated content humanizes the brand most simply and simultaneously uniquely. Brand humanization not only increases the value of the brand on the market, but it also attracts customers' attention. Through tradition, culture and consumer awareness (the awareness perceived in the members of brand communities), certain norms and rules regarding value issues are created that focus on the shared experience of using a favorite brand. In this way, the expected quality of the brand reduces the perceived risk in terms of time, functional characteristics and money as a consumer's expense, and the prestige that the brand community brings with itself reduces the consumer's psychological risk (Popović Šević, 2019).

By giving a new definition to e-commerce, user-generated social media feeds meet consumer expectations by individually merging the point of inspiration with the point of sale. Known as purchasable content, this customized user-generated content (posts) is (are) labelled by the products that allow customers to purchase products directly from the posts. Purchasable content provides users with a fun and engaging shopping experience. Users can enjoy the benefits such as high informative value and engagement opportunities, a shorter real-time travel, the authenticity and reliability of content, and so on. Brands can use in-store content to increase conversions, build brand trust, increase engagement, provide an exciting shopping experience, and so forth. These posts also encourage the potential engagement of users on an e-commerce website, encouraging them to revisit the e-commerce website for the next shopping session.

User-created digital content implies the creation of creative content. The power of this content has been recognized not only by small brands, but also by the world's biggest companies. User-generated digital content seems to be more cost-effective than TV commercials, billboards, and so on. Many customers share pictures, videos, and reviews on social media so as to share their real experiences with the products and services of a brand. Addressing the audience in a loyal and authentic tone, the digital content created by users communicates the values of the brand in a way that no other advertising content could. In this way,

companies can build strong and long-term relationships with their customers by recognizing and valuing their customers.

5. THE ZARA CASE STUDY

ZARA was founded by Amancio Ortega, who is also the founder of the Spanish INDITEX Group, in 1975. Since October 2019, ZARA has been the leading fashion brand in Spain and one of the three leading brands worldwide (Chunling, 2020). The design cherished by this brand is trendy and the prices are relatively affordable compared to other well-known fashion brands.

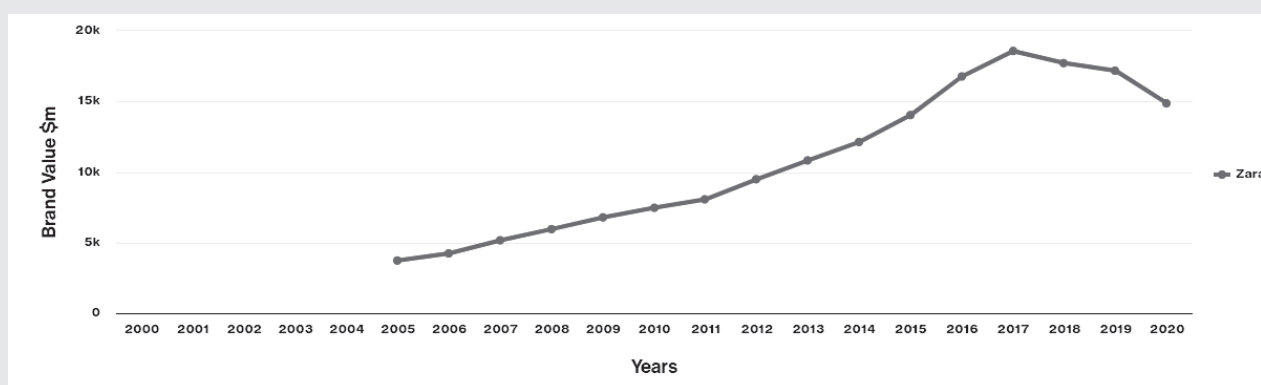
Zara is a Spanish fashion brand belonging to the InditexGroup, the biggest and extremely highly popular fashion retail chain. This fashion group owns the Massimo Dutti, Pull and Bear, Bershka, Stradivarius, Oysho, Zara Home and Uterqüe brands. As a company, Zara belongs to the group of born global fast fashion companies. The companies defined in this way are those that achieve their efficiency through competitive advantage in the entire chain of business they perform (from the way stocks are used to the final sales) in the global market (Cheney & Munshi, 2017). The companies like the Zara fashion brand initially start their business locally in order to expand themselves through their stores throughout the world (Kraus, Niemand, Angelsberger, Mas-Tur & Roig-Tierno, 2017; Garcia-Lillo, Claver-Cortes, Marco-Lajara&Ubeda-Garcia, 2017). Zara is recognizable for its successful reproduction of the latest world trends of the most luxurious brands. In this way, its consumers worldwide wear new models, and at far more affordable prices (Berman, 2017).

The Spanish company is the leader in an instant fashion. Zara's success and popularity mainly stem from its ability to provide customers with what they want. Their flexible supply chain and technology-based approach have led to great business results. The company location strategy is an aspect of its business success. Zara currently operates in 2213 stores on 93 markets and on 39 online markets. Zara dare continuously strengthen its store portfolio by closing nonprofit shops, opening new markets and expanding sister-brands on the existing markets (the Zara official Facebook page).

In September 2010, Zara launched its online boutique. The website was launched in Spain, the United Kingdom, Portugal, Italy, Germany and France. In November that same year, Zara Online expanded the service to five more countries: Austria, Ireland, the Netherlands, Belgium and Luxembourg. Its online stores started operating in the United States in 2011, in Russia and Canada in 2013, in Mexico in 2014, in South Korea in 2014, in Romania in 2016, and so forth.

In 2020, Zara ranked 35th on the same list. The total value of the brand was estimated at 14.862 billion dollars in 2020, whereas its value in 2019 amounted to over 17 billion dollars. So, Zara dropped from the 29th to the 35th place in just one year. Zara is not the only fashion brand to have been recording a negative result in 2020 compared to 2019. The impact of the COVID19 pandemic was negative on the entire global fashion industry, so the brands strongly established and positioned on the global market (such as Zara) have recorded no growth at all over the past year even though they were willing to adapt to change. Zara recorded a loss of 13% in the brand's value, according to the Interbrands official website.

FIGURE 1. The trends of the value of the ZARA brand from 2005 to 2020



SOURCE: Interbrand official website. Retrieved from <https://interbrand.com/best-global-brands/zara/> (25.04.2021.)

Zara has social media profiles on Facebook, Twitter, Instagram, YouTube, Pinterest and LinkedIn. Due to the importance of images and videos in fashion, Instagram and Facebook are their primary social media platforms. On various social networks, Zara publishes the content focused on the products that provide the audience with an insight into the company's latest offers. According to the Facebook demographic data, their follower base mainly consists of young women. Nearly 30 million people love and follow the Zara Official Facebook page (Zara Official Facebook, 2021). Through the Facebook social network, Zara visibly broadcasts its users' trust, their satisfaction and loyalty (Gamboa&Goncalves, 2014). Zara's Facebook page mostly shows the company's latest collections. Their visual content includes book-style photographs. Not surprisingly, their clothes speak for themselves and trigger the most engagements in terms of likes and sharing.

Facebook and Instagram (i.e. as many as 39 million followers) are considered as the basic social network internet platforms through which this fashion company communicates with its fans and customers. On Instagram, this fashion company monitors its followers' demand via the inquiries submitted by those who would like to look like the models in Zara cuts (Schlossberg, 2015). There is an extremely large number of the companies present with their business on Facebook and achieving global popularity (Tuten&Mintu-Wimsatt, 2018). However, most of those present in the fashion industry point out the fact that Instagram is the basic consumer communication platform. This was supported by a research study (Abdel Fattah, Galal, Hassan, Elzanfaly&Tallent, 2017) which indicated that Instagram generated extremely high reaction and sentimental response rates, which is a powerful tool for fashion houses in creating social value through preferred fashion products.

The literature on digital marketing in the fashion industry suggests that social influencers are a critical point when speaking about the creation of subjective perceptions and norms regarding consumer intentions to make the final purchase of a clothing item (Gunawan&Huarung, 2015). Although many fans of fashion brands follow the blog and actively participate on it, public figures and influencers are becoming a necessary moment of engagement in the overall digital show of a certain fashion brand. Zara took advantage of an interesting approach with its influencers on Instagram. They launched the "Timeless" campaign, which contains models older than 40. The veterans of the fashion industry participated. This campaign

made a great impression on consumers, thus enabling the strengthening of the position on the fashion market. Similar to content, publishing frequency is vital for brand consistency building. Although there is no single approach to the number of posts, consistency is of key importance. Zara manages to remain consistent in its frequency of posting on both Instagram and Facebook at least once a day.

With the art format, it also gave its consumers access through the Pinterest social network followed by almost 1400000 users (Zara Official Pinterest, 2021). This company is also present on the networks such as YouTube and Twitter. Zara also managed to remain relevant by joining the conversation about social causes. These posts attract the most retweets for the brand.

Zara's social media strategy is highly dependent on visual elements. They have a photo-oriented synchronized profile on all social platforms. This kind of the consistency of visual content is vital for brand strengthening. Uniformity maintenance helps consumers know what content they can expect from a brand. In that way, the identity of the brand that interacts with its audience is also cherished. Continuously editing its pages on social networks, regularly changing and updating its images and videos, Zara inspires its consumers in the form of the latest fashion design. Through the Zara People website, the existing consumers and the potential consumers of this fashion brand are asked to post their photos in one of Zara's models and participate in the competition in that way.

As the participation of and interaction between consumers and fans in the online brand community have become extremely popular in the fashion industry (De Valck, Van Bruggen&Wierenga, 2009), fashion companies' interest in monitoring consumer behavior is understandable.

The research studies shows that Zara company's marketing activities on various social platforms positively affect consumers' purchasing intention. The emphasis is placed on interaction with consumers and deepening loyal relationships with them. ZARA organizes its performance on social networks in two directions –in the direction of its own publicity, and also because of the fun it wants to have with its followers (customers). ZARA selflessly shares its experiences with its customers, spreads the awareness of responsibility on online chats as well. In this way, ZARA skill fully tailors its marketing strategy so as to build the brand personality through social networks, as well as trust in its brand (Mayrhofer&Roederer, 2016).

One of the recent research studies on the brand associations that consumers have against the fashion

company ZARA includes the following synonyms: “a recycling fabric”, “artificial leather”, “the basic color”, “the natural style”, “diverse items”, “stylish”, and “sophisticated”. Besides, the keywords “expensive” and “long-term clothing” are associated with expensive, long-wearing brands, which in turn lead to “waste reduction.” (Kim & Wha Oh, 2019).

Research in customers and their habits was of great importance for the Zara fashion brand success. They implemented the same strategy on their social media. Zara constantly uses social media to talk to its customers, which in turn managed to maintain brand loyalty. Branded content has become the most important marketing tool today (Blindčević, 2019).

The major aspect of ZARA’s success on social media can be attributed to the inclusion of the influence of fashion-focused bloggers. There are several Instagram accounts exclusively dedicated to clothing vendors. Every season, Zara brand products are sold on social networks and their hashtags related to the brand generate millions of results. For Zara, every decision and strategy are related to the customer. The Zara company makes the customer experience royal. The product used to be the king, but no more. In the new retail economy, experience is more important than products.

The formation of a new digital strategy in the COVID-19 crisis is of great importance for the fashion brand Zara. With its primarily offline shopping experience, Zara was hit hard by the global store closures amidst the COVID-19 crisis in 2020, when sales in fell 44% year-over-year in the first quarter 2020. The company reported a net loss of \$ 482 million. Inditex announced it would close between 1000 and 1200 stores worldwide, focusing on the retail stores in Asia and in Europe. Although online sales were encouraging (Zara’s online sales increased by 50% for the first quarter 2020), that was insufficient to mitigate the damage. As of the last days of December, however, the stores were not closed, not even in Serbia, although the closing was announced (the Inditex official website).

Amancio Ortega plans to spend \$ 1.1 billion to expand its digital strategy and networking capabilities by 2022, and the additional \$ 2 billion in stores so as to improve the integration between the online and the offline environments for faster delivery and real-time product tracking. Its goal is for online sales to account for at least 25% of the total sales. To achieve this goal, Zara will have to devise new ways to digitally engage its customers not only through its online store, but through online communities and social media as well (Chunling, 2020).

The fashion brand Zara realized the potentials of mobile trade late and quickly had to catch up with competitors. The results of the market analysis point to a scenario in which spending on mobile commerce will threaten e-commerce by 2021. On average, most brands currently generate about 15-20% of the traffic on their websites via mobile devices. Zara should make mobile shopping not only an effortless experience, but also a wonderful experience. Making a brand experience meaningful and exchange valuable, Zara exploits the potential of its customers to promote the brand. Instead of suppressing marketing, Zara attracts customers and perceives them as influential brand promoters, all this with the aim of improving its business, services and products, and encouraging them to dissipate the recommendation for the brand.

Great loyalty and brand loyalty are recorded: Consumers are simultaneously becoming the brand promoters who share the excitement over the brand with their networks. Zara has the highly developed data infrastructure that enables an efficient analysis of what is sold and spoken about on social media platforms. This data is used to improve business aspects ranging from a product offer to a service improvement. The two-way communication between the customer and the fashion brand Zara enables a continuous improvement of products and services.

6. CONCLUSION

Following trends, innovations and the new patterns of competitors’ and customers’ behavior have become an important part of the process of the creation of a recognizable competitive advantage and reaching target customer segments in the digital time. The virtual world provides a lot of room for improvement, creative strategic approaches and top performance. On the example of the fashion brand Zara, it is possible to understand that every brand needs a good marketing strategy on social networks in order for that brand to be able to grow and remain sustainable in today’s business environment.

The Zara company is focused on their customers—it is capable of understanding, anticipating and meeting preferences for contemporary fashion trends at affordable prices, too. In addition to the efficient supply chain, the brand’s ability to create a design for its customers is unique and gives it a competitive advantage. Most fashion trends often start unexpectedly. One of the secrets of Zara’s global success is its culture and respect for the fact that there is no better and more au-

thentic trend initiator than the customer him-/herself. This is of key importance for communication with consumers and the creation of the brand identity – brand online communities have served their purpose by carefully listening to fans' opinions. Cherishing the

category of mutual trust and allowing active dialogue and the exchange of opinions and experiences, the on-line brand community of the Zara fashion brand has brought even more customers closer to itself by using the most efficient digital marketing tool.

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Abstract

Marketing usmeren na online brend zajednice na primeru kompanije Zara

Nevenka Popović Šević, Anja Jeremić,
Milica Slijepčević, Milena Ilić

U današnje vreme sveje brža ekspanzija u domenu tehnoloških dostignuća, a sa uvođenjem Interneta u našu svakodnevnicu došlo je do velikih promena u načinima povezivanja ljudi i načinima komunikacije. Ljudi su počeli da se povezuju online. Online zajednice nastale su kao mreža ljudi koji su putem specifičnih online medija okupljeni oko istih interesovanja, bilo privatnih ili poslovnih, stvarajući ogromnu platformu za razmenu informacija, iskustava i znanja koja prevazilazi sve geografske, društvene i vremenske barijere. Kao nova platforma za razmenu

informacija, online zajednice takođe predstavljaju i novi kanal preko koga kompanije promovišu svoje poslovanje i svoje proizvode, i omogućavaju nove dodirne tačke sa kupcima, koji danas imaju sve veću moć, dostupnost i pristup informacijama. U radu će biti analiziran marketing usmeren na online zajednice potrošača na primeru kompanije Zara.

Key words: online brend zajednice, ponašanje potrošača, društveni mediji, modni brend, Zara.

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The Role and Importance of Value-based Segmentation on the Cohort of Millennials: Case Study Serbia

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Stefan Alimpić

Abstract: The paper deals with the value-based segmentation conducted on Millennials generation in Serbia. It presents the research findings of the five segments of the Serbian Millennials according to their values and life style. The subject of defining the set of segments was processed by conducting a cluster and factor analysis on the representative national sample of Millennials in Serbia. Once the cluster analysis discovered the segments, the next step was to understand the essence of the clusters or segments. The sample is consisted of 1000 respondents, reflecting the population structure of the Serbian generation Y according to gender, age, region and type of settlement (urban / rural). The analysis showed some quite interesting and in some parts contradictory results. The results of this survey are relevant for sociologists, strategists, communications professionals and managers who are interested in this generation of voters, consumers, employees, leaders and entrepreneurs.

Key words: *Millennials, value based segmentation, cluster segmentation, VALS, Millennial's behavior*

JEL classification: M31

1. INTRODUCTION

Millennials Generation (also known as Generation Y), are the demographic cohort following Generation X and preceding Generation Z. Researchers and popular media use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years, with 1981 to 1996 a widely accepted defining range for the generation. Demographers Howe and Straus (2000), who are acknowledged to have defined this generation's expression itself, believe that the generation is made up of people born between 1982 and 2004. Also, according to Howe, there is a dividing line between the Millennials and the next „Generation Z“, which is temporary, adding that we cannot be sure where and when one day history will draw the dividing line (Forbes 2014). By Carlson E. in his 2008 book „The Lucky Few: Between the Greatest Generation and the Baby Boom“, this generation is a group of people born between 1983 and 2001.

This generation is generally marked by their coming of age in the Information Age, and they are comfortable in their usage of digital technology and social media. Also, more than previous generations, this cohort is characterized by an accumulated, materialistic, and consumer culture that is primarily a result of technological innovation (Hanzaee and Aghasibeig 2010).

Millennials present the main working force in majority of the countries (and Serbia also), and their natural role in the society today is parental. Generation Y is the most likely to make/lead the changes in any society. Portraying this generation is of great importance for every country.

Most researches about the Millennials generation are generalized by talking about all Millennials together. Thus, these studies overlook the differences within this generation and sometimes differences between different generations.

„As for the post-socialist societies (including Serbia), what is common to the position of the youth (and therefore Millennials) is a disappearance of relatively strongly structured and predictable paths of life transitions and its flexibilization. Youth socialization is taking place in conditions where institutions, processes and social norms that previously

used to channel transition in the world of adults now vanished¹, or they are also in the process of substantial transformation (Mojčić 2012: 306). So, there are serious obstacles to youth individualization in Serbia. Although it is logical to state that the youth is a natural winner of transition (since they are oriented more towards, and prepared better for the changes brought about by social transformation), the majority of empirical studies showed that young people are still exposed more to new and greater risks rather than new and more favorable chances of social promotion (Ilišin 2005: 19). So, it is not a surprise that after the political changes in 2000, however, potential “winners” in the post-socialist transformation - youth (which today represents more than half of Serbian Millennials) were rather optimistic when asked about the future of Serbian society. Nevertheless, one of the first conclusions of the youth studies in that decade was that there had been some improvements in this respect, but, according to young respondents, these changes were neither deep nor wide enough (Mihailović 2004). That is probably the main reason for very high Index of political alienation among Serbian youth measured next decade by Jarić and Živadinović (2012a) which today represents Serbian Millennials.

In order to better understand this generation, it is necessary to carefully consider the socio-historical context in which they lived. According to Karl Mannheim's theory (Kuljić 2007), the formation of a particular generation is strongly influenced by the events that occur during its growing up, especially during adolescence. These events form a special context that shapes the consciousness, traits and behavior of a generation. If we look at the Millennium generation in this context, we will see that the entire spectrum of events, from child-centered education to terrorist attacks, sets boundaries of the historical period significant for their development (Mamula, Popović Pantić and Muller 2020). Terrorism and events of September 11th in 21st century have made the world of Millennials a far less safe and secure place to live in than the previous generation. While previous generations have received reports on wars through radio, newspapers and television, this generation could see live for the first time what such an attack looked like. Terrorist attacks around the world, climate change and violent clashes across schools have all affected the anxiety of this generation. The wars in Iraq, and for

the Serbian Millennials the wars in the Balkans and the war between the NATO and the Federal Republic of Yugoslavia are some of those events. In Serbia, the economic sanctions and isolation imposed by the West, as well as hyperinflation and a general change in social values, the sharp rise in crime and the enrichment of small interest groups at the expense of the impoverished majority, have definitely mapped the development and some traits of Millennials.

So, to understand more precisely the Millennial generation, one should go one level deeper having in mind the assumption that people's behavior and opinions are formed by values that are profoundly assimilated within culture, society and person. The aim of the research study is to identify the Values and Life Style of the Serbian Millennial population. In addition, the goal of the research was to analyze whether there is a significant difference in this cohort also named Y generation (according to some definitions those who were born in the period between 1980 and 2000) for the purposes of further sociological analyses.

2. LITERATURE REVIEW

According to the research by the Euromonitor International (2015) the Millennial population is highest in India, at 209 million, followed by China at 193 million. Beyond this, the next largest population is found in the US, at 43 million. In these markets, the sheer scale of the Millennial population makes successful targeting of them key to success. Other large Millennial markets are Indonesia, Brazil and Russia. Today, every third employee in the world belongs to that generation, and from 2020 it will constitute more than half of the working age population. Because of their age, number and role in society, Millennials are shaping every aspect of society around the World. Most researches about Millennials suffer from two flaws. The first one is an overgeneralization: by lumping together all Millennials majority of studies ignore the differences within this generation. The second one is omission: most researches focus exclusively on Millennials in the West, where only 12% of the 2 billion Millennials in the world live (UN Population Division estimation).

The last Statistical Report of Census of Population, Households and Dwelling reported in 2011 that there was approximately 2 million members of Millennial population in Serbia. That is nearly one fourth of the overall Serbian population. According to the official estimates of the population from the 31st December

¹ Just like previous countries they have lived in: Federal Republic of Yugoslavia and Serbia and Montenegro and older segment of cohort was born in Socialist Federal Republic of Yugoslavia until 1992).

2017 (the Statistical Office of the Republic of Serbia), there are 1.8 million members of the Generation Y in Serbia (born between 1980 and 2000), which makes 25.7% out of the total Serbian population. At that point, they were on average 28 years old, 51% of them were male and 49% female. By 2020, according to the estimates of the Statistical Office of the Republic of Serbia from 2016, Serbian Generation Y will be a dominate working population with 48%, followed by Generation X (40%) and Generation Z (9%). The same stands for Millennials worldwide – by 2025 the global workforce would be dominated by Millennials (75%).²

According to Ng and McGinnis Johnson (2015), different authors labelled this generation, considering some historical events, as Gen Y, Gen Me, Net Gen, Nexus Generation, Digital Natives and Millennial Generation (Advertising Age 1993; Barnard, Cosgrove and Welsh 1998; Burke and Ng 2006; Howe and Strauss 2000; Twenge and Cambell 2012; Prensky 2001; Tapscott 1999).

Due to the given historical circumstances, and the accompanying trend of digitalization and development of information technologies, this generation becomes the creator of inventive solutions such as „gig economy“, circular economy, „shared economy“ or economy of sharing, e-learning, m-learning and so on. The emergence of these new ways of the organization of the capital market, as well as new types of learning, is the result of the most important historical event in the life of Millennials, which is the emergence of the Internet. Millennials are the first generation to grow and evolve with the development of the Internet. While many of their parents have not yet become aware of what the Internet is and what it serves for, Millennials have already managed and mastered its use. Following the rapid development of technology, the Internet and social networks, this generation easily develops the skills due to which it is also called „digital natives“. According to Mamula, Popović Pantić and Muller (2020) over 90% of Millennials in Serbia are online every day, while almost 95% use social networks. The same survey concludes that over 80% of Millennials own smartphones, and as many as 60% declare that they would not be able to live without a mobile phone or digital.

The Y generation is social online and offline, and yet its members are individualistic highly value their free time. One of their key features is open-mindedness, which goes hand in hand with the tendency

to support diversity (Mamula Nikolić, 2021). This generation has a strong need to travel, to experience new things. Millennials have highly developed an appreciation for money, but they are more inclined to spend it on travel than on status symbols. The Y generation “wants all, and now”: to be good parents, to keep learning and self-improving, to travel and gain new experiences, a good marriage, successful career and to be socially active and engaged. But, one of the life plans that is becoming less predictive is starting a family. Delaying marriage and childbearing, as well as reducing the number of children - are common features of all European societies, whether leaving their homes early or late, whether or not there is a plurality of marriage and the family with alternative forms of living (single life, cohabitation, etc.) (Tomanović 2012).

The fact that they have excellent knowledge and use technology enables them to work much faster and more productively than older colleagues. They also have a better approach to problems, practical solutions, and clearly defined goals. Since the Y generation is a leader in the labor market changes in the world of business and work environment are all the more visible. The formula of how to address the Millennials indicates that the approach, as well as the content, needs to be entertaining, informative, and educational. The greatest effect is achieved by using personalized and usable messages targeted at resolving imponderable questions and ambiguities which evoke emotions and step out of standard frameworks offering a “broader picture” (Mamula and Čoso 2015). All these characteristics encourage and enable Millennials to be much more innovative than previous generations, thus creating opportunities for faster development of country.

Each country's Millennials are different, but due to globalization, social media, the exporting of Western culture and the speed of change, worldwide Millennials are more similar to each other than to older generations within their nations (Stein and Sanbourn 2013). Millennials born between 1980 and 2000 are the 20th century's last generation. This generation is highly educated and technologically connected, compared to prior generations, although there are differences in attitude, value, behavior, lifestyle, and ethnic diversity (Taylor and Keeter 2010).

Previously, demographic classification (i.e. age, gender, social grade, education and income) was used to categorize different behavior. This approach does not represent a comprehensive way of understanding people motivations and needs, as people belonging to the same demographic group (e.g. 18-24 years

² <https://www.catalyst.org/research/generations-demographic-trends-in-population-and-workforce/>

old urban males) do not necessarily share the same values and attitudes, or choose the same brand for the same reasons. Psychographic segmentation, on the other hand, is a much more relevant way of understanding needs, as it groups people sharing the same lifestyle, values, personality and other relevant attributes. Psychographic lifestyle profiles can avoid limitations associated with demographic segmentation by providing deeper insight into a behavior based on personality, an understanding that research based on demographics and geographic factors alone cannot unveil (Wells 1975). According to Valentine and Powers (2013), psychographics started with the classic study of buyers' personality traits by Koponen (1960). One of the most well-known methods to determine psychographic segmentation is the VALS methodology developed at SRI International by Mitchell (1983). It is based on the theoretical base of Maslow's (1954) need hierarchy and the concept of social character (Riesman, Glazer and Denny 1950).

Customer value has been studied under the name of lifetime value (LTV), customer lifetime value (CLV), customer equity (CE), and customer profitability. Millennials' generation segmentation by VALS method is presented in a few papers globally despite the fact that this is very important topic for decision makers in companies (Valentine and Powers, 2013; Moravčíková, 2018; Kaur and Anand, 2018). Companies that could benefit from segmenting the Generation Y market into meaningful subsets may be better served through specific and targeted marketing messages (Valentine and Powers, 2013). It is no surprise that marketers experience difficulty when trying to draw general conclusions about a population as large as Generation Y (Sullivan and Heitmeyer, 2008). Deciding in which segment to invest or how to distribute the marketing budget could be crucial. In today's world with lot of changes and differences marketing managers take risks to put the same sales or communication strategy on the whole population. Including new criteria to know customer behavior such as customer lifetime value, current value and the client loyalty are more representative for decision makers that just revenues or volume of clients (Cuadros and Domínguez, 2014).

The example of the value-based segmentation conducted on global Millennials was done by Motivation International, a Dutch-based professional research company. An independent research on the values, motivations, lifestyle and behavior was conducted with 18,066 consumers (18-35 years old) in 20 large economies, in 12 languages in December 2013 and January

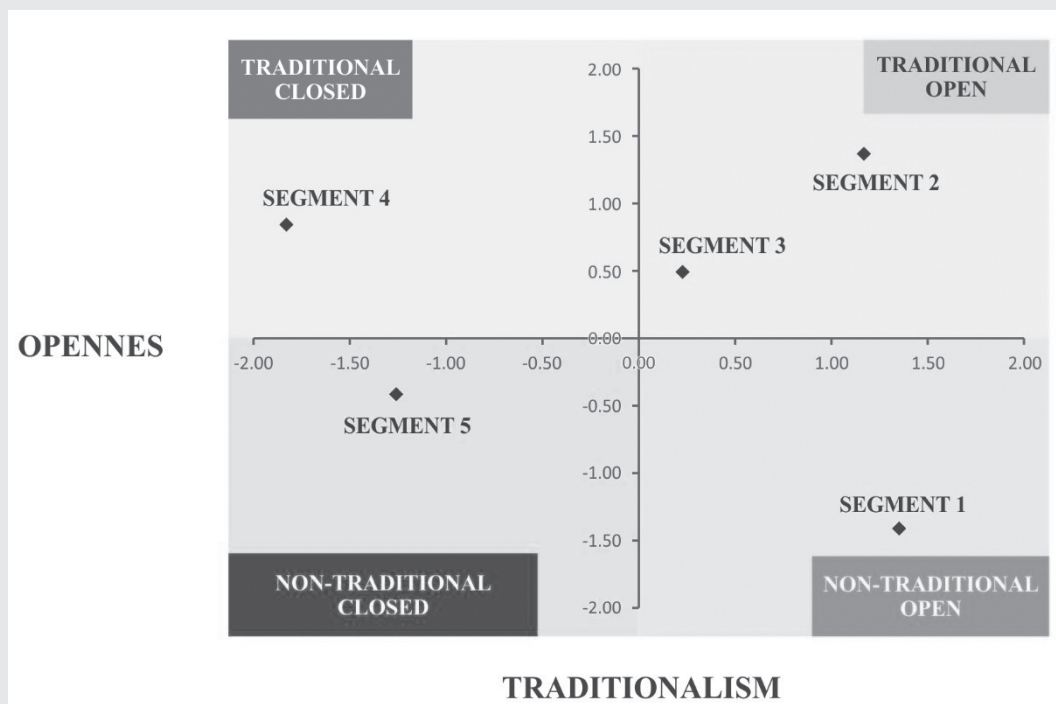
2014. The study was conducted in the US, Canada, Mexico, Brazil, Australia, Japan, China, South Korea, India, Russia, Turkey, South Africa, Italy, Poland, Germany, France, Spain, Belgium, the Netherlands and the United Kingdom. This selection of countries contains 58% of the world population and represents 75% of the world economy. The Glocalities segmentation model consists of 5 values segments which are based on cluster analysis (latent class analysis) on a set of different statements of values from the survey. The five segments are plotted on two axes. The horizontal axis shows the extent to which people are open for change and innovation, while the vertical axis shows the extent to which people value freedom and independence. The following segments are identified: Creatives: Open-minded idealists who value personal development and culture (23% of the Millennials population), Challengers: Competitive workers with a fascination for money, risk and adventure (31%), Achievers: Entrepreneurial networkers who value family and community (20%), Conservatives: Family people who value tradition, etiquette and structure (15%), Socializers: Structure seekers who enjoy entertainment, freedom and family values (11%).

3. RESEARCH METHODOLOGY

Segmentation modelling is the statistical method to gain insight into a respondents' database which consists of heterogeneous segments. For the purpose of the survey we have classified the sample of 1000 respondents in five specific strata conducting value-based segmentation, in order to identify similarities or differences in their life style and values, consumer behavior. The research presents the method used in the stratification of clusters according to 43 statements. The sample was based on the statistical and quantitative data on Serbian Millennials which are available according to the Statistical Office of Republic Serbia and research study conducted end of 2018³.

The first stage of qualitative research was consisted of 6 focus group discussions with the objective to generate variables that are likely to yield differences among participants with regard to their psychographics and consumer behavior. The second stage is quantitative Face-to-Face (F2F) research approach with the stratified random sampling method, including 1000 people in Serbia born between 1980 and 2000. The sample is nationally representative, reflecting the

³ MASMI research agency Belgrade, where the first author was a director and key researcher of the presented research.

GRAPH 1: Factor analysis

SOURCE: Author's Survey

population structure of the Serbian generation Y according to gender, age, region and type of settlement (urban / rural).

Two questionnaires were used as a research instrument for gathering information from the respondents. The first questionnaire is a self-assessment questionnaire formulated at the five-point Likert scale from 1-5 where 1 = I completely disagree, 2 = I disagree, 3 = I am not sure, 4 = I agree, 5 = I completely agree, with 37 statements covering personal attitudes and habits of the Millennial generation in Serbia. The second questionnaire consists of a series of questions about the Millennials' lifestyle and goals, media consumption and digital activities, attitudes toward work, free time and socio-demographic characteristics. For the purposes of this article the first questionnaire's database was used for the value-based segmentation.

Analysis of statistical data was performed using two statistical methods (SPSS, Statistical Package for the Social Science for Windows, version 20.0). First, it was used factor analysis, which is one of the most popular multivariate techniques and which is used for examining the links between different traits, i.e. for reducing a large set of variables or scale items to a smaller number of dimensions or factors (components) that are easier to work with (Pallant 2011). After obtaining

result of this analysis, two non-hierarchical analysis were carried out, i.e. rapid K-means Cluster Analysis, with the aim of dividing the respondents, whose values were measured on all observed variables as well as on the obtained factors, into certain categories based on the values they have on those variables and factors. A confidence level $\alpha = 0.05$ was used to determine statistical significance.

Prior to the very implementation of factor analysis, the values of the KMO test ($KMO = 0.792$) and the Bartlett test ($p = 0.000$) confirmed that there were good conditions for its application. KMO index values can range from 0 to 1, and using factor analysis is inadequate if KMO values are below 0.5. Bartlett's test is based on hi-square statistics. As a method of factor analysis in this study, it was used principal component analysis which considers the total variance in the data. More precisely, the diagonal of the correlation matrix contains units and the total variance is entered into the factor matrix. In order to determine the number of factors in this article, it was used the Kaiser criterion, which is based on eigenvalues. We are only interested in those factors whose eigenvalue is 1 or more. For a clearer interpretation of the factors, one of the most commonly used oblique rotations was used, i.e. Promax method.

Based on methodology, research objectives and sample, the following initial hypotheses were defined:

H1: The main proposition of this paper is that Millennials in Serbia can be segmented into more or less precisely defined clusters. This was obtained through statistical analysis of the group of questions regarding Millennials' values and lifestyle questions. Following the methodology used by Motivation International mentioned above and the Glocalities segmentation model, Serbian Millennials can be classified in five clusters of similar characteristics.

H2: According to the research by the Euromonitor International (2015) Millennials are more homogeneous than older demographics, due to the powerful levelling influence of the Internet, which exposes (preferably young) people to the same cultural icons and lifestyle trends. Due to the high level of use of the Internet and social media by young people in Serbia (Perčić, Perić and Kutlača 2019), hypothesis two assumes a high level of homogeneity of Serbian Millennials.

H3: Generally, this generation is considered to be more open, liberal, more supportive of LGBT rights than previous generations (Live Science 2017). However, the third hypothesis assumes that Serbian Millennials are not overly tolerant of the LGBT population.

H4: This hypothesis follows the previous one forming a bigger picture: Although Serbian Millennials are a generation that has faced a transition at an early age and a transformation of Serbian society (which includes different values), Authors assume that this generation is quite traditional.

4. RESULTS

Looking at the demographics, most of Serbian Millennials are in a middle-lower material status, they just have enough to meet basic needs. Half of them lives with their parents, which is understandable given the fact that they are between 18 and 36 years of age and taking into account the practice in our environment that they „fly away from the nest“ later than it is the case in the West. Regarding education, about a third of them graduate from high school and do not continue their education, one-third have a university degree, and every fourth one is a student.

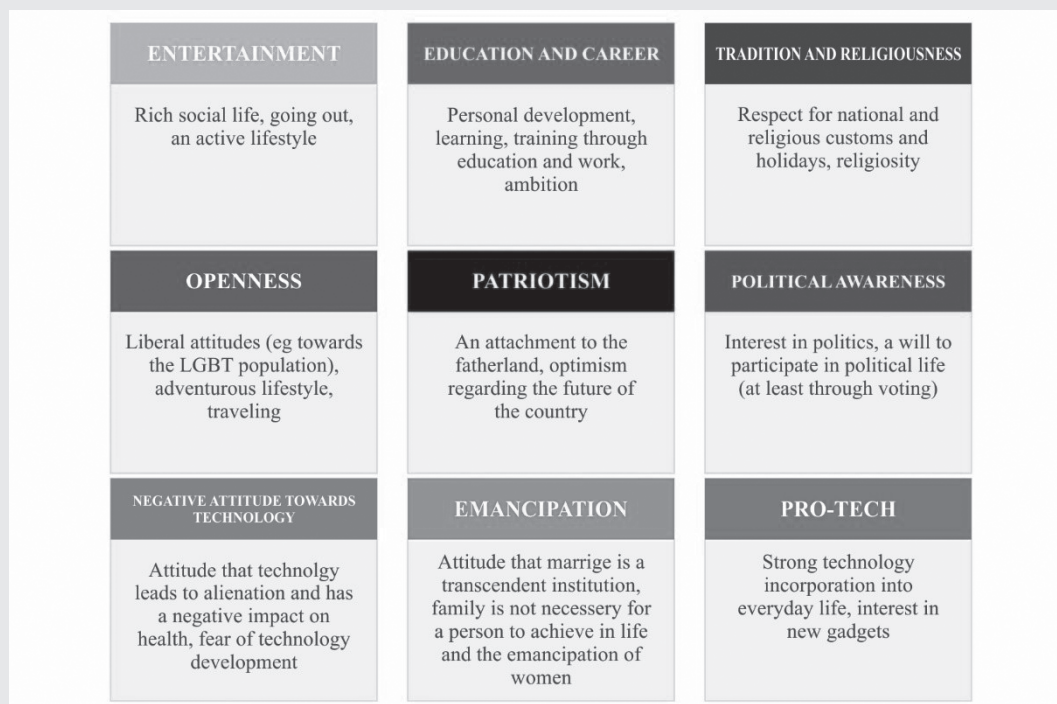
Looking at the whole sample, the answers to the value statements are: My job should give me an opportunity to develop and gain new skills (84%), Career advancement is very important to me (79%), Education and training are very important to me (79%), The most valuable thing each person can do is starting his own family (84%), I have a rich social life (65%), I live an active life (71%), I cannot imagine my life without modern technology (62%), I couldn't live without my mobile phone (60%), It is important to respect tradition (60%), I celebrate majority of religious holidays (56%).

Graph 2 shows the positioning of the clusters in terms of: traditional (respect for customs, religion, patriotism) and openness (education and career, openness, emancipation)

The results of factor analysis (Table 1) show that the statements have clustered around nine factors (F1, F2,...). The first factor *religiosity and tradition* explains 11.932% of the variance. This factor includes six statements related to questions concerning religion and tradition. The second factor *education and career*, which includes six statements regarding education, personal development and career advancement, explains 9.733% of the variance. The third factor *fun* describes 7.384% of the variance and includes all those statements that are related to entertainment. The fourth factor *technology* refers to all the statements regarding the use of new technologies and explains 6.172% of the variance. The fifth factor *antitraditionalism* explains 5.209% of the variance and includes all those statements expressed by the ultraliberal attitude of the respondents. The sixth factor *antitechnology* concerns the statements regarding the negative aspects of the use of new technologies. This factor describes 4.563% of the variance. The seventh factor *patriotism* explains 4.333% of the variance and refers to the statements regarding the feeling and level of patriotism among respondents. The eighth factor *traveling* includes the statements regarding the respondents' willingness to travel somewhere and it describes 3.946% of the variance. Finally, the ninth factor *political activism* explains 3.398% of the variance and refers to those statements regarding politics. All in all, all nine factors describe 56.669% of the total variance.

Table 2 presents the results of the first non-hierarchical (fast) cluster analysis, i.e. the arithmetic means of the respondents from each of the clusters on the appropriate factor. The last row gives the number of respondents in each of the clusters.

Table 3 and Graph 3. present the results of the second non-hierarchical (fast) cluster analysis, i.e. the

GRAPH 2: Clusters positioning

SOURCE: Author's Survey

TABLE 1: Factor analysis

Statements	F1	F2	F3	F4	F5	F6	F7	F8	F9
Factor 1: religiosity and tradition									
I consider myself a religious person.	.823	.089	-.078	.033	.041	-.026	.087	-.097	.059
I celebrate majority of the religious holidays.	.748	.220	-.084	.013	.124	.029	.011	-.110	-.020
It is important to respect tradition.	.738	.096	.009	-.038	-.095	.017	.117	.018	.059
LGBT is a disaster of modern society.	.600	-.199	.156	-.079	-.081	.099	-.161	-.025	.006
LGBT is just sexual freedom.	-.516	.139	-.169	.185	.145	.110	.159	.260	.187
A sense of belonging to a nation is a key part of identity.	.504	.156	-.134	-.038	.047	.131	.318	.042	.216
Factor 2: education and career									
Education and training are very important to me.	.096	.798	.001	-.003	.068	.146	.047	-.109	-.022
My job should give me an opportunity to develop and gain new skills.	.066	.741	.004	.020	-.048	.065	-.200	.113	.031
I am a person who is constantly learning new things and improving myself.	.192	.716	.092	-.029	.078	-.120	-.014	.050	.077
I am interested in understanding people who have different views of the world from me.	-.177	.638	-.054	-.035	.166	.212	.125	-.090	.079
Career advancement is very important to me.	.188	.538	.131	.103	-.096	-.162	-.178	.120	.141
A woman should do all the housework, whether or not she is employed.	.338	-.409	.028	.041	.198	.163	.133	.100	.182

Statements	F1	F2	F3	F4	F5	F6	F7	F8	F9
Factor 3: entertainment									
I often go out to clubs or bars.	.078	-.089	.707	.012	.097	-.070	-.008	.069	.098
I live fast and I enjoy it.	-.058	.122	.683	.031	.134	-.007	.097	-.085	-.040
I have a rich social life.	-.157	.157	.661	.016	-.034	.019	.249	.064	-.127
I prefer going out to staying at home and reading books.	-.094	-.224	.641	.167	-.049	.171	-.009	-.059	.218
I live an active life.	.019	.253	.588	.003	-.088	.029	.071	.138	-.078
The most important thing is to have fun.	.144	-.032	.455	.011	.230	.028	-.004	.274	.026
Factor 4: technology									
I cannot imagine my life without modern technology.	-.065	-.024	.048	.878	.014	.019	-.036	-.061	.026
I couldn't live without my mobile phone.	-.033	.025	.079	.871	-.075	.058	.005	-.144	-.052
I like new gadgets.	.041	.018	.037	.563	.040	-.243	.014	.145	.073
Factor 5: antitraditionalism									
Modern woman no longer needs a man.	.133	.091	.051	.068	.818	-.024	.131	-.106	-.235
The institution of marriage is outdated.	-.069	.003	.081	.003	.747	-.037	-.037	.059	.013
I'd rather change jobs than work for a long period at one company.	-.145	.068	.112	-.269	.459	-.030	-.132	.216	.207
The most important thing each person can do is starting his/her own family.	.354	-.072	-.032	.081	-.427	.149	.041	.285	-.124
Factor 6: antitechnology									
Modern technology leads to alienation.	.111	.097	.073	-.060	.042	.771	-.131	.003	-.130
Modern technology has a negative impact on the health and development of children.	.068	.168	.036	-.069	-.081	.716	-.033	.028	-.125
Technology development is a bit scary for me.	-.039	-.088	-.053	.069	-.079	.666	.095	.203	.065
Factor 7: patriotism									
I think that Serbia is going in the right direction.	.180	.003	-.002	.172	.150	-.091	.654	-.192	-.049
I could never live outside Serbia.	-.014	-.168	.167	-.033	.024	.214	.611	-.198	.137
Young people should look for a better future outside Serbia.	.043	.102	-.089	.231	.187	.121	-.586	.290	-.243
I am satisfied with my life.	-.040	.026	.247	-.123	-.087	-.176	.523	.191	-.297
Factor 8: traveling									
I'd rather spend the money on a trip than buy something.	-.168	.019	.032	-.083	.032	.176	-.128	.786	-.038
I love adventure travel.	-.001	.007	.108	-.016	-.053	-.035	-.276	.767	.084
Factor 9: political activism									
I don't care who rules.	.039	-.246	-.192	.016	.133	.013	.161	.377	-.687
I participate in political life (rallies, demonstrations).	.147	-.170	-.031	-.001	.159	-.130	.066	.146	.658
My vote influences the outcome of elections.	-.008	.199	-.091	.037	-.252	-.046	.269	.182	.644
Eigenvalue	4.415	3.601	2.732	2.284	1.927	1.688	1.603	1.460	1.257
Percentage of variance explained	11.932	9.733	7.384	6.172	5.209	4.563	4.333	3.946	3.398

SOURCE: Author's Survey

TABLE 2: Cluster Analysis No. 1.

Variables (statements)	Cluster No.				
	1	2	3	4	5
The most important thing each person can do is starting his/her own family.	3.74	4.61	4.69	4.57	4.17
Career advancement is very important to me.	4.49	4.53	4.54	3.53	3.63
My job should give me an opportunity to develop and gain new skills.	4.54	4.48	4.66	3.95	3.74
I live an active life.	3.97	4.42	4.42	3.66	3.34
Education and training are very important to me.	4.51	4.37	4.46	3.81	3.50
I love adventure travel.	4.23	4.37	4.31	2.54	3.26
It is important to respect tradition.	2.79	4.29	4.13	3.71	3.37
I cannot imagine my life without modern technology.	3.96	4.28	3.70	3.09	3.55
The most important thing is to have fun.	3.55	4.27	3.99	2.83	3.35
I celebrate majority of the religious holidays.	2.36	4.25	3.92	3.78	3.21
I am interested in understanding people who have different views of the world from me.	4.19	4.24	4.12	4.06	3.28
I am a person who is constantly learning new things and improving myself.	4.33	4.23	4.33	3.79	3.33
I have a rich social life.	3.88	4.21	4.08	3.33	3.26
I am satisfied with my life.	3.78	4.20	4.15	3.88	3.33
I couldn't live without my mobile phone.	3.71	4.13	3.63	2.94	3.63
I consider myself a religious person.	2.16	4.07	3.68	3.56	2.93
I prefer going out to staying at home and reading books.	2.92	3.92	3.55	2.86	3.49
A sense of belonging to a nation is a key part of identity.	2.31	3.68	3.50	3.14	3.01
I like new gadgets.	3.52	3.66	3.03	1.68	2.82
I'd rather spend the money on a trip than buy something.	3.70	3.60	3.53	2.29	2.86
I live fast and I enjoy it.	3.12	3.59	3.35	2.78	2.70
I think that Serbia is going in the right direction.	1.97	3.58	2.31	2.98	2.28
I often go out to clubs or bars.	2.69	3.57	3.20	1.97	2.66
My vote influences the outcome of elections.	2.95	3.57	2.53	2.05	2.36
Modern technology has a negative impact on the health and development of children.	2.79	3.50	4.08	3.88	3.71
Modern technology leads to alienation.	2.72	3.34	3.92	4.02	3.54
I could never live outside Serbia.	1.85	3.33	1.99	2.87	2.55
Young people should look for a better future outside Serbia.	3.56	3.21	3.84	2.85	3.44
I don't care who rules.	2.58	3.10	2.86	2.70	2.61
A woman should do all the housework, whether or not she is employed.	1.75	3.09	2.53	3.13	2.55
LGBT is a disaster of modern society.	1.63	2.90	3.39	3.92	3.52
LGBT is just sexual freedom.	3.51	2.83	2.17	1.67	2.23
Modern woman no longer needs a man.	2.35	2.83	2.16	1.96	2.53
Technology development is a bit scary to me.	2.08	2.81	3.37	2.92	2.87
I'd rather change jobs than work for a long period at one company.	2.80	2.67	2.28	2.05	2.35
I participate in political life (rallies, demonstrations).	1.79	2.58	1.61	1.22	1.84
The institution of marriage is outdated.	2.45	2.38	1.85	1.45	2.32
Number of respondents	185	149	274	139	187

SOURCE: Author's Survey

TABEL 3: Cluster analysis No. 2.

Factor	Cluster No.				
	1	2	3	4	5
Entertainment	-.15	.68	.42	-.73	-.55
Education and career	.43	.31	.46	-.38	-1.05
Religiosity and tradition	-1.07	.83	.47	-.05	-.31
Antitechnology	-.81	-.07	.46	.19	.04
Technology	.06	.57	.03	-.76	-.02
Traveling	.81	.50	.02	-1.10	-.42
Antitraditionalism	.11	.37	-.25	-.35	.21
Patriotism	-.34	.54	-.42	.90	-.10
Political activism	.21	.54	-.08	-.80	.06
Number of respondents	185	149	274	139	187
%	20%	16%	29%	15%	20%

SOURCE: Author's Survey

arithmetic means of the respondents from each of the clusters on the appropriate factor. The last row gives the number of respondents in each of the clusters.

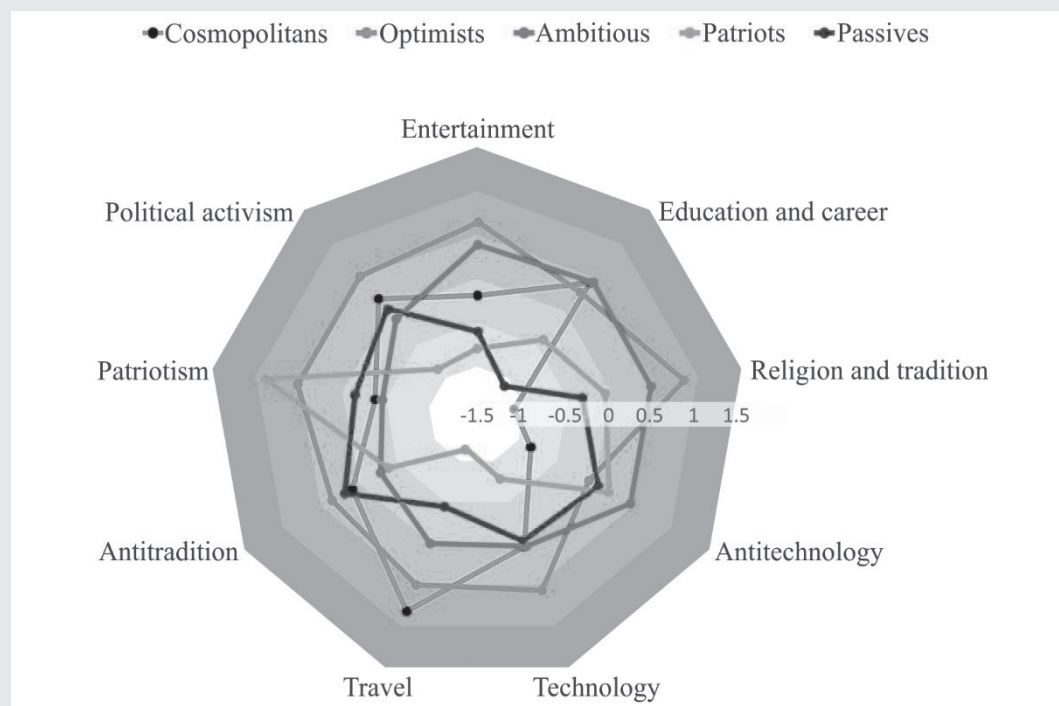
5. DISCUSSION

Based on the results of cluster analyzes, Millennials in Serbia can be grouped into five segments. Clusters

analysis will be based on the values their members aspire to.

There are 185 respondents (20% of the sample) in the first cluster. They can be called Cosmopolitans. Their life priorities are: learning and personal development, a successful career and a dynamic and exciting life with many journeys. Unlike other segments, Cosmopolitans would rather opt for an (adventurous)

GRAPH 3: Cluster analysis No. 2.



SOURCE: Author's Survey

trip rather than purchase some expensive product. Also, compared to others, they rarely have fun by going out to clubs or cafes, because they prefer to go to the cinema, theatre and different cultural events. They are not in a relationship and they are not married. For them, marriage is an outdated institution and, when reviewing all clusters, they have the lowest score regarding the idea of starting a family. Compared to other clusters, they are not oriented towards religion and tradition and they are the most liberal when it comes to the LGBT population. Also, they are characterized by low patriotism. When it comes to political activism, they have little interest in politics. In terms of formal education, this is the most educated cluster. They prefer to work in a private company, and they are also more likely to changing job than to spend some significant time in one company. This group shows high interest in lifelong learning and education. Members of this cluster are opting for cost-effective work instead of hard work - most of these young people are primarily interested in earnings, as a key motivator for working (as well as staying) in a company which follows the findings of Mamula and Nećak (2019). They have a positive attitude towards new media and keep up with new technologies. This is supported by the fact that they cannot imagine their life without a mobile (smart) phone.

Optimists (149 respondents or 16% of the sample) make the second cluster. Unlike for the Cosmopolitans, education is a little less important for them, but they are more oriented to entertainment (they prefer going out to clubs and cafes and traveling). Compared to all other segments, they are most oriented towards religion and tradition, and the second ranked in terms of family valuing (but they have only a slight negative to neutral attitude towards the LGBT population), even though they subordinate, most of all clusters, their lives to fun (they prefer going out to clubs and bars, travelling). They very gladly use new technologies because they have a positive attitude towards it. As their name implies, they are optimistic about national politics and therefore interested in participating in it. Such a profile was also obtained in a survey conducted at the beginning of the last decade: „a party-active pattern is related to expressed satisfaction with the direction in which our country is moving“ (Jarić and Živadinović 2012b). They are also distinguished by high level of patriotism, to a great extent they are less likely to start a family and they are career-oriented. Like the Cosmopolitans, Optimists tend to changing job, but in contrast to Cosmopolitans, they prefer to work in state-owned enterprises. According

to the results, it can be said that this cluster is the most open to life per se and that Optimists enjoy life more than other groups. Also, this group runs a practical lifestyle.

The third and the largest cluster (29%) is made up of Ambitious Millennials. Much like Cosmopolitans, they value education and career success, thus justifying their name. Their jobs should enable them to refine themselves and develop new skills, because for them (compared to other clusters) career advancement is most important. Therefore, if they do not have such conditions at the present job, they will leave it. However, unlike Cosmopolitans and Optimists, they have a negative attitude towards technology and new media, and even more, among all clusters they are most skeptical about new technologies and concerned about their health impacts. Furthermore, they are turned to religion and tradition and they are less open to changes. Also, Ambitious Millennials have a very negative attitude towards the LGBT population. They have the highest score of all clusters when asked about the importance of family and starting one. They spend their free time in personal development and training, socializing and going out (bars and clubs). They like traveling, but they don't travel often (probably due to insufficient funds). They are characterized by the lowest level of patriotism, in relation to all other segments, as well as poor involvement in political scene in Serbia and low interest in politics in general. They also have a positive attitude towards seeking better living conditions in another country and a cause-and-effect negative attitude towards staying in Serbia.

There are 139 respondents in the fourth cluster (15% of the total number of respondents), who can be called Patriots. The reason for this is the fact that, unlike other segments, this group of Millennials believes that our country is going in the right direction and therefore wants to stay in Serbia. However, they are the least politically active, and slightly less religious and tradition-oriented than the Optimistic and Ambitious Millennials. They are characterized by conservatism, which is primarily reflected in the attitude towards the LGBT population to which this cluster has the most negative attitude. Their life priorities are: a peaceful life, a successful marriage and spending as much time as possible with their families. According to the research conducted by Tomanović and Ignjatović (2006), this represents an overall decline in attitude that marriage and family are priorities (in their study on youth, a cluster with this characteristic - Traditionalists comprised 20% of the sample). They spend their free time hanging out with friends who

are similar to them at home. Unlike other segments, they least frequently travel, least frequently go out to cafes, clubs, bars and cinemas, least frequently go to cinema, theater, exhibitions and other cultural and artistic events. Also, compared to other clusters, they least use new media and keep up with new technologies. Like Ambitious Millennials, they have a negative attitude toward new, modern technology. They pay little attention to their education and personal development, and they also (compared to all other clusters) find career progression the least important and they are not prone to changing job. This is certainly the most conservative cluster.

The last segment, consisting of 187 respondents (20% of the sample), is made up of Passive Millennials or Skeptics. Generally, they are least satisfied with their life and characterized by a low level of patriotism. They have a lower education and thus a lower income and many of them are unemployed. Compared to all other segments, they are the least ambitious one and also not too much interested in personal development and career progression (the most distinctive characteristic). Their life priorities are related to: peaceful life, successful marriage, material wealth and plenty of free time. They are not turned to entertainment and having fun. They don't incline to going out, so they don't go to bars, restaurants and clubs. Like the Patriots, they are not prone to adventure travel. Yet, they are not overly traditional nor religious. However, they have conservative views (especially towards the LGBT population) and they are somewhat politically engaged. When it comes to technology, they have a neutral attitude about it. They seldom use Internet and new media and they don't keep pace with new technologies. This cluster has the most uniform attitudes when looking at all parameters and the total score of values of their answers is gravitating to mean value on the Likert scale.

6. CONCLUSION

The postsocialist transformation in Serbia has had a long and remarkably uneven course, marked by historical specifics that substantially distinguish it from comparable changes in, for example, the Czech Republic, Poland, or Hungary (Lazić and Cvejić 2007).

Based on the existence of five separate clusters of Serbian Millennials with significant percentages of coverage of each cluster, we can conclude that this part of Serbian society is highly segmented, which confirms the first part of Hypothesis 1, but not the

second part - description of clusters does not sufficiently match the characteristics of the clusters obtained through research conducted by Motivation International.

Each of the clusters has a double-digit share, and the only one that stands out significantly is the third cluster - Ambitious Millennials with 29%, to the detriment of the Optimists (16%) and Patriots (15%). But, since one part of the characteristics of this, central, cluster is related to the general characteristics of Millennials (valuing career and personal development), we can conclude that this cluster has a greater coverage than others by the nature of things. Nevertheless, the largest cluster also contains some contradictions. Unlike the first cluster - the Cosmopolitans, members of this cluster have not so positive attitude towards technology and new media, i.e. they are turned to religion and tradition and less open to changes when compared to Cosmopolitans. For a deeper analysis, the next research should be organized, which the Authors plan for 2020, where they will try to confirm that the reason for this was growing up during the last decade of XX century, which was characterized by strong influences of traditionalism and patriotism (which erupted after five and a half decades of communist and socialist system of the previous state union of more nations - SFRY). Family, i.e. starting one, is important to them, but even more important are going out and having fun. They are characterized by the lowest level of patriotism, in relation to all other segments, as well as poor involvement in politics in our country. This is a contradictory result also, since throughout history it has been shown many times that the whole Serbian people, and especially the youth, have the ability to inflict a very high level of patriotism in the most difficult times. Therefore, this result can be taken with reserve.

Although Millennials in general have many common characteristics, when we look at these five clusters, it is clear that in this particular case they do not represent a homogeneous entity, so the second hypothesis is not confirmed. These young people have found themselves in different life stages and have grown up exposed to different social impacts in Serbia and its preceding countries⁴. Also, the age span of the Millennial generation is quite large and the cohort's values and behavior should not be generalized and consequently significant differences overlooked.

⁴ The Federal Republic of Yugoslavia, State Union of Serbia and Montenegro and part of them in the Socialist Federative Republic of Yugoslavia - which ended in 1992.

The third hypothesis has been proved because all clusters except for Cosmopolitans (and therefore the dominant segment of Serbian Millennials or 80%), have a more or less pronounced negative attitude towards the LGBT population. This is also supported by the strongest value (4.38) of all the claims offered in the questionnaire: "The most important thing any person can do is to start his / her own family", since same-sex marriage has not been legalized in Serbia and same-sex communities cannot adopt children.

The fourth hypothesis is also proved. In addition to the statement above, "The most important thing anyone can do is to start his / her own family" with which 84% of respondents agreed, and which had the highest Likert-scale response value (4.38), with the exception of the first cluster, the other four clusters are exceedingly oriented towards creating a family, and all clusters have more or less negative attitude towards the claim that marriage is an outdated institution and in the total score a negative attitude towards the claim "Modern woman no longer needs a man". The traditionality of Serbian Millennials coincides with the results of researches about Serbian youth conducted over the past decade (Tomanović and Ignjatović 2010; Dragišić Labaš 2012), since many of them belong to nowadays Generation Y.

We could in shortest summarize the results like this: Cosmopolitans want to learn and develop, and then to have new experiences and a successful career. They are open to both informal marriages as well as

the LGBT population. Optimists prefer a successful career and going out, but in a "comfort zone" with starting a family and working in a state-owned company. They are practical and their lives are filled with various activities, among other with political activism as well. The Ambitious equally want more things, knowing that it is important to learn and develop, family is of importance for them, but also going out and travelling - their lifestyle is quite dynamic. They are predominantly traditional and religious. Patriots stand out from other groups because they emphasize the desire to be good parents and have a successful marriage, to spend as much time as possible with their families and to live a peaceful life. Of little importance for them are learning, new experiences, and least of all - career. This cluster is the most traditionalist. The Passive do not potentiate any desire, they are moderate in everything, even in learning and developing. Of all clusters, they have the least dynamic lifestyle.

The contribution of this research is based on the fact that this is the first survey of Serbian Millennials of such profile and Authors hope that it will encourage other researchers of different orientations (sociologists, psychologists, political scientists, theologians and also researchers in the field of management and marketing) to further deepen this subject and explore this (at the moment most important) Serbian generation. However, this is a limitation as well: we could not use the significant part of studies of Serbian youth conducted over the previous two decades.

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Apstrakt:

Uloga i značaj segmentacije zasnovane na vrednosti na generaciji milenijalaca: studija slučaja Srbija

Tatjana Mamula Nikolić, Nenad Perić,
Stefan Alimpić

Rad se bavi analizom segmentacije generacije milenijalaca u Srbiji u smislu vrednosti koje podržavaju i izražavaju. U njemu su predstavljeni nalazi istraživanja pet segmenata srpskih milenijalaca prema njihovim vrednostima i životnom stilu. Predmet istraživanja obrađen je sprovođenjem klaster i faktorske analize na reprezentativnom nacionalnom uzorku Milenijalaca u Srbiji. Uzorak se sastojao od 1000 ispitanika, koji odražava strukturu stanovništva srpske generacije i prema polu, starosti, regionu i tipu naselja (gradsko / ruralno). Nakon što je analiza klastera otkrila segmente, sledeći korak je bio

razumevanje suštine segmenata. Analiza je konstatovala prilično zanimljive, a u nekim delovima i kontradiktorne rezultate. Rezultati ovog istraživanja relevantni su za sociologe, stratege, praktičare i teoretičare u oblasti komunikacija, kao i menadžere koji su zainteresovani za ovu generaciju glasača, potrošača, zaposlenih, lidera i preduzetnika.

Ključne reči: Milenijalci, segmentacija bazirana na vrednostima, segmentacija klastera, VALS, ponašanje milenijalaca

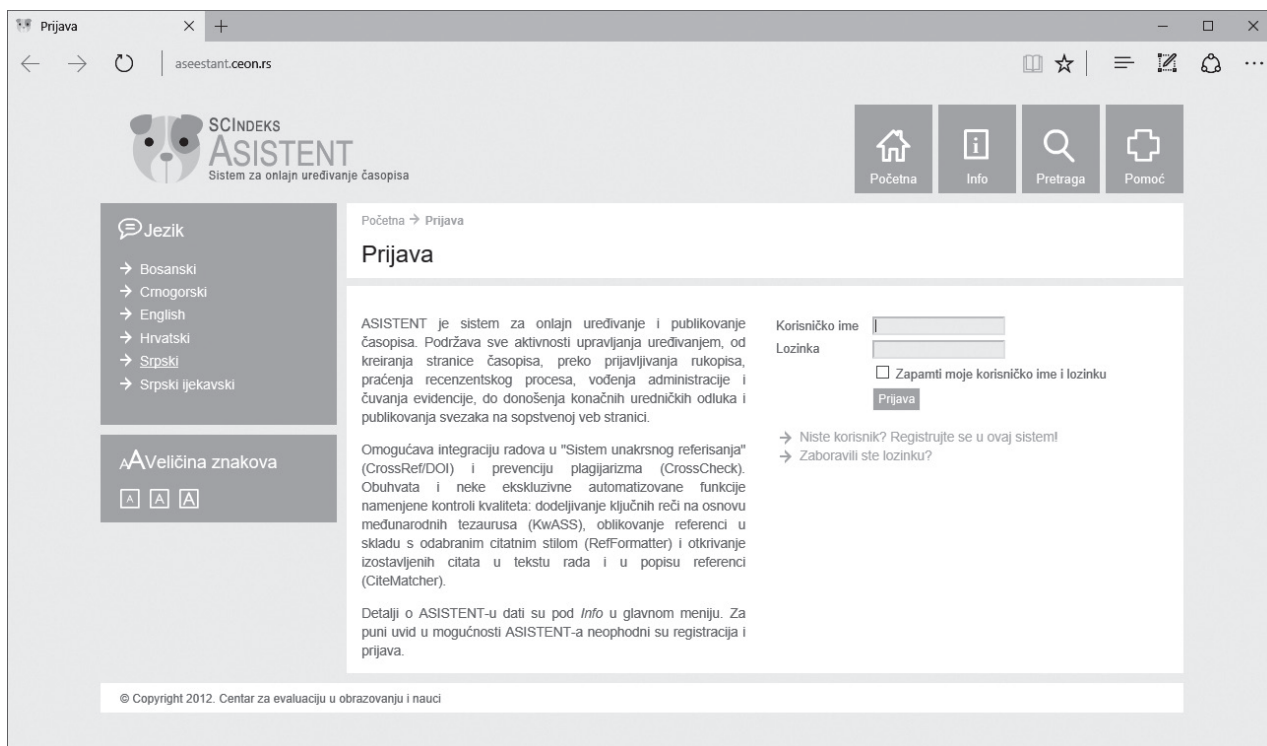
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Tehničko uputstvo za korišćenje sistema e-Ur: Elektronsko uređivanje časopisa



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://aseestant.ceon.rs/index.php/mkng> izaberite opciju

- 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:

- 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.

- 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

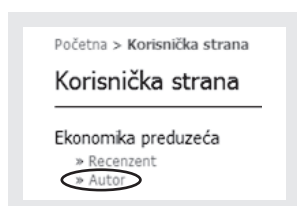
- a) Na web adresi <http://scindeks-eur.ceon.rs/index.php/mkng/> upisati korisničko ime i lozinku i kliknuti na plavo dugme **Prijava**

- 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.

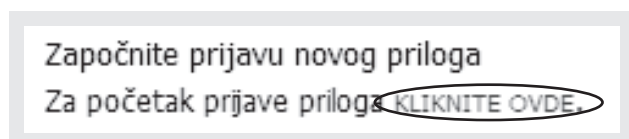
- c) Nakon unetih izmena pritiskom na dugme **Sačuvaj** izvršićete izmene u Vašem profilu.
- d) Po završetku rada odjavite se pritiskom na opciju **Odjava**, u meniju sa leve strane.

3. PRIJAVA NOVOG PRILOGA – predavanje prve verzije rada Uredništvu

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



- Za početak prijave priloga izaberite opciju **Kliknite 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 autocitata;
- **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 preliminarne prirode;
- **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 objavljen

☒ 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, r Format (rtf) formatu

☒ Osnovni naslov rada mora biti kratak i jasan, po mogućstvu sa više podnaslova, u zavisni obraduje. 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: (Manić B., 2008, str. 11)

☒ Pri navođenju referenci koristiti sledeći format:

Knjige:

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Članci u časopisima:

Bayton, J. (1958), „Motivation, Cognition, Learning – Basic Factors in Consum 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 Con. Central and Eastern Europe*, (ured. Reiner Springer and Petr Chadrabá) Beč, Aus:

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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).
7. Tabele i ilustracije treba da budu numerisane (1,2,3...) sa linijskim proredom i smeštene u sam tekst. Navedene margine (2,54 cm sa sve 4 strane) treba da ostanu prazne. Sve tabele i ilustracije moraju biti pregledne. Kada se pominju u tekstu, neophodno je da se navode po brojevima. Tabele i ilustracije mogu biti u eps, pdf, wmf formatu ili jednostavno nacrtani u Wordu ili Excelu
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- **svako naredno navođenje:** (Kotler et al., 2011, p. 56)

U spisku referenci na kraju rada: Kotler, P., Armstrong, G., Harris, L. and Piercy, N. (2011). *Principles of Marketing European Edition* (6th edition). London: Pearson.

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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 metapodatke

- 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 metapodatke

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

Nalazite se na 3. koraku prijave priloga – prilaganje datoteke

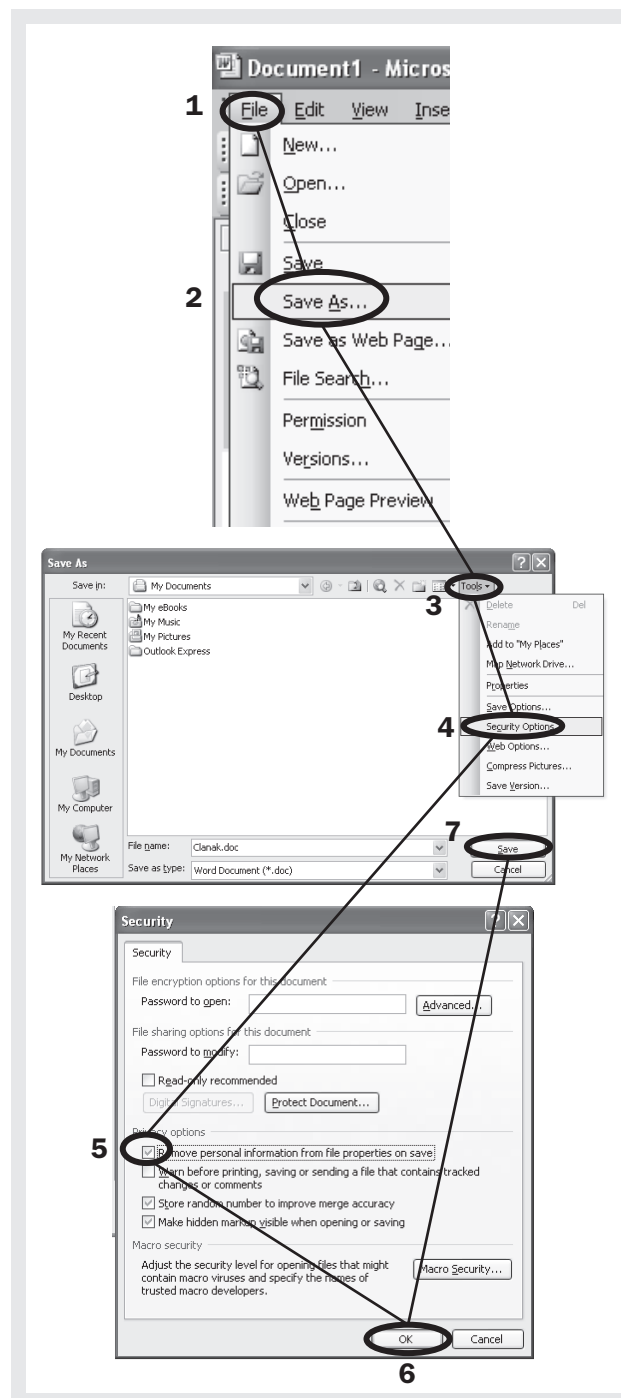
- Na ovom koraku u sistem podnosite samu **datoteku (fajl)** u **WORD formatu (.doc ili .docx)**
- Vodite računa da se Vaš **rad podnosi u verziji koja tek treba da ide na recenziju**. Ne treba podnositi rad koji je prošao postupak recenzije izvan sistema. Smisao sistema **e-Ur** jeste upravo u vršenju 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:

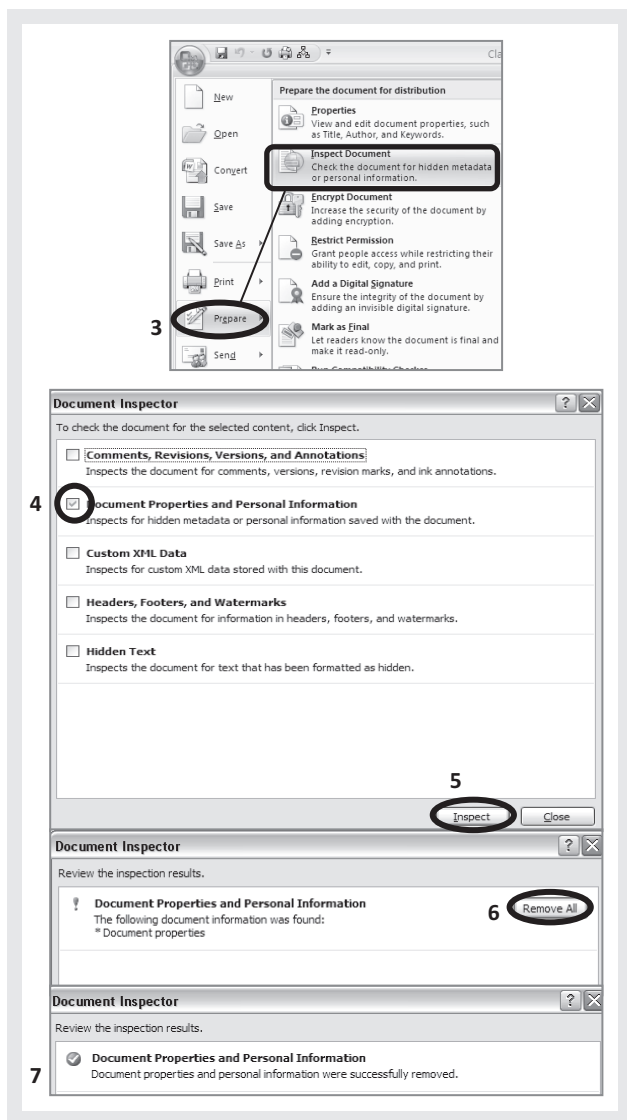
► Za verzije Word zaključno sa 2003:

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



► **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**



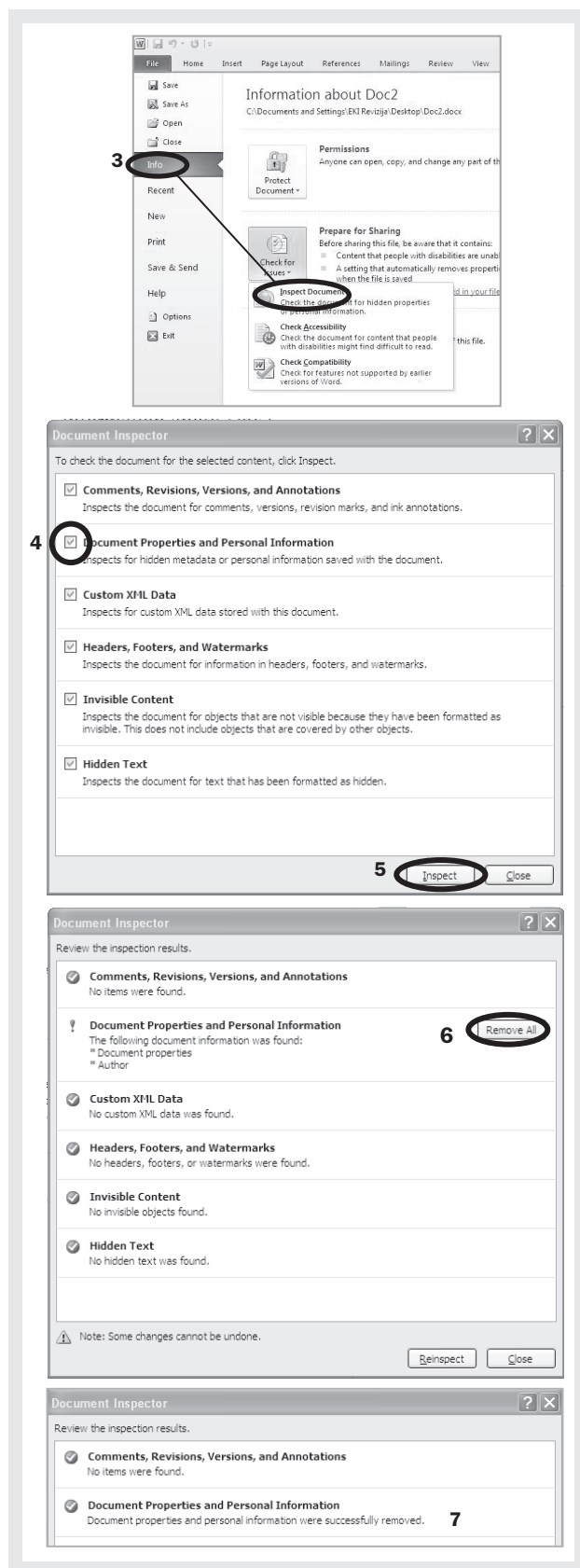
► **Za verziju Word 2010:**

(slično kao i 2007)

- a) Izaberite opciju **Info**, a zatim opciju **Inspect Document**
- b) Kliknite na dugme **Inspect**
- c) Kliknite na dugme **Remove All**

d) Program će potvrditi brisanje ličnih podataka

e) Kliknite na dugme **Close**



- 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 obaveštavani 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 Vašim 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.
 - Po izvršenoj prijavi odaberite opciju **Autor**.
 - Pred Vama će se otvoriti prozor **Aktivni prilozi** u kome ćete moći da vidite status svih Vaših priloga koje ste podneli Uredništvu.
 - Klikom na aktivne opcije možete se informisati:
 - O samom prilogu klikom na aktivni **naslov priloga**
 - O postupku uređivanja i rokovima u kojima će određene faze uređivačkog postupka biti realizovane, klikom na aktivni **status priloga**.

Početna > Korišćenje > Autor > Aktivni prilozi

Aktivni prilozi

AKTIVNO ARHIVA

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

1 - 1 od 1 stavke/l

Započnite prijavu novog priloga

Za početak prijave priloga KLIKNIITE 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:
 - Sistem najpre automatski generiše određeni broj KR. Zaseban modul (AKwA: Automatic KeyWords Assignment) analizira naslov i apstrakt i ekstrahuje iz odgovarajućeg rečnika/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.
 - 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 reč prihvatite ili zamene drugom. Prihvaćene pomoću odgovarajućeg dugmeta prepisujete u zaseban (donji) okvir u istoj rubrici.
- Odabir KR za zamenu obavlja pretraživanjem istog rečnika/tezaurusa iz koga su i ekstrahovane:
 - U donji okvir (slika u nastavku) unosi se niz od nekoliko slova da bi se izlistali svi termini u rečniku koji započinju tim nizom, a zatim
 - Klikom na onu koja Vam najviše odgovara upisujete tu reč u predviđeni okvir.
 - Ako u rečniku ne nalazite reči koje bi bile dobra zamena ili dopuna AKwA rečima, izuzetno možete upotrebiti reč po sopstvenom izboru. U Vašem interesu je da izbegavate reči 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.

Indeksiranje

Ključne reči*

Ključne reči u donjem okviru automatski su generisane sistemom AKwA. Pomoću dugmadi Prihvati i Prihvati sve, odaberite (orijentaciono 10) reči koje najbolje opisuju Vaš rad.

causes	Prihvati Prihvati sve
contribution	
development	
effectiveness	
evaluation	
IF2	
impact	
JCR	
Performances	
Period	

	Ukloni
--	---------------------------------------

Da biste dodali ključnu reč, unesite početni deo njenog naziva i odaberite jednu od ponuđenih.

	Dodaj
----------------------	--------------------------------------

- AKwA dodeljuje samo KR na engleskom jeziku. KR na srpskom se dobijaju prevodenjem engleskih KR. (Ovo rešenje je privremeno, pošto je razvoj automatskog prevođenja KR sa engleskog na srpski u toku). Da bi to obavili morate da pro-

menite jezik metapodatka pri vrhu stranice. KR na engleskom jeziku koje ste prethodno konačno odabrali sada su Vam date u levoj koloni tabele, da bi u desnoj upisali njihove prevode.

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>

- The authors should submit their papers online, using the following web link:
<http://aseestant.ceon.rs/index.php/mkng>

Prior to submitting your paper you will need to log in, creating your personal account.

The screenshot shows the ASSISTANT web interface. At the top, there is a logo for SCINDEKS ASSISTANT with the tagline 'The online journal management system'. Navigation icons for Home, About, Search, and Help are in the top right. On the left, there are sections for 'Language' (with links to Bosanski, Crnogorski, English, Hrvatski, Srpski, and Srpski ijekavski) and 'Font Size' (with buttons for A, A, and A). The main content area is titled 'Log In' and includes a description of the ASSISTANT system. It features a login form with fields for 'Username' and 'Password', a 'Remember my username and password' checkbox, and a 'Log In' button. Below the form are links for 'Not a user? Register with this site!' and 'Forgot your password?'. A footer at the bottom states '© Copyright 2012. Centar za evaluaciju u obrazovanju i nauci'.

SCINDEKS
ASSISTANT
The online journal management system

Home → Log In

Log In

ASSISTANT is a system for journals online editing and publishing. Supports all activities of editorial management, from creation of a journal page, over article submission, monitoring of the reviewing process, documentation administration, and maintenance of recordkeeping, to making final editorial decisions and publishing volumes on the journal own website.

ASSISTANT allows integration of articles in the Cross-reference system (CrossRef/DOI), as well as prevention of plagiarism (CrossCheck). It also includes various exclusive features designed for automated quality control: assignment of key words based on international thesauri (KwASS), formatting of references in accordance with a chosen citation style (RefFormatter) and detection of omitted citations in the article body and the references list (CiteMatcher).

For more details about ASSISTANT click on the *About* link above! To experience all of the functionality that ASSISTANT provides, please sign up!

Username

Password

☐ Remember my username and password

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Once you create your profile/log in, chose the option Author and go to Active submission. There you would find a link Start a new submission.

The screenshot shows the SCINDEKS ASSISTANT interface. The top navigation bar includes links for Home, About, User Home, Search, Current, Archives, and Help. The left sidebar contains sections for Marketing, User (galja), Author, Language, and Font Size. The main content area displays the breadcrumb trail: Home → User → Author → Active Submissions. Below this, the 'Active Submissions' section shows a table with columns: ID, Submit (MM-DD), Sec, Authors, Title, and Status. The table is currently empty, displaying 'No Submissions'. Below the table, there is a 'Start a New Submission' section with a link to 'CLICK HERE to go to step one of the five-step submission process!' and the ISSN: 0354-3471.

In Step 1: Starting the Submission please make sure that you have selected/marked all the files signed with *

The screenshot shows the SCINDEKS ASSISTANT interface at the 'Step 1: Starting the Submission' page. The breadcrumb trail is: Home → User → Author → Submissions → New Submission. The page has a progress bar with five steps: 1. Start (active), 2. Upload Submission, 3. Enter Metadata, 4. Upload Supplementary Files, and 5. Confirmation. The 'Journal Section' section includes a dropdown menu for 'Section*'. The 'Submission Language' section includes a dropdown menu for 'Language*'. The 'Submission Checklist' section includes a list of checkboxes for various submission requirements, such as 'The submission has not been previously published', 'The submission file is in Microsoft Word or RTF format', 'Where available, URLs for the references have been provided', 'The text is single-spaced; uses a 12-point font; employs italics, rather than underlining (except with URL addresses)', and 'The text adheres to the stylistic and bibliographic requirements outlined in the Author Guidelines'.

In Step 2: Upload submission you will need to upload your paper, taking care that you have strictly followed our Ensuring a blind peer review guidelines.

In Step 3: Enter Metadata you will need to fill in the provided field with additional data, no matter whether they have already been included within your paper.

The screenshot shows the SCINDEKS ASSISTANT interface. The top navigation bar includes links for Home, About, User Home, Search, Current, Archives, and Help. The left sidebar contains sections for Marketing, User (galja), Language (English, Srpski), Font Size, and Information. The main content area displays the submission process steps: 1. Start, 2. Upload Submission, 3. Enter Metadata (active), 4. Upload Supplementary Files, and 5. Confirmation. The 'Enter Metadata' step includes a form for authors with fields for First name, Middle name, Last name, Email, and URL. It also has a large text area for Affiliation and a dropdown for Country. A bio statement field is at the bottom. A 'Form Language' dropdown is set to English. A 'Bio statement' field is at the bottom. A 'Bio statement' field is at the bottom.

In Step 4: Upload supplementary files you may opt to add e.g. data sets, research instruments, infographics, etc.

In Step 5: Confirmation you will finish your submission after which you will get a notification e-mail confirming your submission.

The screenshot shows the SCINDEKS ASSISTANT interface at Step 5: Confirming the Submission. The top navigation bar and left sidebar are the same as in Step 3. The main content area displays the submission process steps: 1. Start, 2. Upload Submission, 3. Enter Metadata, 4. Upload Supplementary Files, and 5. Confirmation (active). The 'Confirming the Submission' step includes a message about submitting the manuscript and a 'File Summary' table. The table has columns for ID, Original file name, Type, File size, and Date uploaded. Below the table, there are 'Finish Submission' and 'Cancel' buttons. The ISSN number 0354-3471 is displayed at the bottom.



Zvanična publikacija SeMA / Official publication of SeMA

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