



fakulteta  
za komercialne  
in poslovne vede

**zbornik  
povzetkov  
referatov**

**Znanje in  
poslovni izzivi  
globalizacije v letu 2019**

Fakulteta za komercialne in poslovne vede  
Celje, 15. november 2019

**international  
scientific  
conference**



**mednarodna  
znanstvena  
konferenca**

**book  
of  
abstracts**

**Knowledge and  
business challenge  
of globalisation  
in 2019**

Faculty of commercial and business sciences  
Celje, 15<sup>th</sup> November 2019

Celje 2019

**Naslov/Title** ■ Znanje in poslovni izzivi globalizacije v letu 2019: zbornik povzetkov referatov 8. mednarodne znanstvene konference, Celje, 15. november 2019  
Knowledge and business challenge of globalisation in 2019: book of abstracts of the 8<sup>th</sup> international scientific conference, Celje, 15<sup>th</sup> November 2019

**Urednika/Editors** ■ Tatjana Kovač in Marijan Cingula

**Programski in uredniški odbor/Programme and editorial committee** ■ Tatjana Kovač (predsednica/chair), Anton Florijan Barišič, Alisa Bilal Zorič, Vito Bobek, Desimir Bošković, Marijan Cingula, Tamara Cirkveni, Tatjana Dolinšek, Ksenija Dumičić, Anita Goltnik Urnaut, Gabriele Haussman, Božidar Jaković, Igor Klopotan, Branko Krsmanović, Bojan Morić Milovanović, Mojca Nekrep, Alois Paulin, Mirjana Pejić Bach, Aleksander Pur, Wolfgang Reiger, Tatjana Rijavec, Boris Snoj, Ljupco Sotiroški, Mario Spremić, Elizabeta Stamevska, Ivan Strugar, Hana Šuster Erjavec, Tatjana Tambovčeva, Denis Tomše, Tina Vukasović, Goran Vuković

**Recenzenti/Reviewers** ■ Tatjana Kovač (predsednica/chair), Anton Florijan Barišič, Alisa Bilal Zorič, Vito Bobek, Marijan Cingula, Mirela Cristea, Tatjana Dolinšek, Slavka Gojčič, Anita Goltnik Urnaut, Tatjana Horvat, Božidar Jaković, Aleš Jug, Alojz Klaneček, Igor Klopotan, Branko Krsmanović, Lidija Kodrin, Aleš Kotnik, Sebastian Lahajnar, Elena Marulc, Marjan Miklavčič, Matej Mlakar, Fadil Mušinović, Alois Paulin, Mirjana Pejić Bach, Breda Perčič, Aleksander Pur, Tatjana Rijavec, Milena Sitar Matelič, Boris Snoj, Ljupco Sotiroški, Mario Spremić, Elizabeta Stamevska, Ivan Strugar, Vladislav Škornik, Hana Šuster Erjavec, Tatjana Tambovčeva, Denis Tomše, Bojan Vavtar, Anton Vorina, Petra Vovk Škerl, Tina Vukasović, Goran Vuković, Vinko Zupančič

**Organizacijski odbor/Organizational committee** ■ Andrej Geršak (predsednik/chair), Jože Geršak (namestnik predsednika), Tatjana Dolinšek, Vesna Domadenik, Petra Golob, Tamara Pečar, Damijan Pesjak, Katja Špegelj, Petra Vovk Škerl

**Založba/Publishing house** ■ Fakulteta za komercialne in poslovne vede

**Oblikovanje naslovnice/Design** ■ Perčič design, Celje

**Tisk/Print** ■ Grafika Gracer, Celje

**Naklada/Printing** ■ 110 izvodov

**Avtorji so za jezikovno in strokovno natančnost povzetkov poskrbeli sami. Vse referate so v postopku slepe recenzije pregledali recenzenti, člani recenzijskega odbora konference.**

CIP - Kataložni zapis o publikaciji  
Narodna in univerzitetna knjižnica, Ljubljana

001.101:339.9(082)

ZNANJE in poslovni izzivi globalizacije v letu 2019 : zbornik povzetkov referatov : 8. mednarodna znanstvena konferenca, Fakulteta za komercialne in poslovne vede, Celje, 15. november 2019 = Knowledge and business challenge of globalisation in 2019 : book of abstracts : international scientific conference, Faculty of Commercial and Business Sciences, Celje, 15th November 2019 / [urednika Tatjana Kovač in Marijan Cingula]. - Celje : Fakulteta za komercialne in poslovne vede, 2019

ISBN 978-961-6997-07-2  
1. Vzp. stv. nasl. 2. Kovač, Tatjana, 1955-  
COBISS.SI-ID 302435328

Pozdravna nagovora na otvoritvi  
8. mednarodne znanstvene konference  
Znanje in poslovni izzivi globalizacije v letu 2019

**Andrej Geršak, dipl. ekon.**

- direktor Fakultete za komercialne in poslovne vede

**doc. dr. Tatjana Kovač**

- dekanja Fakultete za komercialne in poslovne vede



Vabljeni predavanja 8. mednarodne  
znanstvene konference Znanje in poslovni  
izzivi globalizacije v letu 2019

**prof. dr. Ljupco Sotiroski**

- European University, Republic of North Macedonia

**Innovation strategy of circular economy for sustainable  
development in higher education**

**dr. Marinka Vovk**

- CPU – Center ponovne uporabe d. o. o., SO.P., Slovenija

**Zagotavljanje krožnega ravnanja z viri na primeru centrov  
ponovne uporabe**

Provide circular resource management in the case of reuse centers

# Kazalo/Contents

## **Vabljeni predavanji**

Invited lectures

### **Ljupco Sotiroski ■ 2**

Innovation strategy of circular economy for sustainable development in higher education

### **Marinka Vovk ■ 3**

Zagotavljanje krožnega ravnanja z viri na primeru centrov ponovne uporabe  
Provide circular resource management in the case of reuse centers

## **Inteligentne rešitve v poslovni informatiki**

Intelligent solutions in business IT

### **Alisa Bilal Zorić ■ 6**

Data science: fundamental principles

### **Darko Golec ■ 6**

Modern data architecture in a banking

### **Petra Grbavec, Mirjana Pejic Bach, Jovana Zoroja, Ivan Strugar, Božidar Jakovič ■ 7**

Digital economy and society index as the indicator of digital divide in European countries: preliminary cluster analysis

### **Elvis Alojzij Herbaj ■ 8**

Uvajanje novih metod dokumentiranja krajev prometnih nesreč v slovenski policiji

Introduction of new methods of documenting traffic accident in the Slovenian police

### **Mirjana Ivanuša-Bezjak ■ 10**

Pregled izobraževanj in usposabljanj na področju blockchain tehnologije  
A review of education and non-formal training about blockchain technology

### **Sebastian Lahajnar ■ 12**

Moč korelacij med petimi najpomembnejšimi kriptovalutami  
Correlations strength between five major cryptocurrencies

### **Tjaša Rendić, Tatjana Kovač ■ 13**

Uvedba e-računov za spodbujanje brezpapirnega poslovanja  
Introduction of e-invoices to promote paperless business

## **Izzivi sodobnega poslovanja**

Modern business challenges

### **Anton Florijan Barišić, Joanna Rybacka Barišić, Ivan Miloloža ■ 17**

Social entrepreneurship paradigm in light of best practices in Croatia and Poland

### **Tatjana Dolinšek ■ 18**

Linearni regresijski model za določanje trenda na primeru kazalnikov krožnega gospodarstva

Linear regression model for determining the trend in the case of circular economy indicators

### **Lucija Fink ■ 19**

Znamčenje mest (city branding) – študija blagovne znamke mesta Slovenj Gradec

City Branding – a case study of the Slovenj Gradec's brand

### **Beno Klemenčič, Natalija Klemenčič, Doroteja Žeks ■ 21**

Oglaševanje preko spletnih družbenih omrežij

Social media advertising

### **Bojan Macuh ■ 23**

Vključevanje starejših v vseživljenjsko učenje v domovih za starejše

Integration the elderly in lifelong learning in nursing homes

### **Fadil Mušinović ■ 24**

Izčrpanost menedžmenta policije na lokalni ravni

The exhaustion of police management at the local level

### **Verica Najdovska, Katarina Brockova ■ 25**

Business challenges of globalization – the impact of inclusive marketing on brand loyalty of Generation Y consumers

### **Drago Papler ■ 26**

Poslovni izzivi upravljanja z energijo s sistemskimi pristopi in sodobnimi tehnologijami

Business challenges of energy management by systematic approaches and contemporary technologies

**Dejan Romih, Alenka Kavkler, Silvo Dajčman ■ 29**

Ali gospodarskopoliitična negotovost v Združenih državah Amerike vpliva na cene industrijskih kovin

Does economic policy uncertainty in the United States affect the prices of industrial metals?

**Elizabeta Stamevska, Vasko Stamevski ■ 30**

Circular economy - needs and barriers

**Tatjana Špoljarić ■ 31**

Kružno gospodarstvo – implementacija nove paradigme u okviru održivog razvoja

Circular economy – implementation of a new paradigm within the framework of sustainable development

**Zvonimira Šverko Grdić, Marinela Krstinić Nižić, Elena Rudan ■ 32**

Kružno gospodarstvo – model održivog ekonomskog rasta

Circular economy as the model of sustainable development

**Denis Tomše, Željka Marčinko Trkulja, Boris Snoj ■ 34**

Prepričanja, stališča in vedenje uporabnikov družbenih omrežij do marketinškega komuniciranja v teh omrežjih – primerjava med Slovenijo in Hrvaško

Beliefs, attitudes and behavior of social media users toward marketing communication on these media – comparison between Slovenia and Croatia

**Petra Vovk Škerl, Charnee Bijon Bonno ■ 36**

Razumevanje koncepta krožnega gospodarstva

Circular economy concept understanding

**Damjan Vrabl, Miro Simonič ■ 37**

Ekonomski učinek piščancem prijaznejše reje

The economic effect of chicken-friendlier farming

**Turizem – iz teorije v prakso**

Tourism – from theory to practice

**Jolanda Ivanuša, Saša Zupan Korže ■ 41**

Razpršeni hoteli v slovenskem prostoru

Diffused hotels in Slovenia

**Natalija Klemenčič ■ 42**

Čebelarski turizem – perspektivna možnost za čebelarje

Beekeeping tourism – favourable prospects for beekeeping

**Barbara Senekovič ■ 44**

Potencial dediščine špitalov kot del kulturnega turizma  
Hospital heritage potential as part of cultural tourism

**Ivan Strugar, Božidar Klarin-Petrina, Tamara Ćurlin, Jovana Zoroja,  
Božidar Jaković ■ 45**

Travelers purchase journey: ICT usage in Croatia

**Berislav Žmuk, Ksenija Dumičić, Iris Mihajlović, Emina Resić, Blagica  
Novkowska ■ 46**

Impact of achieved development levels on the number of tour operators and  
travel agencies in selected European countries

**Vabljeni predavanja**

# Vabljeni predavanja

## Invited lectures



Invited lectures

**Ljupco Sotiroski**

European University, Republic of North Macedonia

ljupco.sotiroski@eurm.edu.mk

ljupco.sotiroski@gmail.com

# Innovation strategy of circular economy for sustainable development in higher education

## Abstract

*The purpose of this paper is to set out the essential determinants of globalization analyzed through the prism of the Innovative Strategy of the Circular Economy for Sustainable Development in Higher Education. Science and business become inextricably interconnected, interdependent, and create challenges that are realistically subject to a high degree of thorough research and scientific treatment. The Circulating economy is an extremely new phenomenon that is seriously imposed as a necessity and a strong challenge to whom the contemporary society is facing with. At the core of the paper is the creation of the link between the academic environment and higher education and the business community in relation to the specifics of Circular economy as a crucial segment of the environment, its importance in globalization, regulatory framework for functioning, governance models and mechanisms of protection. Circular economy has possibilities and limitations as strategy for sustainable development and business innovation. Within the analysis and research of the paper it can be underlined that the Circular economy has been treated as a new concept with high political attention, which is characterized with specific design, is consist of proper management models, modular products, purer material flows as well as easier disassembly. The paper is focusing to the innovative business models from ownership to performance and access-based service systems, including core competences and technologies along reverse cycles and cascades. The main objective of the paper is to analyze interaction between higher education and business modeling with sustainable development and progress related to the innovative component of the Circular economy.*

*Keywords: circular economy, sustainable development, higher education, models*



## Vabljeni predavanja

**Marinka Vovk**

CPU – Center ponovne uporabe d. o. o., SO.P., Slovenija  
cpu.marinka@siol.net

# Zagotavljanje krožnega ravnanja z viri na primeru centrov ponovne uporabe

## Povzetek

Učinkovita raba virov pomeni uporabo omejenih virov na Zemlji na trajnosten način, ob hkratnem zmanjšanju vplivov na okolje. To omogoča, da ustvarimo več z manj in dosežemo večjo dodano vrednost manjšo porabo virov. Vodilna pobuda »Evropa gospodarna z viri« je del strategije Evropa 2020, strategija rasti EU za pametno, vključujočo in trajnostno gospodarstvo. Podpira prehod k trajnostni rasti preko gospodarstva z učinkovito rabo virov z nizkimi emisijami ogljika. Akcijski načrt EU za krožno gospodarstvo daje prednost zaprti zank, zato je ključna pravična delitve naravnih virov. Ekosistemske storitve prinašajo nove izzive, ki jih bo moral spremljati tudi prenos težišča s kvantitativnih na kvalitativne prvine razvoja v okviru trajnostne razvojne paradigme. Novi podjetniški modeli lahko zadovoljijo potrebe potrošnikov z manjšo rabo virov v življenjskem ciklu. Vendar so za to potrebne spremembe načina razmišljanja in življenjskega stila, ki jih udejanja Center ponovne uporabe v praksi.

Ključne besede: učinkovita raba virov, re-use, zaprta zanka, center ponovne uporabe

## Provide circular resource management in the case of reuse centers

## Abstract

*Efficient use of resources means the use of scarce resources on Earth in a sustainable way, while reducing environmental impacts. This allows us to create more with less and to achieve greater added value by reducing our resource consumption. The flagship initiative "Resource-efficient Europe" is part of the Europe 2020 strategy, the EU's growth strategy for a smart, inclusive and sustainable economy. It supports the transition to sustainable growth through an economy with low carbon footprint. The EU Circular Economy Action Plan favors closed loops, which is why the fair sharing of*

## Invited lectures

*natural resources is crucial. Ecosystem services bring new challenges that will also have to be shifted from the quantitative to the qualitative elements of development within a sustainable development paradigm. New business models can meet the needs of consumers with less use of life cycle resources. However, this requires changes in the way of thinking and lifestyle that the Reuse Center puts into practice.*

*Keywords: resource efficient, re-use, closed loop, reuse center*



# **Inteligentne rešitve v poslovni informatiki**

Intelligent solutions in business IT

**Alisa Bilal Zorić**

Polytecnic Baltazar Zaprešić, Croatia  
abilal@bak.hr

## Data science: fundamental principles

### Abstract

*We live in a world where we collect huge amounts of data. Traditional methods and techniques are no longer sufficient to process them. In addition to the sophisticated development of computers, new ways of processing data are evolving. Data Science is a new emerging multidisciplinary field that combines classical disciplines like statistics and mathematics with computer science. The main goal of Data Science is to turn large sets of both unstructured and structured data into useful information that can help organisations to make powerful data-driven decisions. At a high level, data science can be described as a set of fundamental principles necessary for successful extraction of information from data. Since we collect data all the time and about anything, its application is diverse. The most common application is in healthcare, travel, e - commerce, sports, government, social media, etc. The goal of this paper is to introduce data science and to present its benefits and application in various fields.*

*Keywords: data science, data analytics, big data*



**Darko Golec**

IBM Slovenija, Slovenija  
darko.golec@gmail.com

## Modern data architecture in a banking

### Abstract

*Industry models provide an excellent opportunity to accelerate development based on best practices and standards which are introduced in industry models. One such model is a banking model for data warehouse. Traditional data warehousing technologies are based on relational database engines, data consistency and high normalization, but in more recent period data lake has become more and more interesting. Main advantages of the data lake*

## Inteligentne rešitve v poslovni informatiki

*landscape are commodity hardware, open source technologies with cost-free software and elastic scalability. In this paper we will present how data lake can be used in addition to data warehouse. The aim of the paper is presenting a modern data lake architecture for the banking industry model which is considered in a certain international banking company.*

*Keywords: architecture, big data, data lake, data warehouse, industry model*



### **Petra Grbavec**

Student of Faculty of Economics and Business Zagreb, Croatia  
petra.grbavec@gmail.com

### **Mirjana Pejic Bach**

Faculty of Economics and Business Zagreb, Croatia  
mpejic@efzg.hr

### **Jovana Zoroja**

Faculty of Economics and Business Zagreb, Croatia  
jzoroja@efzg.hr

### **Ivan Strugar**

Faculty of Economics and Business Zagreb, Croatia  
istrugar@efzg.hr

### **Božidar Jaković**

Faculty of Economics and Business Zagreb, Croatia  
bjakovic@efzg.hr

# Digital economy and society index as the indicator of digital divide in European countries: preliminary cluster analysis

## Abstract

*With the development of technology, traditional value chains are changing their forms. Using e-commerce, customers can bypass resellers and interact*

## Intelligent solutions in business IT

*directly with suppliers who distribute products directly from their warehouses. In many cases, such direct communication is not common, and intermediaries are still present. Digitization and investment in digital technology are a prerequisite for progress and competitiveness. The successful digitization requires significant investments in infrastructure, development of technology and platforms in order to provide digital services, and investment in educating those who carry out the process of digitization and users. The Digital Economy and Society Index is a composite index that measures the degree of digitization of the economy and society and tracks the development of the EU Member States in the field of digital competitiveness. This paper elaborates the concept of the digital economy and the single digital market. The aim of the analysis is to group EU Member States based on the Digital Economy and Society Index and to compare progress over a period of two years, with the goal to shed some light on digital divide in European Union countries. Eurostat data was used for analysis purposes.*

*Keywords: digital society, digital economy, European countries, cluster analysis, DESI index*



**Elvis Alojzij Herbjaj**

Policijska uprava Celje, Slovenija  
elvis.a.herbjaj@gmail.com

# Uvajanje novih metod dokumentiranja krajev prometnih nesreč v slovenski policiji

## Povzetek

Slovenska policija se je v zadnjih letih modernizira in pričela uporabljati tudi sodobne tehnične pripomočke za dokazovanje prekrškov in kaznivih dejanj. Ena izmed zadnjih takšnih novosti je uvedba skenerjev za izdelavo skic. V prvi fazi se na takšen način dokumentira najhujše prometne nesreče – s smrtnim izidom. V prispevku so predstavljeni rezultati prikaza prirejenega kraja prometne nesreče, kjer so policisti najprej izdelali skico – na način kot je potekalo do sedaj (ročno), nato pa so isto prometno nesrečo obdelali še s skenerjem. Predstavljeni so rezultati časovne in kvalitetne komponente.

## Inteligentne rešitve v poslovni informatiki

Končna ugotovitev je, da se čas ogleda kraja prometne nesreče bistveno skrajša, saj je čas zajemanja podatkov pri sodobni metodi bistveno krajši. To nenazadnje pomeni, da je nujno potrebni čas za zaporo ceste, ki se mu pri najhujših primerih prometnih nesreč ne moremo izogniti, bistveno krajši. S tem se zmanjšujejo tako gospodarska škoda, ki nastaja zaradi zastojev, kot ekološki vidik z zmanjševanjem emisij, ki jih oddajajo vozila, pa tudi sam čakalni čas, ki negativno vpliva na udeležence v cestnem prometu. Kar pa je z vidika nadaljnjih postopkov še pomembnejše kot sami zastoji, je kvalitetnejše dokumentiranje situacije, ki se je zgodila na terenu. Preko računalniških aplikacij je lahko v vsakem trenutku mogoče plastično (v 3D tehnologiji) prikazati posledice prometne nesreče. Prav tako je možno iz same obdelane skice opraviti še morebitne dodatne poizvedbe o posameznih merah in opraviti dodatne poglede iz različnih perspektiv. Poleg tega so prikazane razlike meritev, ki so nastale pri ročnem opravljanju meritev (človeški faktor) ter zajemu podatku z GPS pozicioniranjem. Razlike, ki so nastale, bi v realni situaciji lahko pomenile bistveno drugačno pravno stanje. Tako s sodobnejšim načinom dejansko zagotavljamo odsotnost človeškega faktorja, s tem pa čim večjo objektivnost pri beleženju dejanskega stanja kraja prometne nesreče. Dejstvo je, da so pri sodobnejših metodologijah še kakšne pomanjkljivosti – tudi o tem v prispevku, ki pa po mnenju avtorja niso takšne narave, da se sodobnih aparatov ne bi uporabljalo. Na koncu je predstavljen tudi kratek prikaz morebitnega novega tehničnega sredstva, ki je v prihodu – brezpilotnega letalnika tako imenovanega dron in možnost njegove uporabe/souporabe pri dokumentiranju krajev prometnih nesreč.

Ključne besede: prometna nesreča, policija, kraj prometne nesreče, skiciranje, skener

## Introduction of new methods of documenting traffic accident in the Slovenian police

### Abstract

*As part of its recent modernisation efforts, the Slovenian Police has begun to employ modern technical equipment in obtaining evidence of offences. One of the latest such additions was the introduction of scanners used to produce sketches. In the first phase, this method is being used to document the most severe traffic accidents, i.e. those with a fatal outcome. This article*



## Intelligent solutions in business IT

*presents the results of documenting a staged traffic accident scene, where the police officers first produced a sketch – in the manner employed in the past (manually) – and then processed the same traffic accident using a scanner. The results of the temporal and qualitative components are presented. The final conclusion is that the time spent inspecting the scene of a traffic accident is significantly reduced using the modern method, as data is captured much more quickly, meaning that the duration of road closures, which are inevitable in the most severe traffic accidents, is also considerably shortened. This ultimately leads to a reduction in the economic damage caused by congestion, the ecological damage resulting from exhaust emissions, as well as the delays caused to other road users. What is even more important than reducing congestion, in terms of further procedures, is the higher-quality documentation of situations occurring in the field. Computer software makes it possible to graphically visualise (in 3D) the consequences of a traffic accident at any time. It is also possible to obtain individual measurements from the processed sketch and view the scene from different angles. The article also presents the differences in the measurements produced manually (human factor) and using GPS positioning. In a real-world situation, the resulting differences could lead to a significantly different legal situation. The modern method thus eliminates the human factor and ensures greater objectivity in documenting the facts of a traffic accident. Although modern methodologies have not yet been fully perfected, as is also discussed in the article, it is the opinion of the author that their shortcomings do not constitute a reason not to use modern equipment. Finally, the article presents a short overview of a potential new piece of technical equipment to be introduced in the near future, namely drones, and the possibility of their use in documenting traffic accident scenes.*

*Keywords: traffic accident, police, traffic accident scene, sketching, scanner*



**Mirjana Ivanuša-Bezjak**

Fakulteta za komercialne in poslovne vede, Slovenija  
ivanusa.mirjana@gmail.com

## Pregled izobraževanj in usposabljanj na področju blockchain tehnologije

## Povzetek

Blockchain ali tehnologija veriženja blokov je nova tehnologija pošiljanja in verificiranja podatkov po internetu. Blockchain tehnologije oz. tehnologije podatkovni blokovi podatkov ni nihče posebej načrtoval, razvijal ali iskal. Preprosto se je zgodila zaradi spleta okoliščin in ob tem je pripeljala tudi do razvoja kriptovalute Bitcoin. Blockchain tehnologija je na začetku svoje poti in uveljavljanja. Po začetnem zelo skeptičnem odnosu do nje se kaže, da je definitivno novo tehnološko orodje novega desetletja. Vse novosti seveda predstavljajo tudi izziv za izvajalce formalnih izobraževanj in neformalnih usposabljanj. V članku bomo predstavili šole in izvajalce neformalnih usposabljanj, ki v svojih programih ponujajo tematike s področja blockchain tehnologije in s tem dokazujejo hiter odziv na potrebo po novih znanjih. Izbrane izvajalce bomo v zbirni tabeli prikazali glede na vsebine, ki jih ponujajo na spletnih straneh.

Ključne besede: blockchain, izobraževanje, usposabljanje, šole, fakultete

## A review of education and non-formal training about blockchain technology

### Abstract

*Blockchain or block-chain technology is a new technology for sending and verifying data over the Internet. Blockchain Technology Data technology data blocks have not been called or searched for. Simply happened in the web of the circumstances and also bring the development of Bitcoin cryptocurrency. Blockchain technology is at the beginning of its path and enforcement. After the initial, very skeptical attitude towards it, it is evident that it is definitely a new technological tool for the new decade. All the novelties are a challenge for providers of formal education and non-formal training. In this article, we will present schools and informal training providers that offer their blockchain technologies in their programs, thus proving a quick response to the need for new skills. Selected schools will be presented in the summary table according to the content they offer on the web pages.*

*Keywords: blockchain, education, non-formal training, schools, faculties*



**Sebastian Lahajnar**  
BPMLAB, Slovenija  
sebastian.lahajnar@bpmlab.si

## Moč korelacij med petimi najpomembnejšimi kriptovalutami

### Povzetek

V članku raziskujemo moč korelacij med petimi, po tržni kapitalizaciji najmočnejšimi kripto valutami: bitcoin, ethereum, ripple, bitcoin cash in litecoin. Raziskava se osredotoča na časovno obdobje skoraj dveh let, pri čemer dajemo poudarek na proučitvi korelacij med navedenimi kripto valutami v obdobju bikovskega (rast cen) in v medvedjega (padanja cen) trenda. V tem okviru nas zanima, ali in v kolikšni meri, lahko ugotovimo odstopanja v moči korelacij. Za potrebe raziskave uporabljamo Pearsonov koeficient korelacije, ki ga s pomočjo orodja SPSS testiramo na zaključnih cenah trgovanja posameznega dne v izbranem obdobju. Rezultati raziskave potrjujejo predhodne raziskave drugih avtorjev in splošno prepričanje v javnosti, da so kripto valute med seboj dokaj močno povezane. Pomemben prispevek članka pa je ugotovitev, da med obdobjema rasti in padca cen kripto valut obstajajo pomembne razlike v moči korelacij pri večini parov valut (izmed obravnavanih je največje odstopanje med valutama bitcoin in ripple). Iz navedenega lahko sklepamo, da ko je trg kripto valut v obdobju medveda, se trend padca cen prenaša na trg kot celoto (torej na večino pomembnejših kripto valut), ko pa je v obdobju bika, pa rast cen ni tako usklajena. Omenjeno spoznanje lahko uporabimo pri načrtovanju portfelja kripto valut in njegovi diverzifikaciji.

Ključne besede: kriptovalute, bitcoin, ethereum, litecoin, tehnologija veriženja blokov

## Correlations strength between five major cryptocurrencies

### Abstract

*The article explores the power of correlations between the five most powerful cryptocurrencies after market capitalization: Bitcoin, Ethereum, Ripple, Bitcoin Cash and Litecoin. The research focuses on a period of almost two*

## Inteligentne rešitve v poslovni informatiki

*years, with an emphasis on examining the correlations between the cryptocurrencies in the bullish (price rises) and the bearish (falling prices) trend. For the purposes of the research, we use Pearson's correlation coefficient, which is tested using the SPSS tool at the closing trading prices of each day in the selected period. An important contribution of the article is the finding that between the periods of rise and fall of cryptocurrency prices, there are significant differences in the strength of correlations among most pairs of currencies (the largest is the difference between Bitcoin and Ripple). From the above we can conclude that in the bear market, the downward trend in prices is being transmitted to the market as a whole (this applies to most of the more important cryptocurrencies), on the other hand when the market is bullish, price growth is not as consistent. This finding can be used in cryptocurrency portfolio planning and diversification.*

*Keywords: cryptocurrency, Bitcoin, Ethereum, Litecoin, blockchain*



**Tjaša Rendić**

Visokošolsko središče ERUDIO, Slovenija  
tjasarendic@gmail.com

**Tatjana Kovač**

Fakulteta za komercialne in poslovne vede, Slovenija  
tanja.kovac@fkpv.si

# Uvedba e-računov za spodbujanje brezpapirnega poslovanja

## Povzetek

V času digitalizacije in avtomatizacije procesov se predvsem osredotočamo na poenostavitev vseh delovnih procesov. Podjetja, ki želijo biti uspešna, morajo predvsem slediti času, skrbeti za zniževanje stroškov, obenem pa misliti tudi na okolje. Uvedba elektronskih računov sledi trendu brezpapirnega poslovanja, zmanjšuje stroške, zmanjšuje napake pri vnosu, obenem pa nam omogoča hitrejši prenos prejetih računov v elektronsko banko in v naš informacijski sistem. Vsa podjetja imajo še vedno obveznost hraniti račune, vendar pa je razlika v tem, da se elektronski računi hranijo v elektronski obliki (e-arhivu). Zakon o varstvu dokumentarnega in arhivskega gradiva ter arhivih (ZVDAGA), skupaj z Uredbo o varstvu dokumentarnega

## Intelligent solutions in business IT

in arhivskega gradiva (UVDAG) določa način, organizacijo, infrastrukturo in izvedbo zajema ter hrambe dokumentarnega gradiva tako v fizični, kot tudi v elektronski obliki. Po podatkih SURS je bilo v letu 2018 v Sloveniji 295 podjetij, ki pošiljajo vsaj 75% vseh računov v standardizirani strukturi, primerni za avtomatizirano obdelavo (e-račune); od tega je bilo 148 podjetij z deset in manj zaposlenimi, 18 podjetij pa z 250 in več zaposlenimi. V prispevku predstavljamo primer dobre prakse uvedbe e-računov v podjetju. Predstavljene pa so tudi razlike v stroških papirnih in elektronskih računov, ter zahteve, ki jih morajo izpolnjevati ponudniki opreme in storitev e-hrambe.

Ključne besede: brezpapirno poslovanje, e-poslovanje, e-računi, e-hramba, ponudniki storitev e-hrambe

# Introduction of e-invoices to promote paperless business

## Abstract

*In times of digitization and process automation, we focus primarily on simplifying all work processes. Companies that would like to be successful must keep up with the times they operate in, take care of lowering their costs, and at the same time think about the environment. The introduction of electronic invoices follows the paperless business trend, reduces costs, reduces input errors, and at the same time enables us to transfer received invoices to the electronic bank and our information system faster. All companies still have an obligation to keep their invoices, but the difference is that electronic invoices are kept in electronic form (e-archive). The Law on the Protection of Documentary and Archival Materials and Archives (ZVDAGA), together with the Decree on the Protection of Documentary and Archives Materials (UVDAG), determines the way, the organizing, the infrastructure and the implementation of collecting and storing documentary material both in physical and electronic form. According to SORS, in 2018 in Slovenia there were 295 companies that sent at least 75% of all invoices in a standardized structure suitable for automated processing (e-invoices), of which 148 were enterprises with ten and less employees, and 18 companies with 250 and more employees. The article presents an example of the good practice of introducing e-invoices in a company. Differences in the costs of paper and electronic invoices as well as requirements that have to be met by providers of the e-storage equipment and services are also presented.*

## Inteligentne rešitve v poslovni informatiki

*Keywords: paperless business, e-commerce, e-invoices, e-store, e-store providers*



# Izzivi sodobnega poslovanja

## Modern business challenges

**Anton Florijan Barišić**

University of applied sciences VERN, Croatia  
afbarisic@chronos.hr

**Joanna Rybacka Barišić**

Chronos Info d. o. o., Croatia  
jrybacka@tlen.pl

**Ivan Miloloža**

University of Osijek, Faculty for dental medicine and health, Croatia  
ivan.miloloza@fdmz.hr

# Social entrepreneurship paradigm in light of best practices in Croatia and Poland

## Abstract

*In recent decades, there is evidence on growth of entrepreneurship whose activity contains a social purpose. Social entrepreneurship is responding to social problems, creatively developing new conceptual frameworks, which generate added-value. Among the number of impressive features of social entrepreneurship, the most remarkable one is involvement of large number of various stakeholders from different fields, according to the type, mission, and needs of the organisation. The concept of social entrepreneurship was not an issue for debate in Europe several years ago, but now it is making notable development across EU countries. In that sense, the intention of the paper is to review state of development, to address the important issues they are facing and experience referring to social entrepreneurship and social enterprises in Croatia and Poland. The objective of the paper is to describe the models of social entrepreneurship and 'social enterprise in the context of recent experience and to examine their appearance and nature in Croatia and Poland. In the paper, we use comparative analysis in order to provide a deeper insight into the differences and similarities of legal frameworks, public policies, and supporting institutions reinforcing the development of social entrepreneurship in Croatia and Poland.*

**Keywords:** social entrepreneurship, social enterprise, legal framework, cooperatives, work integration enterprise





**Tatjana Dolinšek**

Fakulteta za komercialne in poslovne vede, Slovenija  
tatjana.dolinsek@fkpv.si

# Linearni regresijski model za določanje trenda na primeru kazalnikov krožnega gospodarstva

## Povzetek

Kazalniki so eden izmed najpogostejših pokazateljev, ki jih različne institucije uporabljajo za spremljanje svojega poslovanja oz. prikaz stanja določenega pojava tako na mikro kot makro ravni. Še posebej je to spremljanje pomembno na področjih, ki so usodno pomembna za celotno družbo. V ta sklop vsekakor spadajo tudi kazalniki, ki merijo okoljsko obremenjenost oz. kazalniki, ki prikazujejo ukrepe uvajanja krožnega gospodarstva. Če so ti kazalniki primerno izbrani in temeljijo na dovolj dolgi časovni podatkovni vrsti, lahko kažejo ključne smeri razvoja določenega okoljskega pojava. Težava je le v tem, da te informacije neposredno iz časovne vrste niso razvidne. Zato je potrebna še njihova nadaljnja obdelava, kar nam danes omogočajo številna orodja in programska oprema za statistično analizo. Namen tega članka je na primeru kazalnika snovne produktivnosti, ki je eden izmed glavnih kazalnikov merjenja krožnega gospodarstva, prikazati dinamiko gibanja tega pojava skozi 19-letno časovno obdobje in to na podlagi analize linearnega trenda. Prikazali smo tako analitični postopek izračuna trenda kot tudi postopek s pomočjo programa MS Excel. Takšna poglobljena analiza nam lahko daje dodatne informacije, ki so lahko v pomoč tako odločevalcem pri načrtovanju in upravljanju okolja kot tudi splošni javnosti pri razumevanju okoljske problematike. Na podlagi rezultatov trenda smo namreč ugotovili, da je tako na primeru EU kot Slovenije pozitiven trend kazalnika snovne produktivnosti, čeprav je njegova rast v povprečju v Sloveniji nekoliko višja kot v članicah EU.

**Ključne besede:** krožno gospodarstvo, kazalniki, analiza časovnih vrst, snovna produktivnost, linearni trend

# Linear regression model for determining the trend in the case of circular economy indicators

## Abstract

*Statistical Indicators are one of the most common tools used by various institutions to monitor their business or phenomena. They are summary measure related to a key issue or phenomenon and derived from a series of observed facts. In particular, this monitoring is important in areas that are fatal to society as a whole. Certainly, indicators that measure environmental pollution and CE are also included in this set. If these indicators are properly selected and based on a sufficiently long time series of data, they may indicate key directions for the development of a particular environmental phenomena. The only problem is that this information is not directly visible from the time series. Therefore, further processing is required, which is now possible with many statistical analysis tools and software. The purpose of this article is to illustrate the dynamics of movement over 19-year time period, based on a linear trend analysis, on the example of the source productivity indicator, which is one of the main indicators concerning with circular economy. We will present both the analytical procedure for calculating the trend and the procedure using MS Excel. Such in-depth analysis can provide us with additional information that can help decision makers in environmental planning and management as well as the general public in understanding environmental issue. Based on the results of the trend, we found a positive trend in the material productivity indicator in both (Slovenia and EU), although its average growth in Slovenia is slightly higher than in the EU Member States.*

*Keywords: circular economy, indicators, time series analysis, material productivity, linear trend*



**Lucija Fink**

Študentka Fakultete za komercialne in poslovne vede, Slovenija  
lucija.fink@gmail.com

# Znamčenje mest (city branding) – študija blagovne znamke mesta Slovenj Gradec

## Povzetek

Raziskava obravnava relativno mlado in kompleksno področje znamčenja, tj. znamčenje mest. V prvem delu predstavljam pomen znamke mesta, njeno vlogo, deležnike, percepcijo, osebnost, moč znamke mesta, kvalitativne kriterije znamke in njihovo povezavo z urbanizmom, ki sem jih v nadaljevanju naloge uporabila kot osnovo empirične raziskave na primeru mesta Slovenj Gradec. Empirični del je sestavljen iz dveh pristopov raziskave prepoznavnosti znamke mesta Slovenj Gradec: analiza globinskih intervjujev strokovnih predstavnikov šestih področij oziroma deležniških skupin (gospodarstvo, zdravstvo, turizem, kultura, šolstvo in šport) in analiza izvedbe spletnega anketiranja s predstavitvijo rezultatov v obliki odgovorov na raziskovalna vprašanja ter potrditvijo oziroma zavrnitvijo v raziskavi podanih hipotez: ključni kvalitativni elementi strokovne javnosti, zaznavne značilnosti in vrednote (zaznavni profil) mesta Slovenj Gradec, jedro znamke mesta Slovenj Gradec (osredotočenost), kriteriji urbanizma, ki vplivajo na percepcijo mesta Slovenj Gradec. K temu sem dodala priporočila in smernice za oblikovanje in razvoj znamke mesta Slovenj Gradec.

Ključne besede: znamčenje mest, prepoznavnost, kvalitativni kriteriji znamke in urbanizma, deležniki, Slovenj Gradec

## City Branding – a case study of the Slovenj Gradec's brand

### Abstract

*The research deals with a relatively young and complex area of branding, i.e. the branding of towns. I presented in greater detail the meaning of the town's trademark, its role, shareholders, perception, personality, the power of the town's trademark, the qualitative criteria of the trademark and their connection to urbanism, which I used as the basis of the empirical research on the case of the town of Slovenj Gradec. For an excellent visualisation of the development of Slovenj Gradec, I had studied its history and its management and defined its capital in six areas in great detail (economy,*

## Izzivi sodobnega poslovanja

*health care, tourism, culture, education and sport). These are also the basis of the qualitative research on recognisability of the town's trademark. The empirical part consists of two approaches to the town's trademark's recognisability: an analysis of in-depth interviews of professional representatives of the six areas or shareholder groups (economy, health care, tourism, culture, education and sport) and an analysis of the execution of an online survey with a presentation of results in the form of answers to the research questions and the confirmation or rejection of the hypothesis in the survey: the key qualitative elements of the professional public, noticeable characteristics and values (noticeable profile) of the town of Slovenj Gradec, the core of the town's trademark (focus), the criteria of urbanism that influence the perception of the town. To all of this, I added recommendations and guidelines for the town of Slovenj Gradec.*

*Keywords: city branding, recognisability, quality criteria of brand and urbanism, shareholders, Slovenj Gradec*



### **Beno Klemenčič**

Ekonomška šola Murska Sobota, Višja strokovna šola, Slovenija  
beno.klemencic@gmail.com

### **Natalija Klemenčič**

Ekonomška šola Murska Sobota, Višja strokovna šola, Slovenija  
natklemencic@gmail.com

### **Doroteja Žeks**

Ekonomška šola Murska Sobota, Višja strokovna šola, Slovenija  
doroteja.zeks@gmail.com

## Oglaševanje preko spletnih družbenih omrežij

### Povzetek

V prispevku obravnavamo pomen spletnih družbenih omrežij za oglaševanje podjetij. Podjetja se zavedajo, da je za uspešno poslovanje potrebna uporaba sodobnih spletnih medijev, ki omogočajo komunikacijo s strankami ter oglaševanje izdelkov ali storitev na spletu. Spletna družbena omrežja omogočajo enostaven in sodoben način oglaševanja. Oglaševanje je

## Modern business challenges

cenejše in učinkovitejše. V preteklih raziskavah smo ugotovili, da imajo spletni mediji Google, Facebook, Youtube, Twitter in drugi vpliv na slovenske porabnike pri nakupu izdelkov in storitev. Ugotovili smo, da porabniki najpogosteje spremljajo Facebook in da ima omenjeno spletno družbeno omrežje tudi največji vpliv na njihovo nakupno vedenje. V empiričnem delu smo se osredotočili na slovenska podjetja ter s pomočjo ankete raziskovali vpliv uporabe Facebooka na njihovo prepoznavnost in izboljšanje prodajnih rezultatov. Facebook predstavlja odlično oglaševalsko orodje, s katerim lahko obstoječim in potencialnim strankam predstavijo in ponudijo svoje izdelke. Z raziskavo smo ugotovili, da slovenska podjetja za oglaševanje svojih proizvodov in storitev uporabljajo med vsemi spletnimi družbenimi omrežji največ Facebook, vendar Facebook za oglaševanje uporablja manj kot 50 % podjetij. Najpogostejši razlog za uporabo spletnih družbenih omrežij je povečanje prepoznavnosti.

Ključne besede: spletna družbena omrežja, Facebook, oglaševanje, nakupno vedenje

## Social media advertising

### Abstract

*This article deals with the meaning of social media for company advertising. Companies are aware that the use of social media is necessary for a successful business operation as they enable communication with customers and advertising of products or services online. Social media offer a simple and modern way of advertising. Advertising is cheaper and more efficient. In earlier research we learned that social media such as Google, Facebook, Youtube, Twitter and other have an impact on Slovenian consumers when buying products and services. We found that consumers most frequently follow Facebook and that Facebook has the biggest impact on their consumer behaviour. In the empirical part we focused on Slovenian companies; by carrying out a survey we researched the impact of using Facebook for their recognisability and improvement of their sales results. Facebook represents an excellent advertising tool for presenting and offering their products to existing and potential customers. The survey found that Slovene companies use Facebook most of all online social media to advertise their products and services, but Facebook uses less than 50% of companies for advertising. The most common reason for using social media is to increase visibility.*

*Keywords: social media, Facebook, advertising, consumer behaviour*



**Bojan Macuh**

Fakulteta za poslovne in komercialne vede, Slovenija  
bmacuh@gmail.com

## **Vključevanje starejših v vseživljenjsko učenje v domovih za starejše**

### **Povzetek**

Starejši se srečujejo v domovih za starejše z različnimi ovirami. Proučiti želimo, kako se soočajo z njimi. Zanje je v domovih za starejše veliko ovir (prostorskih in vsebinskih), a poglavitna med njimi je pogled na starejše – prepričanja, ki so se oblikovala ob stereotipni vlogi onemoglega človeka. Vseživljenjsko učenje je razvijanje človekovih potencialov skozi trajen proces, ki spodbuja in omogoča posameznikom doseči vse potrebne vrednote, znanje in razumevanje. Starejši naj se navkljub vsem oviram, s katerimi se srečujejo v tretjem in četrtem življenjskem obdobju, udeležujejo aktivnosti v domovih za starejše, ki so jim na voljo glede na njihove psihofizične sposobnosti. Starejši, ki so sodelovali v raziskavi, se soočajo z določenimi omejitvami, katere so pogojene z njihovimi sposobnostmi (slabovidnost, gluhonemost, gibalna oviranost, različne vrste demence idr.). Seznaniti vse deležnike, da je temu potrebno pripisovati čedalje večji pomen. Anketni podatki so analizirani z deskriptivno in kavzalno-eksperimentalno metodo empiričnega pedagoškega raziskovanja. Tovrstna raziskava je prva doslej med starejšimi v domovih v slovenskem prostoru.

Ključne besede: starost, staranje, ovire, IKT, domovi za starejše, vseživljenjsko učenje

## **Integration the elderly in lifelong learning in nursing homes**

### **Abstract**

*The elderly encounter various obstacles in homes for the elderly. We wish to study how they face them. There are many obstacles (spatial and content)*

## Modern business challenges

*for the elderly in homes for the elderly but the main one is the view of the elderly, the beliefs that were formed by the stereotyped role of a disabled elderly person. Lifelong learning is defined as a development of human potentials through a continuous process, which encourages and enables individuals to achieve all necessary values, knowledge and understanding. In spite of all obstacles encountered in the third and fourth ages, the elderly should participate in the activities in homes for the elderly, which are available to them according to their psycho-physical abilities. The elderly who participated in the research face certain constraints that are conditioned by their abilities (visually impaired, deafness, movement obstruction, dementia, etc.). All stakeholders should be informed about the increasing importance of these. The survey data were analysed using the following statistical methods: descriptive and causal-experimental method of empirical pedagogical research. This kind of research is the first among the elderly in the homes for the elderly in Slovenia.*

*Keywords: old age, ageing, obstacles, ICT, homes for the elderly, lifelong learning*



**Fadil Mušinović**

Fakulteta za komercialne in poslovne vede, Slovenija  
fadil.musinovic@siol.net

# Izčrpanost menedžmenta policije na lokalni ravni

## Povzetek

Zahteve vodilnega kadra v menedžmentu na lokalni organiziranosti Policije so vse večje. Ta menedžment predstavljajo vodstveni kadri na policijskih postajah. Glede na njihove pripombe o vse večji preobremenjenosti, smo proučevali njihovo izčrpanost. V raziskavo je bilo vključenih 213 oseb, ki so zaposleni na delovnih mestih komandir in pomočnik komandirja. Uporabili smo anketni vprašalnik, sestavljen iz 22 trditev, ki merijo tri elemente izčrpanosti: čustveno izčrpanost, depersonalizacijo in osebno izpolnitev. Posamezne postavke izgorelosti so bile analizirane z osnovnimi statistikami, analizo variance in regresijsko analizo. V članku se osredotočamo predvsem na element depersonalizacije ter ali obstaja statistična razlika med komandirji in njihovimi pomočniki. Rezultati so pokazali določene razlike med

## Izzivi sodobnega poslovanja

komandirji in pomočniki komandirjev. V zaključku članka je navedeno tudi nekaj uporabnih predlogov za posameznike in organizacije.

Ključne besede: izgorelost, čustvena izčrpanost, policijska postaja, komandir, pomočnik komandirja

# The exhaustion of police management at the local level

## Abstract

*The requirements of management personnel in management at the local organization of the Police are increasing. This management consists of management vats at police stations. According to their comments on the increasing overload, we studied their burnout. In research were inclusive 213 police managers who are working in the workplace as commander and assistant commander. We used a survey questionnaire consisting of 22 statements that measure three elements of burnout: emotional exhaustion, depersonalization and personal fulfilment. Individual items was analysed with basic statistics, variance analysis and regression analysis. The article focuses primarily on the burnout element of depersonalization and whether there is a statistical difference between the commanders and their assistants. The results showed some differences between the commanders and assistants of the commanders. The end of the article also lists some useful suggestions for individuals and organizations.*

*Keywords: burnout, emotional exhaustion, police station, commander, assistant, commander*



**Verica Najdovska**

European University, Republic of North Macedonia  
verica.najdovska@eurm.edu.mk

**Katarina Brockova**

University of Economics in Bratislava, Slovakia  
katarina.brockova@euba.sk



# **Business challenges of globalization – the impact of inclusive marketing on brand loyalty of Generation Y consumers**

## **Abstract**

*In a period of business challenges of globalisation and complicated consumers' identities with highlighted expressions of gender, race, religion, nationality, language, income, sexual orientation etc., brands are making stronger efforts to connect authentically with their clients. Namely, nowadays brands are well aware of the diverse nature of their client base, as well as of the social, political and cultural forces impacting their brand image. Due to this fact, guided by their desire to create products and services that meet the needs, tastes and wishes of all their clients, stronger brands create inclusive marketing programmes which increase brand awareness, initiate powerful, affordable and unique brand associations, build positive attitudes and emotions and forge loyal and authentic relations with their clients. The aim of research of this work is to establish the impact of inclusive marketing on brand loyalty of Generation Y consumers. Classical scientific methods have been applied in the research: analysis and synthesis, statistical and historical method, as well as questionnaires. Material presentation is realized by applying methods of theoretic and empirical analysis, which enabled realizing certain aspects of the scrutinized problematics.*

*Keywords: inclusive marketing, generation Y consumers, brand loyalty*



**Drago Papler**

Gorenjske elektrarne, Slovenija  
drago.papler@gek.si

## **Poslovni izzivi upravljanja z energijo s sistemskimi pristopi in sodobnimi tehnologijami**

## Povzetek

Energetska učinkovitost in podnebne spremembe so ključni del 17 ciljev trajnostnega razvoja v Agendi Združenih narodov 2030. Organizacije so prisiljene z materiali in energijo ravnati skrbno v celotnem življenjskem ciklu izdelka ali dejavnosti. Sistem upravljanja z energijo z noveliranim standardom ISO 50001:2018 sledi s strukturo in pri koordiniranju aktivnosti nenehnih izboljšav z uporabo PDCA kroga od začetnega planiranja, delovanja in ukrepanja v kontekstu organizacije. S sodobnimi tehnologijami energetske nadzornega informacijskega sistema, ki temelji na spremljanju porabe določenega energenta, vrednotenju porabe ter količinskega in finančnega prihranka. Izvedli smo anketo za ugotovitev mnenj deležnikov o upravljanju z energijo in tržnih priložnostih. Kot metode analize smo na anketnih podatkih uporabili opisno statistično analizo z izračunom srednjih vrednosti, regresijsko analizo, korelacijsko analizo in multivariatno faktorsko analizo. Z regresijsko analizo smo ugotovili, da so prihranki pri varčevanju energentov pozitivno povezani z energetske stroški, racionalizacijo porabe energentov ter interesom za naložbe v alternativne vire in energetske upravljanje. Interes za naložbe v alternativne vire in energetske upravljanje je pozitivno povezan s prihranki pri varčevanju energentov, interesom za izdelavo energetske pregledov, znanjem in resursi za energetske upravljanje ter osveščanjem o energetske učinkovitosti. Storitve za učinkovitejše vodenje energetske naprav so pozitivno povezane z energetske učinkovitostjo, celovitim svetovanjem rabe energije in interesom za zunanjo pomoč pri upravljanju energije. S korelacijsko analizo smo prepoznali smiselne energetske rešitve za racionalno porabo energije in ustvarjanje prihrankov na podlagi osveščanja in zaznanih interesov kupca, kar je za izvajalca priložnost za tržne storitve na področju komercialne energetike. S faktorsko analizo smo oblikovali štiri skupne faktorje: upravljanje z viri in sredstvi, znanje in resursi, raziskovalno-razvojni projekti in promocija ter komercialna energetika. Povezali smo jih v model proizvodnje in tržnih storitev ob podpori razvoja in kakovosti.

Ključne besede: energetska učinkovitost, električna energija, toplota, raba energije, prihranki, mnenjska raziskava, statistična analiza, korelacijska analiza, regresijska analiza, faktorska analiza

# Business challenges of energy management by systematic approaches and contemporary technologies

## Modern business challenges

### Abstract

*Energetic efficiency and climate changes are key part of 17 goals of sustainable development in the Agenda of United Nations 2030. The organizations are forced to deal with materials and energy in the whole life cycle of a product or an activities carefully. The management system with energy by newer standard ISO 50001:2018 follows with the structure and by coordination of activities continual improvements by using PDC circle from initial planning, functioning and taking steps and being implied in the context of an organization through contemporay energetic tehnologies of controlling information system, which is based on accompanying of consumption of the certain energent, use evaluation and quantity and financial savings. We carried out a questionnaire for opinion findings of participators about energy management and market opportunities. As methods of analysis in the questionnaire data descriptive statistical analysis with calculation of medium values, regression analysis, correlational analysis and multivariate factor analysis were used. Through regression analysis we found out that savings by energent economizing are positive correlated with energetic costs, using energents rationalization and investment concerns in altenative sources and energetic management. The interest in alternative sources investment is positive correlated with savings by energents economizing, the interest for energetic examinations, knowledge and resources for energetic management and energetic efficiency awareness. Services for more effective energetic devices management are positive correlated with energetic effieency, with the entire advising of energy using and the interest for external help by energy management. Using the correlational analysis we recognized reasonable energetic solutions for rational energy use and savings forming regarding of the awareness and noticed buyer's interest, that is for an executor an opportunity for market services on the field of commercial energetics. Four common factors were designed when using factor analysis: sources and means management, knowledge and resources, research- developmental projects and promotion and commercial energetics. We connected them in a production and market services model along development and quality support.*

*Keywords: energetic efficiency, electric energy, warmth, energy usage, savings, public research, statistical analysis, correlational analysis, regression analysis, factor analysis*



**Dejan Romih**

Univerza v Mariboru, Ekonomsko-poslovna fakulteta, Slovenija  
dejan.romih@um.si

**Alenka Kavkler**

Univerza v Mariboru, Ekonomsko-poslovna fakulteta, Slovenija  
alenka.kavkler@um.si

**Silvo Dajčman**

Univerza v Mariboru, Ekonomsko-poslovna fakulteta, Slovenija  
silvo.dajcman@um.si

## **Ali gospodarskopolična negotovost v Združenih državah Amerike vpliva na cene industrijskih kovin**

### **Povzetek**

V tem prispevku proučujemo vpliv gospodarskopolične negotovosti v Združenih državah Amerike na (svetovne) cene industrijskih kovin (aluminija, bakra, cinka, kobalta, niklja, železa). Ugotovili smo, da šok gospodarskopolične negotovosti v Združenih državah Amerike zniža (svetovne) cene vseh opazovanih industrijskih kovin razen kobalta in železa. Ugotovili smo tudi, da je odziv na gospodarskopolično negotovost v ZDA največji v primeru niklja. Ti ugotovitvi imata pomembne politične implikacije.

Ključne besede: gospodarskopolična negotovost, cene kovin, Združene države Amerike

## **Does economic policy uncertainty in the United States affect the prices of industrial metals?**

### **Abstract**

*In this paper, we study the impact of economic policy uncertainty in the United States on the prices of industrial metals (aluminium, copper, zinc, cobalt, nickel, iron). We have found that the economic policy uncertainty*

## Modern business challenges

*shock in the United States lowers the prices of all observed industrial metals except cobalt and iron. We have also found that the response to economic policy uncertainty shock in the United States is greatest in the case of nickel. These findings have important political implications.*

*Keywords: economic policy uncertainty, metal prices, the United States*



**Elizabeta Stamevska**

European University, Republic of North Macedonia  
elizabeta.stamevska@eurm.edu.mk

**Vasko Stamevski**

Gavrilo Romanovich - Derzavin, Republic of North Macedonia  
vasko.stamevski@gmail.com

# Circular economy - needs and barriers

## Abstract

*The topic of the paper deals with the circular economy, the need for its use and the barriers it faces. Circular economy is all about making growth sustainable. The purpose is to point out the importance of using the natural resources and designing the products in a way that extracted raw materials are used as sensibly and as many times as possible. They should not end up in a dump, but in a new product. A transition to a more circular economy holds major potentials, not only for the environment, but also for the competitiveness of the enterprises. By using less materials and increasing recycling rates, enterprises can get more value out of less. The changing the linear economic model is by no means an easy task and entail a transformation of the current production and consumption patterns. The general conclusion is that the barriers that face the circular economy are challenging, overwhelming and require a lot of patience, dedication, work, knowledge and skills to tackle this issue. However, there are high expectations that the innovations as digital and engineering technologies, in combination with circular thinking, will drive fundamental changes across entire value chains that are not restricted to specific sectors or materials.*

*Keywords: circular economy, sustainable, environment, enterprises, barriers*



**Tatjana Špoljarić**

Sveučilište u Rijeci, Fakultet za menadžment u turizmu i ugostiteljstvu,  
Opatija, Hrvatska  
tatjana.spoljaric@fthm.hr

## **Kružno gospodarstvo – implementacija nove paradigme u okviru održivog razvoja<sup>1</sup>**

### **Sažetak**

Svijet svakim danom koristi sve više resursa iz prirode kako bi zadovoljio potrebe svog svakodnevnog života. Sve što je čovjeku potrebno može proizvoditi uzimajući resurse od prirode, ali zatim treba i vratiti ono što je uzeo u njoj prihvatljivom obliku. S napretkom društva i povećanjem standarda, koji se danas mjeri stopom BDP-a, paralelno raste upotreba prirodnih resursa i energije. Dosadašnji model gospodarstva, poznat kao linearni model gospodarstva mora se reformirati budući da njegova glavna paradigma glasi: uzmi- koristi- odloži. Takav način upravljanja resursima i energijom nije više prihvatljiv budući da broj ljudi svakim danom sve više raste te bi se ubrzo moglo dogoditi da se Zemlja ne stiče obnavljati tim istim resursima zbog brzine kojom ih čovjek iskorištava. Iz tog razloga, linearno gospodarstvo, odnosno linearna ekonomija je dobila svoj suparnički koncept u kojem se zagovara cirkularno, odnosno kružno kretanje resursa. Temelj ovog koncepta je da otpad ne postoji, odnosno da se sve može upotrijebiti na drugi način ili se rastaviti na tvari koje mogu postati dio životnog ciklusa. Glavne prednosti kružnog gospodarstva su poticanje održivog razvoja i povećanje konkurentnosti gospodarstva kroz povećanje produktivnosti resursa, smanjenje štetnih utjecaja na okoliš i otvaranje novih radnih mjesta. Stvaranje kružne ekonomije postaje imperativ budući da čuva prirodne regenerativne osnovice i stvara nova radna mjesta uz generiranje dodatnih financijskih sredstava te ide dalje od recikliranja jer se temelji na obnovljivom industrijskom sustavu okrenutom prema dizajniranju otpada. Cilj rada je pobliže objasniti sam pojam kružnog gospodarstva te dati prijedloge mjera i koraka za jednostavnije uvođenje koncepta u gospodarstvo.

**Ključne riječi:** kružno gospodarstvo, održivost, razvoj, resursi, energija

---

<sup>1</sup> Ovaj rad je financiran sredstvima Sveučilišta u Rijeci za projekt ZP UNIRI 6/18.

# Circular economy – implementation of a new paradigm within the framework of sustainable development

## Abstract

*Every day the world uses more and more resources from nature to meet the needs of its everyday life. Everything a man needs can be produced by taking resources from nature, but then he must take care of nature and return what he has taken in its acceptable form. With the prosperity of society and the increase of standards, which today are measured at the GDP rate, the use of natural resources and energy is growing in parallel. The current model of the economy, known as the linear model, has to be reformed since its main paradigm is: take / use / dispose. Such a way of managing resources and energy is no longer acceptable since the number of people is growing every day and it could soon happen that the Earth won't be able to produce resources at the speed with which people are exploiting them. For this reason, the linear economy got its rivalry concept in which the circular movement of resources is advocated. The foundation of this concept is that the waste doesn't exist and that everything can be used in another way. The main advantages of the circular economy are to encourage sustainable development and increase the competitiveness of the economy through increasing resource productivity and reducing environmental impacts. Creating a circular economy becomes imperative as it maintains natural regenerative bases and creates new jobs with generating additional financial resources. It also goes further than recycling because it is based on a renewable industrial system geared towards waste design. The aim of the paper is to give better explanation of the term- circular economy and to give suggestions of measure for easier introduction of the concept into the economy.*

*Keywords: circular economy, sustainability, development, resources, energy*



**Zvonimira Šverko Grdić**

Sveučilište u Rijeci, Fakultet za menadžment u turizmu i ugostiteljstvu,  
Opatija, Hrvatska  
zgrdic@fthm.hr

**Marinela Krstinić Nižić**

Sveučilište u Rijeci, Fakultet za menadžment u turizmu i ugostiteljstvu,  
Opatija, Hrvatska  
marikn@fthm.hr

**Elena Rudan**

Sveučilište u Rijeci, Fakultet za menadžment u turizmu i ugostiteljstvu,  
Opatija, Hrvatska  
elenar@fthm.hr

## **Kružno gospodarstvo – model održivog ekonomskog rasta<sup>2</sup>**

### **Sažetak**

U novije vrijeme koncept kružnog gospodarstva je veoma interesantan i za istraživače i za praktičare iz razloga što on predstavlja operacionalizaciju koja ima za cilj implementaciju održivog razvoja u sam poslovni proces. Kada se spominje postizanje održivog ekonomskog razvoja podrazumijeva se i uvođenje kružnog gospodarstva koje znači odgovorno gospodarenje u kojem se mijenjaju poslovni modeli, navike i način razmišljanja. Tim načinom gospodarenja ne stvara se otpad, smanjuje se korištenje prirodnih resursa te se samim time utječe na manje onečišćenje okoliša i bolju ekonomsku efikasnost. Održivi ekonomski rast je veoma važan cilj Europske unije te je ona u svoj pravni okvir uvela brojne novitete, ali i osigurala značajna novčana sredstva u cilju modernizacije gospodarstva, ojačanja stabilnosti i kompetitivnosti te otvaranja novih radnih mjesta. Cilj rada je istražiti putem kojih se fondova i sredstava može realizirati koncept kružnog gospodarstva na razini Europske unije, pa time i Republike Hrvatske. Osim toga iznijeti će se prijedlog teoretskog modela uvođenja koncepta kružnog gospodarstva u ekonomiju, a sve u cilju osiguranja održivog ekonomskog rasta.

Ključne riječi: ekonomski rast, održivost, kružno gospodarstvo

## **Circular economy as the model of sustainable development**

---

<sup>2</sup> Ovaj rad je financiran sredstvima Sveučilišta u Rijeci za projekt ZP UNIRI 6/18.



## Modern business challenges

### Abstract

*In recent times, the concept of a circular economy is very interesting, both for researchers and practitioners because it represents an operationalization aimed at implementing sustainable development in the business process itself. When referring to the achievement of sustainable economic development, it should also be mentioned the term of a circular economy that means responsible management in which business models, habits and thinking are changing. This mode of management does not create waste, reduces the use of natural resources and thus affects less pollution of the environment and better economic efficiency. Sustainable economic growth is a very important goal of the European Union and it has introduced many innovations into its legal framework, but it has also provided significant financial resources to modernize the economy, strengthen stability and competitiveness and create new jobs. The aim of the paper is to explore through which funds and means can the concept of a circular economy be realized at the level of the European Union, and also the Republic of Croatia. In addition, the proposal of the theoretical model of introducing the concept of the circular economy into the economy will be presented, in order to ensure sustainable economic growth.*

*Keywords: economic growth, sustainability, circular economy*



#### **Denis Tomše**

Fakulteta za komercialne in poslovne vede Celje, Slovenia  
denis.tomse1@gmail.com

#### **Željka Marčinko Trkulja**

Visoka poslovna škola Libertas Zagreb, Hrvatska  
zeljka.marcinko.trkulja@gmail.com

#### **Boris Snoj**

Ekonomsko-poslovna fakulteta Maribor, Slovenia  
boris.snoj@guest.arnes

# Prepričanja, stališča in vedenje uporabnikov družbenih omrežij do marketinškega komuniciranja v teh omrežjih – primerjava med Slovenijo in Hrvaško

## Povzetek

Namen tega prispevka je ugotoviti, ali obstajajo statistično značilne razlike med slovenskimi in hrvaškimi uporabniki družbenih omrežij pri vplivu njihovih prepričanj na stališča do marketinškega komuniciranja v teh omrežjih ter pri vplivu njihovih stališč na vedenje do marketinškega komuniciranja v teh omrežjih. Rezultati so pokazali, da obstaja sicer podobnost med obema državama pri tem, katera prepričanja uporabnikov družbenih omrežij vplivajo na njihova stališča do marketinškega komuniciranja v teh omrežjih, ter da v obeh državah stališča uporabnikov družbenih omrežij vplivajo na njihovo vedenje do marketinškega komuniciranja v teh omrežjih, kljub temu pa med obema državama obstajajo statistično značilne razlike pri povezavah in vplivih omenjenih spremenljivk. To je jasno sporočilo tistim, ki so zadolženi za marketinško komuniciranje z uporabniki v družbenih omrežjih, da morajo svoja sporočila prilagoditi tudi glede na državo uporabnikov.

Ključne besede: Slovenija, Hrvaška, marketing, komuniciranje, družbeno omrežje, prepričanje, stališče, vedenje

## Beliefs, attitudes and behavior of social media users toward marketing communication on these media – comparison between Slovenia and Croatia

## Abstract

*The purpose of this article is to find out, whether there are statistically significant differences between Slovenian and Croatian social media users*

## Modern business challenges

*in their beliefs, attitudes and behaviour toward marketing communication on social media. The results show that there is a similarity between those two countries on which beliefs have influence on their attitudes in marketing communication on social media, and that in both countries attitudes of the social media users have influence on their behavior toward marketing communication in those media. Nevertheless there are statistically significant differences between Slovenian and Croatian social media users on the mentioned variables. These is a clear message to those in charge for marketing communications in social media, that they need to create their messages based on the country of targeted users.*

*Keywords: Slovenia, Croatia, marketing, communication, social media, beliefs, attitudes, behavior*



**Petra Vovk Škerl**

Fakulteta za komercialne in poslovne vede, Slovenija  
petra.skerl@fkpv.si

**Charnee Bijon Bonno**

Študentka Fakultete za komercialne in poslovne vede, Slovenija  
charneebb@gmail.com

# Razumevanje koncepta krožnega gospodarstva

## Povzetek

Ekonomske in globalne spremembe zadnjega stoletja narekujejo spremenjen pogled na gospodarstvo in posledično nove poslovne pristope. Neprestano povečevanje proizvodnje, ki sledi povečani potrošnji, hkrati predstavlja tudi grožnjo za omejene vire, zaradi česar se vse bolj uveljavlja krožno gospodarstvo kot dolgoročno bolj sprejemljiv koncept. Vsekakor je za njegovo uveljavitev pomembno, da ga čim bolj razumejo vsi deležniki, tako poslovni subjekti kot tudi fizične osebe, zato smo raziskali, kako je »krožno gospodarstvo« pojasnjeno v teoriji ter kako posamezniki v Sloveniji razumejo to besedno zvezo. Izvedena je bila primarna raziskava, za katero smo podatke zbrali s spletno anketo. Priložnostni vzorec je štel 50 oseb. Rezultati so pokazali, da skoraj polovica posameznikov v Sloveniji ne razume pravilno pomena besedne zveze »krožno gospodarstvo«.

*Ključne besede: krožno gospodarstvo, razumevanje krožnega gospodarstva, raziskava, Slovenija*

## Circular economy concept understanding

### Abstract

*Economic and global changes of the last century dictate a changed perception of the economy and consequently also new business approaches. Constant increasing of production on global level due to increased consumption means a threat to scarce resources. In such circumstances the concept of circular economy becomes increasingly recognized as a more acceptable longterm concept than traditional linear economy. Nevertheless, for implementation of this concept its understanding among all the stakeholder, business entities and individuals, is crucial. In this article we researched, how the »circular economy« is explained in theory and how is it understood among the individuals in Slovenia. Through an online survey we collected data from 50 individuals for a primary research. According to the results almost half of individuals in Slovenia does not understand the meaning of »circular economy« correct.*

*Keywords: circular economy, circular economy understanding, research, Slovenia*



**Damjan Vrabl**

Perutnina Ptuj d.d., Slovenija  
damjan.vrabl@gmail.com

**Miro Simonič**

Perutnina Ptuj d.d., Slovenija  
mirosimoni@gmail.com

## Ekonomski učinek piščancem prijaznejše reje

### Povzetek

V prispevku vrednotimo koliko so anketiranci seznanjeni z živalim prijaznejšim načinom vzreje, ki se vse bolj uveljavlja v razvitejšem delu

## Modern business challenges

Evrope in predstavlja vztrajen trend rasti prodaje. Z vse večjo ozaveščenostjo kupcev postajajo ti vedno bolj zahtevni in želijo kupovati izdelke, ki zagotavljajo trajno rast kakovosti. V prispevku raziskujemo povezanost med poznavanjem živalim prijaznejše vzreje in starostnimi skupinami med anketiranci, ter zavedanjem med anketiranci, da so stroški takšne vzreje višji. Posledično smo ugotavljali, koliko višji znesek so pripravljeni plačati anketiranci, zavedajoč se, da je za živalim prijaznejšo vzrejo potrebno več stroškov. Med vplivne dejavnike smo v raziskavo vključili starost, spol, dohodek, izobrazbo in poznavanje živalim prijaznejše vzreje. Le dejavnik poznavanje živalim prijaznejše vzreje je bil signifikantno značilen in vpliva na nakup takšnih izdelkov. Z analiziranjem odgovorov zaključujemo, da mnogi anketiranci poznajo živalim prijaznejšo vzrejo in so za izdelke iz takšne vzreje pripravljeni plačati med 60 in 80 odstotki višjo ceno. Takšno povečanje prodajne cene pa daje dodaten dobiček pri ceni izdelka kljub povišanju stroškov, ki so potrebni za uspešen živalim prijaznejši način vzreje. Zaključujemo, da je potrebno takšen način vzreje podvreči učinkovitemu marketinškemu oglaševanju in tako seznanjati kupce s tem načinom vzreje. Zagotovo takšen način vzreje tudi zagotavlja dolgoročnojšo rast takšnih izdelkov in večjo konkurenčnost na trgu. Kupci se vedno bolj zavedajo, da je prijaznejša vzreja živali zelo pomembna za zdravje živali, posledično pa so tudi izdelki iz tako pridelanega mesa bolj zdravi in tako posledično tudi vplivajo na zdravje porabnikov.

Ključne besede: živalim prijaznejša vzreja, kakovost mesnih izdelkov, perutnina, ekonomski učinki

## The economic effect of chicken-friendlier farming

### Abstract

*The paper evaluates how well the respondents are aware of an animal-friendlier breeding style, which is becoming increasingly established in the more developed part of Europe and represents a persistent upward trend in sales. With increasing customer awareness, these customers are becoming more demanding and want to buy products that deliver lasting quality growth. The paper explores the relationship between knowledge of animal-friendly breeding and age groups among respondents, and awareness among respondents that the costs of such breeding are higher. As a result, we were finding out how much more the respondents were willing to pay, knowing that more animal-friendly rearing required more costs. Age, gender, income,*

## Izzivi sodobnega poslovanja

*education and knowledge of animal-friendly breeding were included in the study. Only the familiarity with animal-friendly breeding was significantly significant and influenced the purchase of such products. Analyzing the answers, we conclude that many respondents are familiar with animal-friendly breeding and are willing to pay between 60 and 80 percent a higher price for products from such breeding. Such an increase in the sales price, however, adds to the price of the product, despite the increase in costs required for a successful animal-friendly breeding process. We conclude that this type of breeding must be subjected to effective marketing advertising in order to inform customers of this breeding method. Certainly such breeding also ensures longer-term growth of such products and increased competitiveness on the market. Customers are becoming more aware that animal-friendly animal husbandry is very important for animal health, and as a result, the products from the meat thus produced are healthier and consequently affect the health of consumers.*

*Keywords: animal-friendly breeding, quality of meat products, poultry, economic impact*



## **Turizem – iz teorije v prakso**

Tourism – from theory to practice

**Jolanda Ivanuša**

Študentka Fakultete za komercialne in poslovne vede, Slovenija  
ivanusajolanda@gmail.com

**Saša Zupan Korže**

VANADIS, d. o. o., Slovenija  
sasa.zupan@vanadis.si

## **Razpršeni hoteli v slovenskem prostoru**

### **Povzetek**

Kot inovativna oblika turistične nastanitve so razpršeni hoteli (RH) nastali v Italiji pred iztekom tisočletja. Le-ti doprinašajo k vzpodbujanju in razvoju trajnostnega turizma. Ključna značilnost razpršenega hotela je v horizontalni razpršitvi nastanitvenih enot in skupnih prostorov v nekoliko širšem prostoru in ne v vertikalni povezavi, kot to običajno velja za tipizirane hotele. Zaradi vsestranske vpetosti razpršenega hotela v lokalno okolje koncept v celoti sledi zasnovi trajnostnega razvoja. Od številnih zamisli o vzpostavitvi razpršenega hotela tudi v Sloveniji, se je z odprtjem prvega tovrstnega hotela v Slovenskih Konjicah decembra leta 2017 uresničila le ena. Namen prispevka je ugotoviti, kako uspešno je bil prvi razpršeni hotel sprejet med gosti in v lokalnem okolju ter raziskati, kako se zamisli o razpršenih hotelih širijo in udejanjajo v slovenskem prostoru. Rezultati, pridobljeni z uporabo vsebinske analize podatkov iz sekundarnih in iz primarnih virov, kažejo, da se je prvi razpršeni hotel uspešno umestil na trg turističnih nastanitvev. Njegov uspeh širi interes med imetniki nastanitvenih enot v lokalnem prostoru, da svoje obstoječe nezasedene nastanitvene enote kot turistične v razpršeni hotel vključijo tudi sami. Na podlagi dobre prakse razpršenega hotela Konjice se idejne zasnove o vzpostavitvi razpršenih hotelov ponovno oživljajo tudi v drugih krajih po Sloveniji. V kolikšni meri se zamisli tudi udejanjajo in kateri so ključni izzivi pri tem, poraja izhodišča za nadaljnje raziskovanje.

**Ključne besede:** razpršeni hotel (RH), trajnostni turizem, trajnostni razvoj, inovativnost v turizmu, inovativna oblika nastanitve, Razpršeni hotel Konjice, prvi razpršeni hotel v Sloveniji, lokalno okolje, vzpodbujanje trajnostnega razvoja turizma



## Diffused hotels in Slovenia

### Abstract

*Albergo Diffuso (Diffused / distributed hotels (DH)) emerged in Italy before the turn of the millennium as an innovative form of tourist accommodation. They contribute to the promotion and development of the sustainable tourism. The key characteristics of a DH is the horizontal dispersals of the accommodation units and common areas in a slightly wider space and not the vertical layout as it is common in typical hotels. Due to the diverse inclusion of the dispersed hotel into the local environment, the whole concept follows the concept of the sustainable development. From multiple ideas about creating a dispersed hotel in Slovenia, only one came to life on December 2017 in Slovenske Konjice. The purpose of this article is to determine how successful was the reception of the first Diffused /distributed hotel among guests and locals and to explore how the ideas of DH are promoted and actualized in the Slovenian area. The results attained via a content analysis of data from secondary and primary sources suggest that the first distributed hotel successfully integrated on the market of tourist accommodations. Its success spreads interest among the owners of accommodation units in the local area to incorporate their own unoccupied accommodation units into the dispersed hotel. Based on the good practice of the Diffused / distributed Hotel Konjice the plans to create new DH are reignited in other regions in Slovenia. How many of them are actually realized and what are the main challenges remains an area for further exploration.*

*Keywords: Albergo Diffuso (AD) Diffused / Distributed hotels (DH), scattered hotels, sustainable tourism, sustainable development, innovativeness in tourism, innovative form of accommodation, Distributed Hotel Konjice, first distributed hotel in Slovenia, local environment, encouraging sustainable development of tourism*



**Natalija Klemenčič**

Ekonomska šola Murska Sobota, Višja strokovna šola, Slovenija  
natklemencic@gmail.com

## Čebelarski turizem – perspektivna možnost za čebelarje

## Povzetek

V prispevku obravnavamo čebelarški turizem ali apiturizem kot dodano vrednost čebelarstvu. Čebelarški turizem ponuja turistu edinstveno in inovativno doživetje. Čebelarški turistični ponudnik, vsak na svoj način, v lokalnem in avtentičnem okolju, s svojo zgodbo, z aktivnim vključevanjem turistov, predstavi in prikaže svojo turistično ponudbo. V prispevku smo predstavili perspektivne možnosti za razvoj čebelarskega turizma. Posebej smo se osredotočili na področje prodaje medu in čebeljih pridelkov, gostinsko dejavnost kot dopolnitev ponudbe čebelarskega turizma ter izobraževanje obiskovalcev in čebelarske delavnice. Na podlagi proučevanja domačih in tujih virov ter raziskave čebelarskega turizma doma in v svetu navajamo predloge za razvoj čebelarskih produktov z dodano vrednostjo, razvoj dodatnih storitev in dejavnosti ter oblikovanje turističnega produkta. Majhni, unikatni ponudniki čebelarskega turizma nudijo obiskovalcu butično, unikatno in edinstveno doživetje, pri tem ponudijo turistu mirno in varno okolje, a hkrati raznolika doživetja, naravno okolje ter bogastvo kulturnih lepot.

Ključne besede: čebelarstvo, čebelarški turizem, apiturizem

## Beekeeping tourism – favourable prospects for beekeeping

### Abstract

*This article deals with beekeeping tourism or apitourism as added value to beekeeping. Beekeeping tourism offers a unique and innovative experience. A provider of beekeeping tourism, each in its own way, presents and shows a tourist offer in a local and authentic environment, with a story and by actively including tourists. The article presents favourable prospects for beekeeping tourism development. It especially focuses on the field of selling honey and bee products, catering activity as an offer supplement to beekeeping tourism as well as education of visitors and beekeeping workshops. Based on the study of domestic and foreign sources and the research of beekeeping tourism at home and in the world we indicate proposals for bee products development with added value, development of additional services and activities as well as the design of a tourist product. Small, unique providers of beekeeping tourism offer a boutique and unique experience, whereby they offer a peaceful and safe environment but at the*

**Tourism – from theory to practice**

*same time differentiated experiences, a natural environment and the wealth of cultural beauty.*

*Keywords: beekeeping, beekeeping tourism, apitourism*



**Barbara Senekovič**

Srednja šola za gostinstvo in turizem Radenci, Slovenija  
barbara.senekovic@gmail.com

## **Potencial dediščine špitalov kot del kulturnega turizma**

### **Povzetek**

Raziskovanje zgodbe o špitalskih bolnišnicah v izbranem germansko govorečem prostoru nam je bilo vodilo in namen, da smo si zastavili glavno raziskovalno vprašanje: »Zakaj bi bila lahko zgodba špitalov zanimiva kot del kulturnega turizma?« V teoretičnem delu je narejen kratek zgodovinski pregled izbranih špitalskih bolnišnic (špitalov) v germansko govorečem prostoru. Med pisanjem prispevka smo se dotaknili tudi pomembnejših dokumentov, ki poudarjajo pomen kulturnega turizma in dediščine. Predstavljeni pa so tudi primeri dobrih praks sosednje države Avstrije, in sicer izbrane tematske kulturne poti, ki v ospredje postavljajo kulturo ali posamezne elemente.

**Ključne besede:** kulturni turizem, dediščina, špitali, izobraževalni pomen

## **Hospital heritage potential as part of cultural tourism**

### **Abstract**

*Researching the story of hospitals in the selected German-speaking area was the guidance and the purpose of asking ourselves the main research question: "Why would the story of hospitals be interesting as part of cultural tourism?" The theoretical part provides a brief historical overview of selected hospitals in German-speaking area. While writing this paper, important documents that highlight the importance of cultural tourism and heritage,*

**Turizem – iz teorije v prakso**

*were touched upon. Examples of good practices from the neighbouring country of Austria, as well as selected thematic cultural routes, which put culture or individual elements at the forefront are presented.*

*Keywords: cultural tourism, heritage, hospitals, educational importance*



**Ivan Strugar**

Faculty of Economics and Business, Zagreb, Croatia  
istrugar@efzg.hr

**Božidar Klarin-Petrina**

Student of Faculty of Economics and Business Zagreb, Croatia  
bozo.klarin@gmail.com

**Tamara Ćurlin**

Faculty of Economics and Business, Zagreb, Croatia  
tcurlin@efzg.hr

**Jovana Zoroja**

Faculty of Economics and Business, Zagreb, Croatia  
jzoroja@efzg.hr

**Božidar Jaković**

Faculty of Economics and Business, Zagreb, Croatia  
bjakovic@efzg.hr

## **Travelers purchase journey: ICT usage in Croatia**

### **Abstract**

*The purpose of this paper is to define the state of Information and Communication Technology (ICT) usage in traveling stages in the case of Croatia. ICT usage in different stages of travel was analysed by conducting a questionnaire on a sample of 82 respondents. Furthermore, the results were compared to the Digital Economy and Society Index and Tomas report (National Tourism Board research) to extract patterns to distinguish questionnaire results from Tomas's report and to examine for ICT usage in the purchase journey in Croatia compared to other European countries. The*

**Tourism – from theory to practice**

*contributions that emerged from the investigation are twofold: Firstly, ICT usage in all stages of travel was disclosed. Social media were identified as a critical factor for the phases of planning and dreaming and a massive generator of electronic word of mouth. At the destination, mobile devices are used for transactions, specific applications, and information about activities in the destination. After the experience, travellers share their experience through social media and online travel agencies websites. Croatian National Tourism Board should pay more attention to improving social media marketing. Digital Economy and Society Index and research confirmed that Croatia has important infrastructural issues. Although some efforts appear to develop network infrastructure, even in up to day neglected rural areas, which limits the possibilities of tourism development in most tourist developed areas in Istria in Croatia RUNE (Rural network). However, the issue remains that the Wi-Fi network is not available in many less tourist developed rural areas, and connectivity to the fast internet connections is a general problem. Croatia is behind European standards for this matter, even though the efforts and attempts for betterment do exist. Future investigations should concentrate on exploring how to provide better ease of use of ICT in all stages of the journey, and how ICT can help to achieve a competitive advantage in tourism.*

*Keywords: tourism, ICT, Croatia, Internet, DESI, smart destination, sustainability*



**Berislav Žmuk**

University of Zagreb, Faculty of Economics and Business Zagreb, Croatia  
bzmuk@efzg.hr

**Ksenija Dumičić**

University of Zagreb, Faculty of Economics and Business Zagreb, Croatia  
kdumicic@efzg.hr

**Iris Mihajlović**

University of Dubrovnik, Croatia  
iris.mihajlovic@unidu.hr

**Emina Resić**

University of Sarajevo, School of Economics and Business, Bosnia and Herzegovina  
emina.resic@efsa.unsa.ba

**Blagica Novkovska**

University of Tourism and Management, Faculty of Economics Skopje,  
Republic of North Macedonia  
b.novkovska@utms.edu.mk

# Impact of achieved development levels on the number of tour operators and travel agencies in selected European countries

## Abstract

*The aim of the paper is to investigate whether the number of tour operators and travel agencies is determined by the achieved development levels, measured by economic, education, digital skills and internet booking development indicators. Eurostat data for the main variable and four additional variables under study were used for 32 European countries for 2016. Firstly, the descriptive statistical analysis and outlier detection were performed. The correlation and regression analyses were used to determine if different achieved development levels could explain different number of tour operators and travel agencies in the observed countries. Finally, all five variables were used in hierarchical cluster analysis of the observed countries. The conducted analysis has pointed out great differences in the number of tour operators and travel agencies between the observed countries, with the coefficient of variation larger than 120%. Weak negative correlations are noticed between the variable the number of tour operators and travel agencies and two indicators, the high education level and the digital skills development level. Slightly stronger positive, but still weak, correlations appeared with the economic development and Internet booking level indicators. However, the hierarchical clustering resulted in four clusters of countries, two of which appeared to have over-average number of tour operators and travel agencies, while having some other development level characteristics in common. The conducted analyses showed that in the selected European countries the number of tour operators and travel agencies is not related to the chosen economic, education and two digital development level indicators in a statistically significant way.*

**Tourism – from theory to practice**

*Keywords: correlation analysis, development level indicators, European countries, hierarchical cluster analysis, tour operators and travel agencies*

