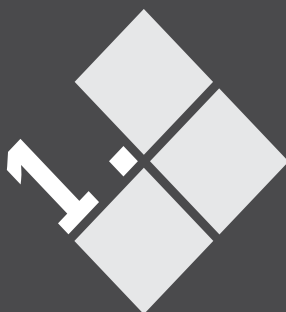


**Znanje in
poslovni izzivi
globalizacije**

Fakulteta za komercialne in poslovne vede
Celje, 12. - 13. november 2009

international
scientific
conference



mednarodna
znanstvena
konferenca

book
of
abstracts

**Knowledge and
business challenge
of globalisation**

Faculty of commercial and business sciences
Celje, 12th - 13th november 2009

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Nagovor župana Mestne občine Celje Bojana Šrota ob prvi mednarodni znanstveni konferenci Znanje in poslovni izzivi globalizacije



Celje s sodobnostjo in atraktivnostjo prebivalcem in obiskovalcem ponuja nove možnosti ter veliko razvojnih priložnosti. Ustanove in vsi zastavljeni projekti pa ne bi bili uresničeni brez delovnih in izobraženih ljudi, ki pomagajo, da Celje ambiciozno odpira mnoga vrata v svet. Vlaganje v znanje in v človeške vire tako že več let predstavlja primarno strateško odločitev Mestne občine Celje. S ponosom lahko zato del bogatih rezultatov pripišemo tudi vsem izobraževalnim ustanovam v Mestni občini Celje.

Še posebej me zato veseli, da Fakulteta za komercialne in poslovne vede, ki je letos praznovala 5. obletnico svojega obstoja, organizira v Celju prvo mednarodno znanstveno konferenco, ki bo ponudila mnoge odgovore na aktualna dogajanja. Izmenjava izkušenj in ustvarjanje novega vrhunskega znanja s področij ekonomije, komercialne, poslovne informatike in turizma bodo zagotovo pripomogla k novim rešitvam.

Organizacija tako pomembne znanstvene konference pomeni velik dogodek za mesto in njegovo promocijo, prinaša pa tudi dosežke na področju znanstveno raziskovalnega dela in daje možnosti tako domačim kot tujim raziskovalcem in strokovnjakom iz prakse, da svoja dognanja predstavijo javnosti. Tovrstna srečanja prispevajo k razvoju stroke in ponujajo pregled raziskovalnih smernic na aktualnih področjih, nenazadnje pa nadgrajujejo lokalno, državno in mednarodno znanstveno mrežo.

Ta in drugi podobni dogodki so in še bodo zagotovo doprinesli k izmenjavi izkušenj in nadgrajevanju znanja, še bolj pa potrjujejo tudi vsa dolgoročna prizadevanja za ustanovitev univerze na tem območju. Kvaliteten, odprt ter z gospodarstvom in potrebami razvoja povezan izobraževalni prostor predstavlja trden temelj, iz katerega se Celje razvija in živi.

Vsem udeležencem mednarodne konference želim uspešno delo in prijetno počutje v knežjem mestu.

**Župan Mestne občine Celje
Bojan Šrot**

Predstavitev Fakultete za komercialne in poslovne vede

Podjetje Abitura, v okviru katerega delujeta Srednja poklicna in strokovna šola ter Višja strokovna šola, je leta 2003 ustanovilo samostojni visokošolski zavod Visoko komercialno šolo Celje. Le ta se je v letu 2008 preimenovala v Fakulteto za komercialne in poslovne vede (FKPV). Preoblikovanje ni pomembno zgolj zaradi spremembe imena, pač pa tudi zaradi pomembnih vsebinskih novosti, namreč fakulteta ponuja izobraževanje na vseh treh bolonjskih ravneh (poleg dodiplomskega in magistrskega tudi doktorski študij) in predstavlja temelj za ustanovitev Univerze v Celju. Študentom omogoča študij v naslednjih, z bolonjskim modelom usklajenih, študijskih programih: **Komerciala I in II, Poslovna informatika I in II, Turizem I in II** ter **doktorski študij**. Vsi ti programi so kakovostni, mednarodno primerljivi in akreditirani s strani Ministrstva za visoko šolstvo, znanost in tehnologijo. Zaradi velikega zanimanja se študijski programi izvajajo v Celju in na dislociranih enotah v Ljubljani, Mariboru, Murski Soboti, Kranju in Novi Gorici, kamor se vključujejo študentje iz celotne Slovenije. Pogovori potekajo tudi v smeri izvajanja programov v Slovenj Gradcu. Na FKPV se na vseh študijskih programih trenutno izobražuje približno 2.500 študentov, diplome pa je prejelo že skoraj 1.100 diplomantov.



Prednosti

Fakulteta omogoča kakovostne praktično usmerjene programe, ki vzpodbujajo inovativnost študentov. Prednost naše fakultete je tudi v prilagodljivosti urnikov, saj lahko študentje sami izbirajo predmete iz širokega nabora modulov na posameznih programih študija, ki se izvajajo v sodobno opremljenih predavalnicah in računalniških učilnicah. Študentom se skušamo približati tudi z uvajanjem e-izobraževanja, saj s tem omogočamo racionalizacijo študijskega časa za izredne študente, ki študirajo ob delu in so zelo zaposleni.

Mednarodno sodelovanje

FKPV je odprta za sodelovanje z izobraževalnimi institucijami tako v EU kot izven nje in se trudi uveljavljati na mednarodnem področju. Bilateralno sodelovanje poteka v obliki medsebojnih obiskov visokošolskih učiteljev, sodelovanja pri skupnih raziskovalnih projektih in v obliki izmenjave študentov, kakor tudi z implementacijo naših dodiplomskih programov, skupaj z našimi partnerji v tujini. Zelo pomembno je sodelovanje z nekaterimi hrvaškimi fakultetami in visokimi šolami (*Fakulteta za turistički i hotelski menadžment* v Opatiji, *Ekonomski fakultet* v Zagrebu, *Visoka škola za ekonomiju poduzetništva s pravom javnosti* v Zagrebu in *Visoka škola za financijski menadžment* v Zagrebu) ter izvajanje študijskega programa na dislocirani enoti v Salzburgu (Institut für Management).

FKPV je imetnik Erasmus listine, ki omogoča izvajanje mednarodne izmenjave študentov in predavateljev. S tem želimo omogočiti mobilnost študentov, profesorjev in strokovnega osebja oz. opravljanje določenih študijskih in pedagoških obveznosti na eni od Univerz članic EU.

Poslanstvo in vizija

Poslanstvo Fakultete za komercialne in poslovne vede je zagotavljati gospodarstvu, javnemu in tretjemu sektorju visoko ekonomsko usposobljene kadre za opravljanje pomembnih del v organizacijah. Z delovanjem v Celju želi Fakulteta približati možnost pridobivanja visoke strokovne izobrazbe študentom celjsko-savinjske regije in jih prepričati v edinstveno programsko usmerjenost. Prav programska usmerjenost je ta,



ki pritegne študente tudi v drugih izobraževalnih središčih v Sloveniji, kjer FKPV organizira izobraževanje. Za zagotavljanje ustrezne programske usmeritve FKPV sistematično in stalno razvija kakovostno sodelovanje s potencialnimi uporabniki svojih kadrov. Raziskovalno delo na FKPV je usmerjeno predvsem glede na potrebe uporabnikov.

Fakulteta za komercialne in poslovne vede želi postati ena najboljših zasebnih visokih komercialnih šol v Sloveniji, prepoznavna kot ena boljših tudi v evropskem merilu. Njena povezanost s prakso bo omogočila usposabljanje visoko kakovostnih diplomantov z uporabnim znanjem za gospodarstvo in javni sektor na evropski ravni. Njena privlačnost za študente in delodajalce bo temeljila na visokem standardu kakovosti.



Celje

Knežje mesto

Celje je dinamično in razvojno mesto. Zaveda se svojih potencialov in priložnosti v okolju in z dobro načrtovanimi posegi postopoma spreminja svojo podobo na vseh področjih. V upravnem, administrativnem, kulturnem, izobraževalnem, trgovskem, gospodarskem, sejemskem in tudi turističnem smislu ima Celje velik pomen v regiji, Sloveniji in širše.



Foto: JURE KRAJSEK

S svojim šarmom in privlačnimi znamenitostmi, ki v zadnjem času dobivajo novo podobo, kulturnozgodovinski zaklad mesta - Stari grad, prenovljena ostalina, ki priča o bogati in burni zgodovini mesta – Arheološka klet z rimsko cesto v Knežjem dvorcu, Šmartinsko jezero, ki skriva velik potencial za razvoj turizma ter turistično in izletniško točko Celjsko kočo, privablja obiskovalce od blizu in daleč.



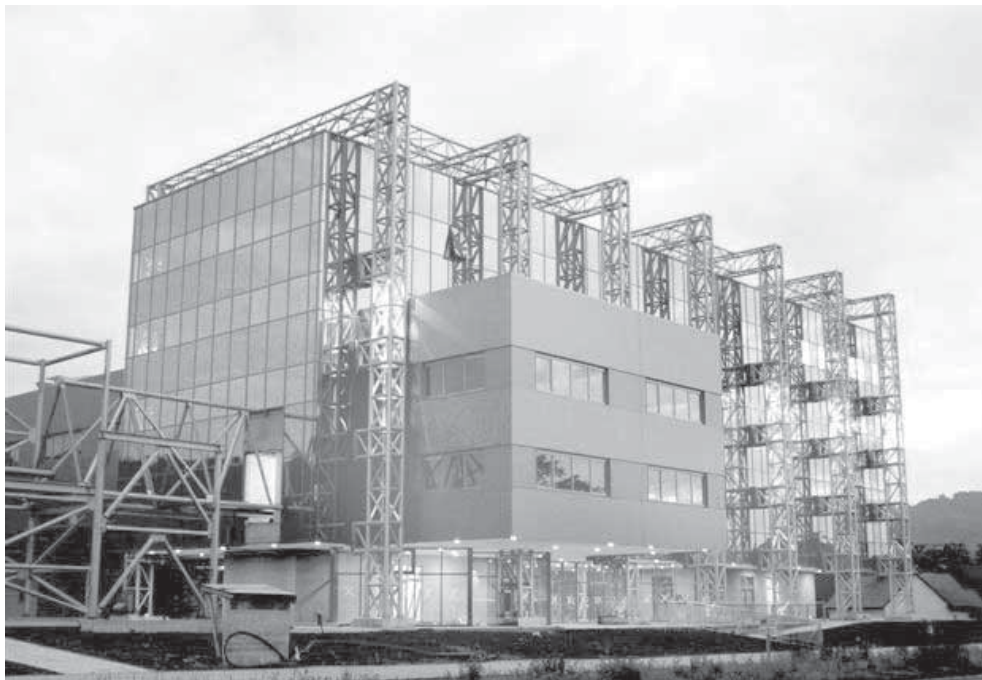
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Celje pa marsikdo pozna tudi zaradi Regionalnega centra za ravnanje z odpadki – RCERO, katerega izgradnja je zgledno povezala kar 24 občin Savinjske regije in zaradi Tehnopolisa Celje (na sliki), ki združuje gospodarske, finančne in izobraževalne vidike razvoja in spada med nacionalne resolucijske projekte. Še v letošnjem letu pa bo tudi mestno jedro pridobilo nova prostora za druženje in kulturno dogajanje ter prostora, kamor bodo Celjanke in Celjani z veseljem zahajali - Mestno tržnico Celje in Osrednjo knjižnico Celje.

V široki paleti kakovostnega osnovnošolskega, srednješolskega kot tudi visokošolskega izobraževanja postaja Celje tudi pomembno izobraževalno središče. Mestna občina Celje je zato še toliko bolj odločna pri uresničevanju dolgoročnega cilja - ustanovitvi univerze na območju Savinjske regije, saj v regiji v študijskem letu 2009/10 deluje že pet visokošolskih zavodov, ki postopno gradijo pot do ustanovitve univerze.

Z mnogimi že uresničenimi projekti kot tudi cilji za prihodnost, Mestna občina Celje želi prispevati k odpiranju novih priložnosti za razvoj številnih dejavnosti in se zaveda vlaganja v znanje in v človeške vire. S povezovanjem ključnih akterjev, Celje dokazuje, da zna in zmore biti pomemben igralec v razvoju širšega evropskega prostora.

S pospešenim dvigom izobrazbene ravni, intenzivnim razvojem izobraževalnih programov, turističnim in gospodarskim potencialom, Celje v prihodnje obeta še hitrejši razvojni napredek. Vse to so temelji, na katerih se gradijo kakovost življenja, zadovoljstvo prebivalcev in razvoj Celja.





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S posledicami globalizacije se dnevno srečujemo na vseh področjih življenja in dela. Pogosto nas preseneča v dobrem, mnogokrat pa tudi ne bi želeli biti del teh ekonomskih, kulturnih, socioloških in drugih procesov. Če smo se Slovenci skozi stoletja, brez lastne države ohranili na tem zemljevidu Sveta s pomočjo pisane besede, lastnega jezika in kulture, bo obdobje, ki je pred nami, za ohranitev identitete in obstoj naroda v naslednjih stoletjih, kljub lastni državi,

mного težje. Zato je vedenje, kako v tem globalnem svetu, stati inu obstati, kot se je pred več kot 500 leti spraševal veliki Slovenec, Evropejec in svetovljan Primož Trubar, še kako pomembno za naš narod in njegovo bodočnost na tem svetu »brez meja«.

Mednarodna znanstvena konferenca Znanje in izzivi globalizacije v Celju, lahko daje odgovore tudi na ta vprašanja, lahko je tudi priložnost za iskanje odgovorov na vprašanja kako v globalnem svetu živeti in preživeti naslednja obdobja. Konferenca pa je tudi in predvsem priložnost za sodelovanje, izmenjavo izkušenj in znanj zainteresiranih partnerjev iz naše regije, Slovenije in sodelujočih držav. Dobrna je turistično usmerjena občina z več kot 600 letno tradicijo turizma. Ob zanimivih aktualnih temah pozdravljamo, da je ena izmed vsebin konference tudi tema Turizem in izzivi trajnostnega razvoja. Poslovno turistične cone v Dobrni, prikazane v katalogu Poslovnih, stanovanjskih in turističnih con v Savinjski regiji, so lahko priložnost tudi za partnerje te konference. Iskrena zahvala in čestitke organizatorju, Fakulteti za komercialne in poslovne vede, za izpeljavo tega zahtevnega in za našo regijo pomembnega srečanja strokovnjakov iz tako različnih okolij. Vsem udeležencem konference želim uspešno izmenjavo znanj in izkušenj ter vse dobro pri nadaljnjem delu in sodelovanju.



Martin Brecl, župan občine Dobrna

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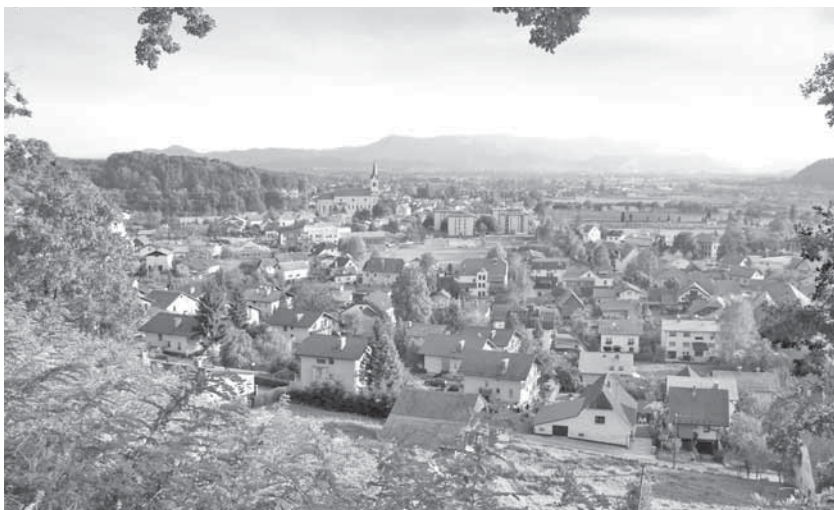
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Severno od knežjega mesta Celja se razprostira Občina Vojnik na 75 km² in šteje 8.520 prebivalcev, od katerih se večina vozi na delo v sosednji občini Celje in Zreče.



Občino Vojnik sestavljajo tri krajevne skupnosti: Frankolovo in Nova Cerkev, ki sta kmetijsko-turistično usmerjeni, ter Vojnik. V vseh aktivno delujejo gasilska, kulturna, turistična, športna in druga društva. S tradicionalnimi prireditvami, ki jih omenjena društva organizirajo, je občina prepoznavna tudi v širšem slovenskem prostoru. Svoje priložnosti vidijo predvsem v obrtno-poslovni coni Arclin ter v razvoju podeželja in z njim povezanimi turističnimi dejavnostmi, ki pritegnejo turiste in popotnike.

Zelena občina, kar simbolizira tudi celostna podoba, vas vabi, da si ogledate njeno kulturno in naravno dediščino: arhitekturno dediščino v vasi Polže, večlepo ohranjenih sakralnih spomenikov na Frankolovem, v Novi Cerkvi in v Vojniku. Obiskovalcem, ki so športno navdihnjeni, so na voljo igrišča za tenis, roket, nogomet in odbojko. Ker pa je svet drugačen videti s konjskih hrbtov, vam zaželijo srečno ježo v Razgorju. V Frankolovem se lahko v poletnih mesecih osvežite v odprtem bazenu.

In kam se boste vrnili, utrujeni od iskanj, če ne med griče, kjer najdete, kar iščete... Vabijo vas kolesarske in pohodne poti. Pogled izpod oblakov na kraje občine Vojnik vam ponuja Balonarski klub Vojnik, ki vas bo popeljal s toplozračnim balonom v svet miru in tišine, kjer boste občutili jutranjo roso še preden pade na tla. Skrbne kmečke gospodinjice na turističnih kmetijah pa vas bodo razvajale z dobrotami, ki so jih poznale že naše babice.

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V prvem nadstropju hotela se nahaja lepotni salon RELAKSANA, ki vam nudi ličenje, nego obraza, frizerstvo, solarij, savno, pedikuro in masažo, skratka vse potrebno za sprostitev telesa in duha.





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Čeprav se povprečni Slovenec ob omembi Štor najprej spomni na železarstvo, je na območju občine Štore bistveno več od tega. Občina s 4.199 prebivalci se razprostira na 28,1 km² in obsega naselja Draga, Javornik, Kanjuce, Kompole, Laška vas, Ogorevc, Pečovje, Prožinska vas, Svetina, Sveti dol, Šentjanž in Štore. Predstavlja relativno majhen delček Slovenije, a je zaradi svoje geografske raznolikosti toliko bolj zanimiva. V ravninskem delu ob reki Voglajni se je zaradi ugodne lege in surovin razvilo železarstvo - nekateri objekti stare železarne so se še ohranili, čeprav so se v veliki meri že umaknili



novim tehnologijam in napredku. V okolici pa nas pričakuje idilična narava, s pohodniškimi in planinskimi potmi, z vinogradniki, ki sodijo na Štajerskem med najboljše ter s prastarimi ljudskimi obrtmi. Tu še živita lončarstvo in oglarstvo. Najvišji predel občine je vas hribovska vasica Svetina (na sliki), ki jo krona starodavna romarska cerkev Sv. Marije Snežne in je bila v zadnjih letih v akciji

Turistične zveze Slovenije že dvakrat razglašena za "najlepšo hribovsko vas Slovenije". Za svetovno popotnico Almo Karlin, ki tam večno počiva je bila Svetina celo najlepši kraj na svetu, na Karlinovo pa vsako leto spominja tudi prireditve Almini dnevi na Svetini. Svetino ter njeno okolico lahko med drugim spoznamo na etnološki naravnoslovnih pešpoti 23 tisoč korakov. Tam se srečamo s čudovito hribovsko pokrajino, kjer še živi oglarstvo pri Jelencu z oglarsko bajto in kopo, vidimo eno redkih zasebnih cerkva v Sloveniji, grob Alme Karlin, največjo navadno bodiko v Sloveniji. Posebno doživetje je vsakoletni Barbarin pohod, ki že tradicionalno poteka vsako prvo soboto v decembru, ko se pohodniki odpravijo na 19 kilometrov dolgo pot iz vasi Pečovje pri Štorah. Razlogov za obisk občine Štore je torej več kot dovolj.

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Current aspects of entrepreneurship and marketing

Aktualni vidiki podjetništva in trženja

Current aspects of entrepreneurship and marketing

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Socialni kapital in zadovoljstvo z inkubatorjem oz. tehnološkim parkom

Povzetek

Socialni kapital je pomemben element pri inovacijah, konkurenčnih prednostih organizacije, oblikovanju vrednosti podjetja itd. Kljub temu, da je bil socialni kapital že pogosto proučevan, pa v znanstveni literaturi primanjkuje empirično podprtih študij, ki bi obravnavale pomen socialnega kapitala v inkubatorjih in tehnoloških parkih. Namen tega prispevka je zapolniti omenjeno vrzel v literaturi z raziskavo o vplivu socialnega kapitala na proaktivno izkoriščanje socialnih mrež in vpliva proaktivnega izkoriščanja socialnih mrež na zadovoljstvo ter nadalje na pripadnost ter zaupanje v inkubator oz. tehnološki park. Strukturni model je bil testiran na 125 uporabnih odgovorih, pridobljenih preko navadne in elektronske pošte, vzorca podjetij v podjetniških inkubatorjih in tehnoloških parkih v Sloveniji.

Ključne besede: socialni kapital, majhna podjetja, inkubator, tehnološki park

Social capital and satisfaction with business incubator or technology park

Abstract

Social capital can be considered as an important factor of innovativeness, organizational advantage, value creation, etc. Although social capital has been widely studied in general, there is a lack of research investigating the role of social capital in relation to business incubators and technology parks. The purpose of this paper is to narrow the literature gap by investigating how social capital and role models influence proactive exploitation of social networks within incubators and technology parks, and how proactive exploitation of social networks influences on satisfaction with business incubators and technology parks. The structural model in the paper was tested on 125 usable responses from mail survey data from a sample of firms from Slovenian incubators and technology parks.

Keywords: social capital, small firms, incubator, technology park

Current aspects of entrepreneurship and marketing

* * *

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Družbeno odgovorno podjetništvo kot izziv sodobnega časa

Povzetek

DOP - družbena odgovornost podjetij – postaja čedalje pomembnejša tema v EU in s tem posredno tudi v Sloveniji. Leta 2001 je Komisija sprejela Zeleno knjigo o DOP, ki govori o njeni vlogi v evropskem gospodarstvu kot enem od načinov prizadevanj za trajnostno družbo in doseganja splošne blaginje. EU poudarja pomembnost družbeno odgovornega delovanja predvsem na ekonomskem, družbenem in okoljskem področju.

Smernice DOP gredo v smeri zadovoljevanja potrošnikovih potreb ob sočasni skrbi za zaposlene, dobavitelje in skupnost okrog nas ter naše naravne pogoje za preživetje. Gre za odgovornost podjetij do zainteresiranih deležnikov - vseh, na katere podjetje vpliva s svojimi odločitvami in dejavnostmi, na vseh ravneh svojega delovanja: interni, lokalni in mednarodni ravni. Marsikatero podjetje že od nekdaj skrbi za svoje zaposlene, se povezuje s skupnostjo, kjer deluje, ali je aktivno na področju varstva okolja. Kljub temu DOP doživlja v Sloveniji svoje prve prave začetke, zlasti zaradi zagotavljanja ekonomskih uspešnosti podjetij, ki se odločijo v svojo strategijo poslovanja vključiti družbeno odgovorne smernice.

Pojem družbene odgovornosti ima sicer daljšo zgodovino, kot se zdi na prvi pogled. Družbena odgovornost je veliko več kot dobrodelnost, sponzorstvo ali humanitarnost. Morda se je tako pojmovanje uveljavilo v svojih razvojnih začetkih v ZDA, sedaj pa, za razliko od prejšnjih obdobj, združuje zainteresirane skupine, kot so posamezniki, podjetja, vlade in civilne družbe. Združeni interesi vseh teh skupin so razlog, da je DOP postala eno izmed prioritet EU.

Če želi Slovenija uspeti z reformami, potem mora reševati probleme gospodarske rasti in države blaginje. Rešitev na tej poti predpostavlja razvojni dialog in socialno partnerstvo ter razvojno filozofijo države, ki bo vzpodbujala družbeno odgovorno ravnanje posameznika, podjetja in družbe kot take.

DOP pomeni način podjetniške vključenosti s težiščem socialnega, okoljskega in ekonomskega dialoga vseh deležnikov.

Ključne besede: DOP – družbeno odgovorno podjetništvo, deležniki, podjetniško okolje, razvojni dialog

Corporate social responsibility as a challenge of contemporary time

Abstract

CSR - corporate social responsibility - is becoming an increasingly important issue in the EU and indirectly also in Slovenia. In 2001 the Commission adopted a Green Paper on CSR, which refers to its role in the European economy as a way of efforts to achieve sustainable social and general welfare. EU stresses the importance of CSR on economic, social and environmental level.

CSR guidelines include customers' needs, the concerns of employees, suppliers and the community as such.. CSR is all about responsibility regarding interested stakeholders - all of which are affected with business decisions and activities at all levels of operations: internal, local and international level. Many business have always take care for their employees and the community, where they operate, and were active in the field of environmental protection. However, CSR in Slovenia is experiencing its first real beginnings, in particular to ensure the economic performance of companies that decide in its business strategy to include socially responsible guidelines.

The concept of corporate social responsibility has a longer history than it appears at first sight. Corporate social responsibility is much more than charity, sponsorship, or humanitarian actions. Perhaps this concept was so entrenched in its developmental origins in the U.S. The modern approach to CSR is bringing together interested groups such as individuals, businesses, governments and civil - local society. Joined interests of all of these groups are the reason why CSR has become one of the priorities of the EU.

In order to succeed with its reforms, Slovenia must resolve problems of economic growth and welfare. The solution in this direction requires the development of dialogue and social partnership and development philosophy of law, to encourage socially responsible behavior of individuals, businesses and society as such.

Keywords: CSR - corporate social responsibility, stakeholders, business environment, developing dialog

Current aspects of entrepreneurship and marketing

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Podjetnikova ekstrovertiranost, zadovoljstvo zaposlenih in rast majhnega podjetja

Povzetek

Osebnost podjetnikov je pomembna za poslovne rezultate njihovih majhnih podjetij. V podjetjih lahko zaposlene obravnavamo kot ključno pomembne za doseganje poslovnih rezultatov podjetij. Podjetnikove osebnostne značilnosti so lahko odločilne za obnašanje napram zaposlenim in posledično za zadovoljstvo zaposlenih. Podjetnikova ekstrovertiranost je bila ugotovljena kot pomembna osebnostna značilnost za ustanovitev, aktivnosti in razvoj majhnih podjetij in bi lahko bila odločilna tudi za zadovoljstvo zaposlenih. Zadovoljstvo zaposlenih v smislu splošnega zadovoljstva zaposlenih z delom, pogojev dela, nagrajevanja, pripadnosti zaposleni in odnosov zaposlenih bi bili lahko obravnavani kot pomembne določljivke rasti podjetja. Razvite in empirično preverjene so bile hipoteze o povezavah med podjetnikovo ekstrovertiranostjo, zadovoljstvom zaposlenih in rastjo podjetja. Podatki so bili zbrani od podjetnikov majhnih podjetij v Sloveniji z uporabo strukturiranega anketnega vprašalnika. Hipoteze so bile preverjene z regresijsko analizo. Rezultati so pokazali povezave med ekstrovertiranostjo in zadovoljstvom zaposlenih ter zadovoljstvom zaposlenih in rastjo podjetja.

Ključne besede: podjetnik, ekstrovertiranost, rast podjetja, majhna podjetja

The Entrepreneur's Extroversion, Employee Satisfaction and Small Firm Growth

Abstract

Entrepreneurs' personality is important for performance of the entrepreneur's small firms. In firms employees can be considered of crucial importance for achievement of high business performance. The entrepreneur's personality traits may be decisive for the conduct towards employees and consequently employee satisfaction. The entrepreneurs's extroversion trait has been identified as an important trait for small firm start-up, activities and development and may be paramount also for employee

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satisfaction. Employee satisfaction in terms of employee general satisfaction with work, work conditions, compensation, employee loyalty, and employee relationships can be viewed as an important antecedent of firm growth. Hypotheses about relationships between the entrepreneur's extroversion, employee satisfaction and firm growth were developed and empirically tested. Data was collected from small firm entrepreneurs in Slovenia by using a structured survey questionnaire. Hypotheses were tested by using regression analysis. Findings indicate relationships between extroversion and employee satisfaction and between employee satisfaction and firm growth.

Keywords: entrepreneur, extroversion, firm growth, small firms

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Splošno zadovoljstvo zaposlenih, notranje podjetništvo in rast podjetja

Povzetek

Organizacije ne glede na velikost ali dejavnost dosegajo svoje poslovne cilje z zaposlenimi. Zaposleni so odločilni za doseganje odličnih poslovnih rezultatov v podjetjih. Notranje podjetništvo je tudi zelo pomembno za poslovne rezultate podjetij. Članek obravnava splošno zadovoljstvo zaposlenih, notranje podjetništvo in rast podjetij. Splošno zadovoljstvo zaposlenih v smislu zadovoljstva z delom, z delovnim okoljem in organizacijo, v kateri delajo, so izjemnega pomena za doseganje poslovnih rezultatov. Pomembno je, da lahko najdejo zaposleni v delu, ki ga opravljajo, izziv, zanimanje in občutek dovršenosti. V članku so zastavljene in empirično preverjene hipoteze o povezavah med splošnim zadovoljstvom zaposlenih, notranjim podjetništvom in rastjo podjetja. Podatki za regresijsko analizo za preverjanje hipotez so bili zbrani na podlagi odgovorov na strukturirani vprašalnik. Rezultati kažejo pozitivno povezavo med splošnim zadovoljstvom zaposlenih in notranjim podjetništvom, med notranjim podjetništvom in rastjo podjetja ter splošnim zadovoljstvom zaposlenih in rastjo podjetja.

Ključne besede: splošno zadovoljstvo zaposlenih, notranje podjetništvo, rast podjetij

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**General employee satisfaction, corporate entrepreneurship
and company growth**

Abstract

Organizations, regardless of their size or industry, achieve their business objectives with employees. Corporate entrepreneurship is also very important for business performance of companies. The article deals with general employee satisfaction, corporate entrepreneurship and growth of companies. General satisfaction of employees in terms of satisfaction with work, satisfaction with work environment and organization, for which their work, are of extreme importance for business performance achievement. It is important that employees find in work,

which they perform, challenge, interest and the feeling of accomplishment. Hypotheses about relationships between general employee satisfaction, corporate entrepreneurship and company growth are stated and empirically tested in the article. Data for regression analysis for hypotheses testing was collected on the basis of responses to the structured questionnaire on the sample of Slovenian companies. Research results indicate positive relationships between general employee satisfaction and corporate entrepreneurship, corporate entrepreneurship and company growth and general employee satisfaction and company growth.

Keywords: general employee satisfaction, corporate entrepreneurship, company growth

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Importance of Knowledge Management and Employees in Achieving a Customer-Oriented Organization

Abstract

In the knowledge economy, to achieve sustainable competitive advantage, organizations are starting to shift their focus to customers (customers, suppliers, partners, etc.) and use knowledge-based strategies to reach them. The concept of knowledge management is starting to be recognized and accepted as a powerful tool for business development. One of the very important goals of knowledge management is to build an organization that can “see” and “know” their customers for they are the drivers of any business. Over time, customers and an organization develop a relationship, and knowledge derived from this relationship is referred to as customer knowledge.

The quality of employees and its impact on the quality of customer service are going to be vital in gaining a competitive advantage especially in service intensive industries. There is at present little understanding of the way employees contribute to achieving a customer-oriented organization. Organizations that will be able to link their human capital (what employees know) with the social capital (relationship networks) will be able to leverage their own effectiveness.

Keywords: customer knowledge management, customer-oriented organization

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Vloga marketinga pri globalizaciji

Povzetek

Prispevek obravnava ustvarjalnost in marketing za razvoj novih izdelkov in tehnologij v dobi globalizacije. Poseben poudarek je namenjen intelektualni lastnini in marketinškemu spletu s poudarkom na filozofijo in prakso marketinga pri pospeševanju hitrejšega mednarodnega sodelovanja in vključevanja Slovenije v mednarodne tokove znanosti in tehnike. Prispevek zajema povezovanje gospodarstva z univerzo in javnim sektorjem. Globalizacija je lahko v tem primeru izziv za ustvarjalnost, marketing in globalno poslovanje. V prispevku so osvetljeni primeri ustvarjalnosti in marketinga v obdobju globalizacije z navedbo kontinuiranega modela razvoja in ekspanzije in prikazom univerzalnega marketinško poslovnega modela. Velik poudarek je namenjen industrijski lastnini z navedbo novih trendov in novih razmišljanj na področju patentnega varstva.

Ključne besede: globalizacija, ustvarjalnost, filozofija marketinga, nove tehnologije in novi trgi, intelektualna lastnina.

The role of marketing in globalisation

Abstract

This article is concerned with the role of creativity and marketing in developing new products and technology in the age of globalisation. It places a special emphasis on the intellectual property and marketing mix together with the philosophy and marketing practice for encouraging faster international cooperation and inclusion of Slovenia in the international streams of science and technology. It introduces the connection of the economy with the University and the public sector. In this particular case, globalisation can represent a challenge to creativity, marketing and global business. Examples of creativity and marketing in the age of globalisation together with description of the continuous development and growth model and demonstration of universal business marketing model are explained in this article. Industrial property and description of the new trends and considerations in the fields of patent security have been greatly emphasised.

Keywords: *globalisation, creativity, marketing philosophy, new technologies and markets, intellectual property.*

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Osredotočenje in prehitevanje tekmecev kot povezani strategiji vodje tržišča za varovanje tržnega deleža

Povzetek

Referat obravnava aktualne vidike trženja kot upor vsiljenim pogojem globalizacije. Tema zajema strategijo osredotočenja na specifični segment trga – tržno nišo ter inovativnost v marketinških aktivnostih, ki pripeljejo do prehitevanja tekmecev. Povezava teh dveh strategij omogoča majhnim podjetjem prevlado nad velikimi, globaliziranimi in odvrča pozornost kupca izključno od merila najnižja cena. Za udejanjenje strategij je potrebna superiorna usposobljenost zaposlenih ter inovativnost v promociji. V našem primeru je promocija v veliki meri prispevala k temu, da smo postali vodja v tržnem segmentu in igra še naprej odločilno vlogo pri ohranjanju položaja. Marketing podjetja sem predstavila zato, ker menim, da bi se lahko naše ideje uporabile tudi v drugih dejavnostih. Raziskavam je namenjeno kratko poglavje, ker sem želela predstaviti in poudariti koncept. Rezultati raziskav potrjujejo odlično pozicioniranje naše blagovne znamke, kar je potrditev predstavljenega koncepta.

Ključne besede: strategija trženja, pozicioniranje, vodja tržišča, strategija osredotočenja, trženjski splet, inovacija, specializacija, konkurenčne prednosti, zadovoljstvo kupca, dodana vrednost za kupca

Focusing and overtaking – complementary strategies for retaining market leadership

Abstract

This article specifies marketing aspects which are important as a resistance to the conditions that globalisation brought on our markets. The theme involves the focus strategy which combined with innovated marketing activities can allow small businesses to overtake the big globalised companies and become market leaders in a specific market segment. At the same time this strategy diverts the attention of the buyer from the price which is no longer the only important factor of the purchase. For making this strategy a reality the company needs employees with superior competences and that are capable of innovating the marketing process. In our case the innovation we made on our marketing activities were very important for us to achieve the position of market leader and innovating still is important to maintain this position. I present our marketing

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activities in this article because I believe that they can be used as innovation also in other businesses. Researches are mentioned in one short chapter, because I wanted to present the concept. The results of the researches show the prime position of our brand which confirms the concept I present in this article.

Keywords: marketing strategy, positioning, market leader, focus strategy, marketing mix, innovation, specialization, competitive advantage, customer satisfaction, customer value

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J. B. Tito kot blagovna znamka

Povzetek

Josip Broz Tito je nedvomno zaznamoval območje nekdanje Jugoslavije in pustil trajen pečat. Ne glede na to, kakšno zgodovinsko vlogo mu pripisujemo, mu ne moremo oporekati velike prepoznavnosti. Njegov sloves in način življenja sta ga naredila za ikono, ki presega okvire bivše SFRJ. To dejstvo kaže, da bi tudi Tita lahko tržili na različne načine. Toliko let po smrti, Tito še vedno ohranja aktualnost in svežino svoje podobe. Tito je danes simbol mladih in ikona upornišтва, regionalna različica globalnega simbola Ernesta Che Guevare. Torej Josip Broz Tito, čeprav posthumno, še ni rekel zadnje besede.

Ključne besede: Josip Broz Tito, blagovne znamke, trženje

J. B. Tito as a brand

Abstract

Josip Broz Tito undoubtedly marked and permanently stamped the area of former Yugoslavia. His name is widely recognizable regardless of the historic part he played. His lifestyle and reputation transformed his name in an icon beyond the national borders of the former Yugoslavia. Tito's image is still fresh and topical. Thus his name could be potentially marketable. Nowadays he symbolizes the rebel to the young and represents the local variety of the global icon of Che Guevara. Therefore he hasn't said his last word.

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Keywords: Josip Broz Tito, brands, marketing

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Popolnoma odgovorno upravljanje imperativ sodobnih multinacionalnih podjetij

Povzetek

Članek raziskuje odnose in morebitne sinergije med upravljanjem kakovosti in družbeno odgovornostjo podjetij (CSR). Primerja nastajajoče sisteme celovitega sistema upravljanja kakovosti (TQM) in popolnoma odgovornega upravljanja (TRM). Razvoj popolnoma odgovornega upravljanja v podjetjih vključuje tri glavne komponente – pristope - navdih (vizijo), integracijo in izboljšave/inovacije. Izboljševanja in inovacije so elementi popolnoma odgovornega upravljanja, ki kreirajo potrebo podjetja po razširitvi sistemov merjenja svojega dela. TRM indikatorji so usmerjeni na deležnike, skupaj s »triple bottom lines« ekonomskih, socialnih in okoljskih vplivov. Merjenje odgovornosti zahteva pristop z vidika »stroški-koristi«. Prav tako zahteva vključitev več interesnih skupin deležnikov in več odgovornosti do okolja. Henkel Group predstavlja uspešen primer implementacije popolnoma odgovornega upravljanja v vrednote podjetja, kulturo, strategije in merjenja trajnostnih kazalnikov. CSR predstavlja povezavo med trajnostnim razvojem in dolgoročno konkurenčnostjo. Ta dva elementa bi lahko spodbujali prek preglednosti, dobrega upravljanja, skrbi za okolje in dobrih odnosov z deležniki podjetja.

Ključne besede: konkurenčnost, strategija, popolnoma odgovorno upravljanje, popolno upravljanje kvalitete, deležniki, trajnostni razvoj, kazalniki trajnostnega razvoja, multinacionalna podjetja, Henkel Group

Total responsibility management imperative of contemporary multinational companies

Abstract

This paper researches the relationship and potential synergies between the quality management and corporate social responsibility (CSR) where emerging systems from the total quality management systems (TQM) to the total responsibility management (TRM) have been compared. The evolution of TRM in companies includes three main components – approaches – inspiration (vision), integration, and improvement/innovation. The improvement and innovation elements of TRM create a significant demand for companies to broaden measuring of their performance. TRM

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indicators focus on stakeholders, together with triple bottom lines of economic, societal and environment issues. Measuring responsibility requires the "cost - benefit" approach. It also urges for more responsibility towards stakeholders and environment. Henkel Group represents a successful case of implementation of TRM into corporate values, culture, strategies and measurement of sustainable indicators. CSR offers the link between sustainable development and long-term competitiveness. These two elements could be promoted through transparency, good governance, concern for the environment and good relations with company's stakeholders.

Keywords: competitiveness, strategy, total responsibility management, total quality management, stakeholders, sustainable development, sustainable indicators, multinational companies, Henkel Group

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Strategija fokusa v skupini Droga Kolinska – od korporativne strategije do strategije blagovnih znamk

Povzetek

Skupina Droga Kolinska je vodilno podjetje v prehrambeni industriji v regiji držav bivše Jugoslavije, ki je leta 2005 nastala z združitvijo dveh vodilnih slovenskih podjetij in s prevzemi dveh srbskih podjetij. Po tem procesu so se lastniki leta 2006 odločili, da je potrebno pripraviti novo strategijo podjetja, zato so povabili k sodelovanju svetovalno hišo Stern Stewart&Co. (lastniki koncepta »EVA«), ki je skupaj z vodstvom oblikovala novo korporativno strategijo podjetja, novo organizacijsko strukturo, nov sistem načrtovanja in poročanja ter nov sistem nagrajevanja vodilnih zaposlenih.

V referatu in na predstavitvi bom predstavila proces postavitve korporativne strategije v podjetju Droga Kolinska in strategij blagovnih znamk po konceptu, ki smo ga v podjetju izbrali, t.j. koncept »fokus«. Omenjeni koncept je eden izmed konceptov marketinškega guruja Porterja, ki so ga v zelo zreli prehrambeni industriji (FMCG) uporabila številna podjetja.

V referatu bo tako predstavljen celoten niz strateških in konsistentnih odločitev, ki jih zelo dobro ponazarjata tudi naslednja dva citata

1 - "I don't know the secret to success, but the secret to failure is trying to please everybody." –*Bill Cosby*

2 - "Management is knowing when to say no." –*Hector Saldana*

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Ključne besede: korporativna strategija podjetja, strategije blagovnih znamk, strategija fokusa, nova kultura podjetja, nova vloga trženja

The strategy of focus in Droga Kolinska group – From corporate to brand strategy

Abstract

The Droga Kolinska Group is the leading food industry company in the countries of the former Yugoslavia. It was formed in 2005 by the merger of two leading Slovenian companies and the acquisition of two Serbian companies. Following this process, the company's owners decided in 2006 that it was necessary to develop a new strategy, and invited the consultancy firm of Stern Stewart & Co. (owners of the "EVA" concept) to participate. Together with management, they developed the company's new corporate strategy, a new organisational structure, a new planning and reporting system and a new remuneration system for management personnel.

In my report and presentation, I will illustrate the process behind the development of Droga Kolinska's corporate and brand strategies in line with the company's chosen concept, namely the concept of "focus". The aforementioned concept is one of the concepts of marketing guru, Michael Porter. It has been used by a number of companies in the highly developed food industry (FMCG).

My report will present a complete set of strategic and uniform decisions, which can be summed up very well by the following two quotes:

1 - "I don't know the secret to success, but the secret to failure is trying to please everybody." –Bill Cosby

2 - "Management is knowing when to say no." –Hector Saldana

The strategy of focus thus means that the Droga Kolinska Group concentrated solely on those categories which are relatively large and demonstrate high growth potential, and in which our brands are already present or hold a good market position. Focus meant reducing the complexity of the portfolio (both in terms of categories and products), and concentrating on key business lines, key markets and key brands. Today Droga Kolinska has thus grown into a group, characterised by an international company, which is rapidly growing and developing key brands. Without the strategy of focus, such progress and development of the company would be practically impossible.

Keywords: corporate strategy, brand strategy, strategy of focus, new corporate culture, new role of marketing

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**So starejši porabniki res vsi enaki, se tudi oblačijo
enako - mit ali realnost?**

Povzetek

Pomemben dejavnik, ki vse bolj vpliva na tržne razmere tako v Evropi in v svetu, kot v Sloveniji, so demografske spremembe prebivalstva, ki bistveno spreminja svojo starostno strukturo. Pomembna značilnost svetovne populacije danes je porast števila starejših ljudi. V razvitem svetu je danes več ljudi starejših od 50 let kot kdaj koli prej v zgodovini človeštva in to s trendi rasti tako v absolutnih kot relativnih vrednostih.

Življenjska doba se v razvitem svetu in tudi v Sloveniji podaljšuje. Aktivno življenje starejših odraslih se podaljšuje daleč v starost, življenjski stil starejših se spreminja in se bistveno razlikuje od življenja starejših v preteklosti. Tudi nakupne navade starejših se spreminjajo tako, da starejši postajajo ena izmed največjih in ekonomsko najmočnejših tržnih segmentov, kar zahteva drugačen trženjski pristop v odnosu do starejših porabnikov.

Namen raziskave je bil preveriti trditev, da so si starejši porabniki zelo podobni in predstavljajo homogen tržni segment, in ugotoviti, ali družbena in profesionalna aktivnost predstavljata pomembno osnovo tržnega segmentiranja tudi na področju trženja oblačil za starejše. Analizirala sva sedem področij vedenja starejših porabnikov oblačil in sicer: kje in kako pogosto respondenti kupujejo oblačila, ali radi nakupujejo oblačila, kako in pogosto na splošno kupujejo oblačila in koliko zanje porabijo, kdo in kaj vpliva na njihove nakupne odločitve idr.

V prispevku so predstavljeni rezultati dveh segmentacijskih analiz starejših porabnikov. A-priori segmentiranje je bilo izvedeno na osnovi družbene in profesionalne aktivnosti anketirancev. A-posteriori segmentiranje je bilo izvedeno s pomočjo klastrske analize. Rezultati analize variance med štirimi segmenti kažejo pomembne razlike, ki vodijo v teoretično in praktično uporabnost. Uporabne so za oblikovanje vseh elementov

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marketinškega spleta in skozi to za načrtovanje diferenciranih trženjskih aktivnosti za vsak posamezen segment starejših porabnikov.

Ključne besede: oblačila in starejši porabniki, segmentiranje, družbena in profesionalna aktivnost

Grey consumers are all the same, they even dress the same - myth or reality?

Abstract

An important factor, which influences Slovenian, European and world markets, are demographic population changes. An important characteristic of the world population is the growth of old people. In the developed world, more people are aged over 50 than have ever been in the history of mankind. This number tends to grow relatively as well as absolutely.

The average life span in Slovenia and the rest of the developed world is prolonging. The active lives of old adults is prolonging far in the old age, their life styles are changing and are profoundly different than in the past. Group habits of old people are also changing, thus making the old one of the biggest and economically most powerful market segments, which demands a different market approach towards them.

The purpose of this research was to test the statement "All older Consumers are the same " and answer the question if professional and social activity play an important role in dividing the respondents into different segments in the field of apparel shopping. We examined seven aspects of apparel consumer behaviour: where do our respondents buy apparel and how often in each retail place, do they like shopping, how often they buy apparel, how much they spend, who/what influence them to buy, who/how influence on their clothing style and other statements about consumer behaviour related with apparel.

The paper demonstrates a simple a priori segmentation based on professional and social activities of respondents. In further research a posteriori segmentation based on cluster analysis was made.

The results of analysis of variance between four segments indicate significant differences which lead to theoretical and managerial implications. They are useful for product, place, price, and promotion management and through this for planning differential marketing mixes for separate older consumer segments.

Keywords: Older Consumers, Apparel, Segmentation, Social Activity, Professional Activity

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Vpliv učinkovitega menedžmenta logistike na menedžment marketinga

Povzetek

Logistika je zelo mlada veda, ki se šele v zadnjih letih uspešno pozicionira v sodobnem poslovnem svetu. Na logistiko lahko gledamo kot na instrument racionalizacije, kot na miselnost in kot na poslovno funkcijo. Zelo redko pa v podjetjih proučujejo sinergijske učinke menedžmenta logistike in menedžmenta marketinga, v smislu povečevanja konkurenčne prednosti in krepitve imidža podjetja. V referatu je predstavljen koncept optimalnega materialnega toka, kjer opazujemo učinkovito oskrbno verigo, ki jo je možno krmiliti le z enega mesta – logistične funkcije. Iz tega vidika je potrebno paziti, da so vsi členi v oskrbni verigi dovolj močni, saj vemo, da je celotna veriga toliko močna, kot je močan njen najšibkejši člen. Skozi tekst referata zasledujemo enega izmed strateških ciljev posloводства organizacij – realizirati učinkovit menedžment logistike, kjer je poslovna funkcija logistike enakovredna ostalim funkcijam v podjetju, kajti le tako je možno poleg konkurenčne prednosti, učinkovitosti, likvidnosti in optimalne vezave kapitala doseči tudi ustrezno dobičkonosnost poslovanja podjetja.

Ključne besede: poslovne funkcije, racionalizacija, sinergija, menedžment logistike, menedžment marketinga, materialen tok, oskrbna veriga, dobičkonosnost

The influence of powerfull logistics management on marketing management

Abstract

Logistics is a relatively new science discipline, which in the meantime positions itself in the modern business world. Logistics can be seen as an instrument of rationalization, as philosophy and as a business function. However the companies are rarely comprehending synergistic effects of logistics management and marketing management in terms of growing competitive advantages and strengthening the company image. The concept of an optimal material flow, which appears in effective supply chain and is optimally controlled by the logistics function, will

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be presented in this paper. From this perspective, it is necessary to ensure that all links of the supply chain are strong enough, since it is known that the whole chain is only as strong as its weakest link. Effective logistics management, where logistics will be equivalent to other business functions, shall bring competitive advantages, efficiency, solvency, optimal capital structure and adequate profitability to the company business.

Keywords: business functions, rationalization, synergy, logistics management, marketing management, material flow, supply chain, profitability

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Prednosti in slabosti homogenih in heterogenih fokusnih skupin v trženjskem raziskovanju (primer mobilne telefonije)

Povzetek

V literaturi ni splošnega konsenza, kakšne skupine so najbolj optimalne za izvedbo fokusnih skupin; homogene ali heterogene. Prav tako se avtorji ne strinjajo glede optimalnega števila udeležencev. Za našo raziskavo smo naredili dve fokusni skupini med uporabniki mobilne telefonije. Izbrali smo eno heterogeno skupino in eno homogeno skupino. Heterogeno skupino sestavljajo uporabniki mobilne telefonije različnih starosti, spola in izkušenj s telefonijo. V homogeno skupino pa smo izbrali mlade, pogoste uporabnike mobilne telefonije, ki ne uporabljajo le storitve telefoniranja, temveč mnogo drugih storitev, ki jih ponujajo mobilni operaterji in jih starejši udeleženci heterogene fokusne skupine ne poznajo v tolikšni meri. Ugotavljamo, da smo pri homogeni skupini prišli v globino problema v krajšem času kot pri heterogeni skupini. Slednja pa nam je dala širši pogled na problematiko. Homogena skupina se je izkazala kot dobra dopolnitev heterogene skupine. Kot optimalno število udeležencev fokusne skupine se je v naši raziskavi pokazalo med šest in osem udeležencev, za homogeno skupino več in za heterogeno skupino manj. Število udeležencev za kvalitetno izpeljavo fokusne skupine je v veliki meri odvisno tudi od izkušenosti in kakovosti vodenja skupine moderatorja.

Ključne besede: fokusne skupine, homogene fokusne skupine, heterogene fokusne skupine

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Advantages and disadvantages of homogenous and heterogeneous focus groups in marketing research: a case of mobile services

Abstract

We cannot find a consensus in literature what sort of a focus group is optimal; homogenous or heterogeneous. There is also no agreement between researchers about optimal number of participants. For our research, we conducted research between customers of mobile telephony divided to two focus groups. Heterogeneous group consists of customers of different age, gender and experiences with telecommunication. Participants in homogenous group are young, frequent users of mobile telecommunication services and use all kinds of mobile telecommunication services that elder usually don't recognize to such an extent. We find out that homogenous focus groups have advantage in resolving the problem in depth in shorter time than heterogeneous groups which on the other hand give us opportunity to offer a broader horizon on the subject of research. The optimal number of participants in focus group is six to eight depending on the type of focus group, more for homogenous groups and less for heterogeneous groups. The number of participants depends heavily on experiences and moderator's ability to conduct the focus group research.

Keywords: focus groups, homogenous focus groups, heterogeneous focus groups

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Internet usage in collecting information on tourism destinations – the case of Istria County

Abstract

When travelling, tourists try to gather as many information about the tourism destination as they can and to achieve that, they use many different sources. Internet is one of the highly ranked sources, so it can be used as an excellent way of creating and improving an image of a particular country in the field of *tourism destination marketing*. In this paper segment of tourists using Internet in the process of data collection on tourism destination is presented and the relationship between Internet usage in this process and social-demographic characteristic of tourists was determined. The data on tourists'

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Internet usage in gathering information was processed using statistical methods i.e. univariate and bivariate statistics. Statistically significant relation between Internet usage and age group, profession and land of arrival was determined.

Keywords: Internet usage, tourism destination, tourists' social-demographic characteristic, Istria County

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Exploring entrepreneurial learning in Croatian SMEs

Abstract

Entrepreneurial learning should be conceived as a lifelong process, where new knowledge is continuously formed and old knowledge revised as new experience appears. This is incremental process that evolves throughout the entrepreneurs' professional life. Entrepreneurial behaviour is dynamic response to a constantly changing environment. This paper aims to enhance the understanding of how entrepreneurs in SMEs learn and modify behaviour, adjust strategy and take decisions in accordance with new cognition.

Keywords: entrepreneurial learning, experience, SMEs

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Dejavniki sprememb v mednarodnem okolju

Povzetek

Mednarodno okolje postaja vse bolj dinamično in nepredvidljivo. Trenutna finančna in gospodarska kriza, razmah globalizacije ter internacionalizacije poslovanja zahtevajo nujno vpetost podjetja v mednarodno okolje in aktiven pristop prilagajanja. Integracija svetovnega gospodarstva je znatno narasla. Podjetja in države še nikoli niso bile tako ekonomsko soodvisne. To potrjuje širjenje gospodarske krize iz Združenih držav Amerike na ostale države sveta. Dejavniki, ki najbolj vplivajo na spremembe v mednarodnem okolju, so: tehnološki razvoj, razvoj komunikacij in informacijske tehnologije, pojav globalnega potrošnika, liberalizacija poslovanja, tehnološki in

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organizacijski razvoj transporta ter distribucijskih tehnik in rast ter razvoj novih vrst storitev. Poznavanje in razumevanje dejavnikov sprememb v mednarodnem okolju ter njihov vpliv na mednarodno trženje je bistvenega pomena za obstoj in razvoj podjetja. Ugotovili smo, da je večina dejavnikov sprememb povezana z razvojem informacijske in komunikacijske tehnologije, ki jo lahko opredelimo kot ključno dimenzijo sprememb in razvoja na mednarodnih trgih. Finančna in gospodarska kriza vplivata na intenziteto sprememb posameznih dejavnikov.

Ključne besede: mednarodno okolje, dejavniki sprememb v mednarodnem okolju, internacionalizacija poslovanja, globalizacija, aktiven pristop prilagajanja, tehnološki razvoj, razvoj komunikacij, globalni potrošnik, liberalizacija poslovanja, tehnološki in organizacijski razvoj transporta, storitve

Change factors in the international environment

Abstract

The international environment is becoming more and more dynamic and unpredictable. The present financial and economic crisis as well as expansion of globalization and internationalization call for urgent integration of the company into the international environment and for an active adaptation approach. The integration of the world economy has increased significantly. The companies and countries have never before been so economically interdependent, which is proved by the spread of economic crisis from the United States to other countries of the world. The most important factors in terms of their impact on the changes in the international environment are: technological development, development of communications and information technology, appearance of global consumer, business liberalization, technological and organizational development of transport and techniques of distribution, growth and development of new types of services. Both knowledge and understanding of change factors in the international environment as well as their impact on the international marketing are of vital importance for the existence and the development of the company. We have found that the majority of change factors are connected with the development of information and communication technology which can be considered the key dimension of changes and development in the international markets. Both the financial and economic crisis affect the intensity of changes in individual factors.

Keywords: international environment, change factors in the international environment, internationalization, globalization, active adaptation approach, technological development, development of communications, global consumer, business liberalization, technological and organizational development of transport and techniques of distribution, services

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E-podjetništvo v Sloveniji

Povzetek

Živimo v elektronski dobi, kjer se spremembe na trgu dogajajo z enormno hitrostjo. Tehnološki razvoj in globalizacija sta pripomogla k oblikovanju sofisticiranega odjemalca, čigar okusi in potrebe se spreminjajo neprestano, in nastajajo vedno nove. To od podjetij zahteva konstantno pozornost na dogajanja na trgu, na spremembe v odjemalčevem okusu in vedenju, na poteze konkurence ipd. Hkrati pa je z novodobnimi metodami komuniciranja, ki ga omogoča internet, potrebno prilagoditi način poslovanja, izobraževanja in svetovanja zaposlenim ter odjemalcem, kot tudi samo strategijo trženja. Ker živimo v »e-dobi« je torej v trendu razvoj e-podjetništva. Tudi v Sloveniji postaja internet v poslovanju vedno pomembnejši medij in hkrati distribucijski kanal. Nastajajo podjetja, ki poslujejo samo preko interneta. Samo poslovanje preko interneta omogoča nižje stroške poslovanja, zlasti z vidika oglaševanja in komuniciranja z odjemalci. Hkrati omogoča podjetjem lahek in hiter dostop do najrazličnejših informacij, ki jih potrebujejo pri svojem poslovanju, in so lahko izobraževalne in svetovalne narave. Tako ta prispevek kaže trend razvoja e-podjetništva v Sloveniji, in s tem odpiranje novih podjetniških priložnosti zlasti za mala in srednje-velika podjetja. Hkrati so predstavljeni nameni uporabe interneta med slovenskimi podjetji.

Ključne besede: e-podjetništvo, internet

The E-entrepreneurship in Slovenia

Abstract

Nowadays we live in electronic era, where the market changes happen with enormous speed. Technological development and globalization enhance to sophisticated consumer development, whose tastes and needs are changing all the time and the new one are born. That requires enterprise constant attention on the market occurrence, to the consumer taste and behaviour changes, moves of the competitors etc. Even more, with new communication methods, enabled by the internet, the way of doing business, human resource education and advising, and the marketing strategy itself must also be accustomed. Due to living in e-era, we can talk about trend of e-entrepreneurship development. Trends are the same worldwide and also in Slovenia. Internet is becoming more and more important media, and also distribution channel. Firms that are doing business only by the internet are arising. Internet managing enables lower business expenses and costs, particularly promotion and customer communication costs. It also

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enables easy and quick access to various information, which are needed for running the business, and could be of educational or advising nature. Therefore this paper shows the e-entrepreneurship development trends in Slovenia, and new entrepreneurship opportunities, especially for small and medium-sized enterprises. It also represents internet using purposes among Slovenian enterprises.

Keywords: *e-entrepreneurship, internet*

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Vloga nabave v sodobnem poslovanju

Povzetek

Nabava v današnjem času ni pomembna samo z vidika preskrbe prvin za nemoten potek poslovnega procesa in zniževanja stroškov, temveč postaja njena vloga vse bolj strateška. Vse večja konkurenca sili podjetja, da izkoristijo priložnosti, ki jih ponuja globalni nabavni trg. V iskanju ustrezne organiziranosti in pri optimizaciji nabavnih procesov se nabava ozira za najboljšimi praksami sorodnih podjetij. Zaradi vse večje kompleksnosti izdelkov in vse krajših življenjskih ciklov proizvodov je potrebno nove izdelke čim hitreje razviti, kar zahteva zelo dobro koordinacijo med nabavo, razvojnim oddelkom in dobavitelji. Dobro organizirana in učinkovita nabava prinaša v podjetje novo znanje in vpliva na hiter pretok materialov skozi celotno oskrbovalno verigo, kar skrajšuje čas, ki poteče med naročilom in dobavo kupcu. Nabavne aktivnosti tako vplivajo na poslovni izid podjetja tudi z vidika prihodkov in ne le stroškov. Naše raziskovalne aktivnosti so osredotočene na vlogo nabave, ki jo ima v okviru oskrbovalne verige s poudarkom na vpetosti v sodobne mednarodne poslovne tokove.

Ključne besede: nabava, globalizacija, oskrbovalne verige, benchmarking, optimizacija

The role of purchase in modern business operations

Abstract

Nowadays, purchase is not only important because of its role of providing goods in order to ensure the smooth running of a business process and to reduce costs, but also because its role is becoming ever more strategic. Increasing competition forces companies to make use of the opportunities, offered by the global purchasing market. In its search for the most appropriate organizational structure and in the optimization of purchasing processes, the purchase focuses on best practices of similar companies. Due to increased complexity of products and shrinking product life cycles, it is of great

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significance that products are developed as quickly as possible, which can only be guaranteed by appropriate coordination between purchase, R&D and suppliers. Well-organized and efficient purchase provides a company with new knowledge and influences a fast movement of materials through the entire supply chain, which reduces the time between the order and delivery to a buyer. Purchasing activities thus affect the financial performance of a company, not only in terms of its costs but also in terms of its revenues. Our research activities are focused on the role of purchase within the supply chain, whereby most attention is given to its integration in modern international business operations.

Keywords: purchasing, globalization, supply chain, benchmarking, optimization

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S procesno usmerjenostjo do zadovoljstva zaposlenih

Povzetek

Človeški viri so v organizaciji prevladujoči konkurenčni vzvod pri današnjem poslovanju. Odlična podjetja se odlikujejo po tem, da se njihovi zaposleni čutijo močno povezani s podjetjem in njegovim poslovanjem. Vrhunski managerji vidijo glavno poslanstvo v nalogi, da zaposlenim pomagajo doseči visok nivo delovne uspešnosti, svojim zaposlenim zaupajo ter jim priskrbijo in delegirajo veliko stopnjo odgovornosti in pristojnosti. Vse to lahko dosežejo le s primerno organizacijsko strukturo, ki daje zaposlenim občutek pomembnosti in s tem vpliva na njihovo zavzetost za delo, inovativnost, posledično pa na uspešnost celega podjetja. Namen prispevka je ugotoviti ali je mogoče z novo (procesno) horizontalno obliko organiziranosti povečati zadovoljstvo zaposlenih in s tem vplivati na večjo uspešnost in učinkovitost podjetja, hkrati pa preveriti ali so res vodilni, ki naj bi bili nosilci sprememb, vedno tudi pripravljeni na spremembe.

Ključne besede: organizacijska struktura, uspešnost, zadovoljstvo, spremembe

Using process orientation to achieve the satisfaction of employees

Abstract

Human resources are the dominating competition lever in today's business in a certain organization. Excellent companies distinguish themselves by making their employees feel more strongly connected with the company and its business. Supreme managers

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see their main mission in the assignment to help the employees achieve a high level of work successfulness, trusting their employees and providing and delegating a high level of responsibility and competences. All this can only be achieved with an appropriate organizational structure, which gives the employees a sense of importance and by that it effects their dedication to work, innovativity and consequently the successfulness of the entire company. The purpose of the contribution is to establish weather it is possible to enhance the satisfaction of employees and influence the greater satisfaction of employees and by that enhance the successfulness of the company, and at the same time check weather the leaders, who should be the carriers of changes are also always ready for changes using the new (process) horizontal form.

Keywords: organizational structure, successfulness, satisfaction, changes.

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Izzivi na področju financ, računovodstva
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Challenges in finance, accounting and banking

Challenges in finance, accounting and banking

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Upravljanje na osnovi vrednosti s praktičnim primerom

Povzetek

Blagovni producenti danes poslujejo v razmerah, ki zahtevajo od njih implementacijo takšnega sistema kazalnikov, ki bo bolje ponazarjal vrednost in donosnost. Kazalniki, ki jih podjetja danes uporabljajo, da bi sledila svoji donosnosti in ustvarjanju vrednosti, niso konsistentni z mehanizmom kapitalskih trgov in s tem, kar trg šteje kot ključno za določanje vrednosti. Vse večja učinkovitost na kapitalskih trgih terja, da je alokacija kapitala znotraj podjetij učinkovitejša. Zato je nov sistem kazalnikov, kot je upravljanje na osnovi vrednosti (Value Based Management), ki veliko bolje odraža priložnosti in nevarnosti, nujen in potreben. V pričujočem prispevku v okviru VBM posebej predstavim ekonomsko dodano vrednost (EVA) in denarno dodano vrednost (CVA). V teoretičnem delu najprej oba kazalnika presojam v optiki njunih prednosti in slabosti, najprej v primerjavi z nekaterimi standardnimi kazalniki uspešnosti, nato pa med njima samima, nakar ju v empiričnem delu tudi apliciram na izbranem gospodarskem subjektu (industrijski proizvajalec s področja avtomobilske industrije). V zaključku prispevka poudarjam in zagovarjam tezo, da ima sočasna izbira obeh kazalnikov pomemben učinek tako na upravljske resurse in izbiro strategije kot tudi na samo vprašanje, kako investitorji (lastniki) ocenjujejo posamezno podjetje kot svojo potencialno naložbo.

Ključne besede: ekonomska dodana vrednost, denarna dodana vrednost, upravljanje na osnovi vrednosti

Value based management applied on an empirical case

Abstract

Today commodity producers perform their activities in the business environment, which requires from them the implementation of such a system of ratios, that will illustrate the value and profitability in a better way. The financial ratios, used by the companies, in order to follow their profitability and value creation, are not consistent either with the mechanism of the capital markets or with what market considers as a crucial part for determining the value. Constantly bigger efficiency in the capital markets requires a more efficient capital allocation within the companies. For this reason, a new system of ratios, whereat the Value Based Management is an excellent example, which expresses the opportunities and threats, is urgent and needed. In my paper I am especially focusing within the VBM on the economic value added (EVA) and on the cash value added (CVA). In theoretical part, I am judging and estimating both ratios in a

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comparative way considering them through the optics of their advantages and weaknesses, firstly in comparison with the standardized financial ratios, and then only between them, whereupon in empirical part, I am applying them on a selected commodity producer (a manufacturer in the automotive industry). At the end of my paper, I am emphasizing and advocating the thesis, that the simultaneous selection of both ratios, i.e. EVA and CVA, has an important effect either on managerial resources or on the selection of a strategy, as well as on the question, how the investors (owners) estimate an individual company as their potential investment.

Keywords: *Economic Value Added, Cas Value Added, Value Based Management*

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Does Insurance Market Promote Economic Growth? Statistical Approach in Romania

Abstract

The purpose of this paper is to establish the correlation between insurance and economic growth, based on conclusions of the first conference of UNCTAD in 1964, which considered that the "development of national insurance and reinsurance markets as essential aspects of economic growth"(Kugler, Ofoghi, 2005). The methodology of our research is based on dimension of insurance market which is revealed by some indicators: annual value of insurance premiums, the share of gross written premium to GDP, and the average value of insurance premium paid by an inhabitant across one year. For revealing the correlation between insurance and economic growth in Romania, we have tested several statistical methods concerning the analysis between the GDP and insurance indicators. The conclusion indicates that both life and non-life insurance have a positive and significant causal effect on economic growth.

Keywords: insurance, economic growth, statistical correlations

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**Davčni sistem kot deležnik razvoja inovativnega
podjetniškega okolja v Sloveniji**

Povzetek

V sedanji gospodarski in finančni krizi je pomen in funkcija države izredno porasla. Tako gospodarski subjekti kot prebivalstvo od sodobne države pričakuje ustrezne rešitve za izhod iz sedanje krize in ustvarjanje družbeno ekonomskih pogojev za dolgoročni razvoj.

Glede na predhodno ekonomsko krizo iz 1930 – let je pomen državnega sektorja izredno narasel. V sodobnih državah obsega delež skupne in splošne porabe okrog 42%. V območju z evrom se je davčno breme v letu 2007 glede na 2006 po podatkih EVROSTATA zvišalo s 40,3 na 40,4% BDP. V Sloveniji je delež skupne in splošne porabe v letu 2007 znašal 38,2% in se še povečuje. Slovenija potrebuje sodoben davčni sistem, ki bo po eni strani vzpodbuden za razvoj podjetništva in prijazen do davčnih zavezancev; po drugi strani pa bo zagotavljal prihodke za kritje skupne in splošne porabe, ki se financira iz državnega proračuna, proračuna občin, proračuna ZZZS in proračuna SPIZA. V ta namen se je potrebno skupno pripraviti na celovito davčno reformo v Sloveniji. Prispevek daje nekaj predlogov in razmišljanj na to temo.

Ključne besede: davek, davčni sistem, davčni zavezanci

**Tax system as a participator of the development of innovative
entrepreneurial environment in the Republic of Slovenia**

Abstract

In current economic and financial crisis the meaning and function of the state have grown significantly. The economic subjects as well as the population expect from the modern state to provide appropriate solutions to exit the current crisis and create socio-economic condition for long-term development.

Considering the previous economic crisis from 1930ies the significance of state sector has grown significantly. In modern countries the share of common and general consumption is app. 42%. In the euro area the tax burden in 2007 according to EUROSTATA statistics has raised from 40,3% to 40,4% of GDP compared to 2006. In Slovenia, the share of common and general consumption was 38,2% in 2007 and is still

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increasing. Slovenia needs a modern fiscal system, which will encourage the development of entrepreneurship and be friendly to taxpayers on one side, and will ensure income for coverage of common and general consumption that is financed from national budget, municipalities' budget, HHS budget and SPIZ budget on the other side. For this purpose it is necessary to prepare collectively for a wholesome fiscal reform in Slovenia. The article gives some suggestions and reflections on this subject.

Keywords: tax, fiscal system, taxpayers

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Analiza elektronskega poslovnega poročanja na primeru velikih podjetij v Republiki Sloveniji

Povzetek:

Računovodstvo mora nenehno iskati nove informacijske priložnosti na obstoječih in novih odločevalnih področjih. Čeprav podjetja svoje spletne strani še vedno v prvi fazi namenjajo predvsem trženju in oglaševanju, pa se postopoma povečuje tudi pomen, ki ga pripisujejo elektronskemu poslovnemu poročanju. Koristi od tega imajo tako zunanji kot tudi notranji uporabniki računovodskih informacij. Elektronsko poslovno poročanje tako prinaša nove priložnosti, možnosti in izzive za računovodsko stroko, kar je za podjetja še toliko pomembnejše v času čedalje večje globalizacije. Je pa to področje, ki še ni standardizirano in urejeno, zato bi bilo prav, da bi si podjetja v tem prehodnem obdobju oblikovala svoje pravilnike za računovodsko poročanje na internetu. To smo tudi ugotovili z raziskavo v katero smo vključili 54 velikih gospodarskih družb iz Slovenije in analizirali njihove spletne strani z vidika elektronskega poslovnega poročanja. To področje zahteva medsebojno usklajeno delo in sodelovanje tako tehnologov, računovodij, revizorjev kot tudi širšega posloводства podjetja.

Ključne besede: računovodstvo, poslovna poročila, elektronsko poslovno poročanje

Analysis of electronic business reporting on the case of large enterprises in Slovenia

Abstract:

The accounting department must constantly search for new information opportunities at the existing and new decision taking area. Although most of the companies primarily pay the attention to marketing and advertising on their web pages progressively there is an increase in the importance of electronic business reporting. However, not only the extern

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but also the intern users should benefit from it. In addition, the electronic business reporting brings new opportunities, possibilities and challenges for the accounting profession what is becoming even more important for the companies at the times of the increasing globalization.

On the other hand this is a field which has not been standardized and settled yet this is why in this transitional period the companies should form their own rules on financial reporting on the internet. We also find a survey in which we included 54 large companies from Slovenia and analyzed their website in terms of electronic business reporting. The electronic business reporting demands concerted actions and cooperation of the technologists, accountants, auditors and furthermore the comprehensive management of the enterprise.

Keywords: accounting, business report, electronic business reporting

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The impact of scope of consolidation on the external reporting in the budgetary system of the Republic of Croatia*

Abstract

Financial statements represent a significant source of information for different users for purpose of making economic decisions. In the public sector financial statements count even more, given that entities are financed by public funds. Aiming at informing the public about general government sector consolidated financial statements of the budget are prepared and set publicly available. The factor with a significant impact on the quality of consolidated financial statements is the scope of consolidation, that is the scope of the public sector. In the Republic of Croatia the scope of general government sector is adjusted to the GFS requirements, and as such, it is specifically defined.

The aim of the paper is to indicate on the compatibility of content of the consolidated financial statements in the Republic of Croatia with requirements of the International

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public sector accounting standard 6 Consolidated and separate financial statements. Further more, the paper will indicate the compliance with requirements of the International statistical standards (with an emphasis on the GFS), as well as it will point out challenges for the Republic of Croatia in the EU accession process in the sense of determining the scope of general government sector.

The results of the paper will try to indicate on the impact of defined scope of general government sector on the quality of consolidated financial statements of the budget and suitability of analytical framework of financial reporting for the purpose of statistical and accounting reporting.

Keywords: scope of consolidation, consolidated financial statements, budgetary system, Croatia

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Vpliv prenove standardov za poslovne združitve na pripoznanje dobrega imena

Povzetek

Rezultat zaključka druge faze projekta harmonizacije med Odborom za mednarodne računovodske standarde (IASB) in Odborom za ameriške računovodske standarde (FASB) sta bila prenovljena standarda MSRP 3 in SFAS 141, ki vnašata na področje dobrega imena večje spremembe. Standarda nadomeščata prvotno izdano različico MSRP 3 iz leta 2004 in SFAS 141 iz leta 2001. Prispevek analizira ključne spremembe, ki jih vnašata prenovljena standarda za poslovne združitve na pripoznanje dobrega imena. Prenovljeni MSRP 3 vpeljuje novo definicijo dobrega imena, spremembe v obračunu poslovnih združitvev, ki so izvedene v korakih in drugačno osnovo za obračun manjšinskega deleža. Prispevek analizira ključne razlike med standardoma, ki kljub projektu harmonizacije še vedno ostajajo. Te bodo nedvomno predmet nadaljnje konvergence v prihodnosti.

Ključne besede: poslovne združitve, računovodski standardi, dobro ime

Challenges in finance, accounting and banking

**The revision effects of standards for business combinations
on the recognition of goodwill**

Abstract

The result of the second phase of the harmonization process between International Accounting Standards Board (IASB) and Financial Accounting standards board (FASB) were the revised versions of IFRS 3 and SFAS 141, which introduced major differences on accounting for goodwill. The revised standards substituted the primary versions of IFRS 3 from the year 2004 and SFAS 141 from the year 2001. The paper analysis the revision effects of standards for business combinations on the recognition of goodwill. The new IFRS 3 introduced a different definition of goodwill, differences in accounting for step acquisitions and a different basis for measuring the non-controlling interest. Additionally the paper examines the main differences between the analyzed standards, which despite the harmonization process still remain. The remaining differences will be undoubtedly addressed in the future convergence process.

Keywords: business combinations, accounting standards, goodwill

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**Pregled nekaterih izhodišč za ocenjevanje aktivnih
politik zaposlovanja**

Povzetek

Aktivne politike zaposlovanja predstavljajo ključno intervencijo države na trgu dela, medtem ko je kultura ocenjevanja učinkovitosti politik zaposlovanja na zelo nizki ravni. V letu 2008 je bilo za ukrepe aktivne politike zaposlovanja v Sloveniji namenjenih okoli 98,6 mio EUR (tekoče cene). Ne samo v Sloveniji, pač pa tudi na ravni Evropske unije, je največ sredstev namenjenih ukrepu usposabljanje in izobraževanje ter programom za povečevanje socialne vključenosti. V Sloveniji je študij o ocenjevanju učinkovitosti politik zaposlovanja, ki bi temeljile na znanstveni metodologiji, zelo malo. Slednje vodi v precenjenost rezultatov in neustrezno porazdelitev sredstev. V prispevku na kratko opredelimo znanstveno metodo matching, ki je vedno bolj aktualna metoda za ocenjevanje učinkov politik zaposlovanja. Matching pomeni, da po paru vzamemo osebe iz različnih skupin, kjer so osebe vključene v program in ki so si podobne v smislu njihovih značilnosti, ki jih je moč opazovati. V tem primeru so ocene učinkov programa zaposlovanja nepristranske.

Izzivi na področju financ, računovodstva in bančnega sektorja

Ključne besede: aktivne politike zaposlovanja, učinkovitost, metoda matching, Slovenija.

Overview of some bases for evaluation of active employment policies

Abstract

Active employment policies are essentially public interventions in the labour market, while the culture of evaluating the effectiveness of employment policies is very low. For the measures of active employment policies in Slovenia in the year 2008 there was a budget of approximately 98,6 mio EUR (current prices). Not only in Slovenia, but also on the level of the EU, the most heavily financed are training programs and programs dealing with social inclusion. Based on scientific methodology there are few studies on the evaluation of the effectiveness of employment policies in Slovenia. This leads to the overestimation of the results and inadequate distribution of resources. In this paper we give a short overview of scientific method of matching, which is very promising method for the evaluation of effects of employment policies. Matching means pairing individuals from different groups, where program participants are similar in terms of their observable characteristics. In this case the estimates of employment policies are unbiased.

Keywords: active employment policies, effectiveness, matching method, Slovenia.

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Segment Reporting in Harmonization and Globalization Processes

Abstract

International Financial Reporting Standards (IFRS), as globally acceptable standards are the framework for understanding of the contents presented in the internal and external «financial statements». Significant moment in globalization process was November 2006, when the IASB issued IFRS 8 (Operating Segments), to be applied for periods beginning on, or after January 1st 2009. The main reason for implementation delay was the inability of the listed companies, to fulfill the obligation of presenting segment results to the external users in the same methodological manner as for the internal users. However, the world's hotel industry proves (since 1926), that these principles can work successfully, because the IFRS 8 standard was based on the same starting point as USALI (Uniform System of Account for the Lodging Industry) standard. The aim of this research is to present the possibilities of IFRS 8, to improve the quality

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of the reporting system, based on the experience of application of USALI standards in Croatian's hotel industry.

Keywords: segment reporting, IFRS 8, IAS 14, US GAAP SFAS 131, USALI, operating segment, hospitality industry

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Prenos tveganj in koristi pri finančnem in poslovnem najemu in njun vpliv na računovodski in davčni izkaz poslovnega izida

Povzetek

Novi trendi v poslovnem okolju nakazujejo, da se oblike financiranja hitro prilagajajo in razvijajo. Uspeh podjetij je med drugim odvisen od sposobnosti pridobivanja, razumevanja in poznavanja novih finančnih sredstev. Smiselno je, da gospodarske družbe pri odločanju o vrsti financiranja poznajo vplive posamičnih pravnih poslov na računovodski izkaz poslovnega izida, bilanco stanja in davčni izkaz poslovnega izida ter način prehajanja tveganj in koristi iz najemodajalca na najemjemalca. V referatu se bomo omejili na finančni in poslovni najem za družbe, ki nastopajo na trgu kot najemjemalci.

Referat obravnava finančni in operativni najem skozi dobo trajanja z vidika Slovenskih računovodskih standardov (odslej SRS), Mednarodnih računovodskih standardov (odslej MRS) ter iz vidika Zakona o davkih od dohodkov pravnih oseb (odslej ZDDPO-2). Analitično prikaže vpliv finančnega in operativnega najema na računovodski izkaz poslovnega izida, bilanco stanja ter na davčni izkaz poslovnega izida. Referat v zaključku prikaže celotno sliko primerjav med finančnim in poslovnim najemom, kot obliko financiranja s poudarkom na višini stroškov, stanja sredstev ter prednostmi in slabostmi, ki spremljajo na eni strani finančni najem in na drugi strani poslovni najem.

Ključne besede: najem, prodaja s povratnim najemom, finančni najem, poslovni rezultat, davčni izkaz poslovnega izida, koristi, tveganja

Izzivi na področju financ, računovodstva in bančnega sektorja

**The transfer of risk and benefits in financial and operational leasing
and their influence on profit and loss account, balance sheet and
taxable profit and loss account**

Abstract

New trends in the business environment suggest that forms of financing quickly adapt and evolve. The success of companies, among other things, depends on the ability of accessing, understanding and being aware of new funding. It makes sense that companies, when deciding on the type of financing, know the effects of individual legal transactions on profit and loss account, balance sheet and taxable profit and loss account and how the risks and benefits pass from the lessor to the lessee. In this report we shall limit ourselves to the financial and operating leasing for companies acting in the market as a lessee.

The report deals with financial and operating leasing through the duration of the leasing in terms of Slovenian Accounting Standards (hereinafter: SRS), International Accounting Standards (hereinafter: MRS) and in the light of the Tax Act corporation (hereinafter: DDPO-2). It shows analitically the impact of the financial and operational leasing on profit and loss account, balance sheet and taxable profit and loss account. Finally, the report shows the complete picture of the comparison between financial and operational leasing as a form of financing, focusing on the costs, state of funds and advantages and disadvantages that accompany financial leasing on one and operating leasing on the other hand.

Keywords: lease, sale and lease back, financial lease, profit or loss, income tax, benefit, risk

Challenges in finance, accounting and banking

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**Značilnosti podjetja, ročnost financiranja in inovativnost
majhnih podjetij: strukturni model**

Povzetek

Na podlagi vzorca 497-ih majhnih slovenskih podjetij članek analizira vpliv šestih različnih značilnosti podjetja na ročnost dolga (dolgoročna in kratkoročna posojila) majhnih podjetij. Nadaljnje pa članek analizira tudi vpliv ročnosti dolga na inovacijsko dejavnost majhnih podjetij. Preučevane značilnosti podjetja so: pravno-organizacijska oblika podjetja, starost podjetja, opredmetenost osnovnih sredstev, denarni tok, kazalnik dolgoročne pokritosti dolgoročnih sredstev in zalog ter pospešeni koeficient. Rezultati študije so pokazali, da na kratkoročna in dolgoročna posojila vplivajo pravno-organizacijska oblika podjetja, denarni tok in pospešeni koeficient. Poleg tega na kratkoročna posojila vpliva še kazalnik dolgoročne pokritosti dolgoročnih sredstev in zalog, medtem ko na dolgoročna posojila dodatno vpliva še opredmetenost osnovnih sredstev. Študija je pokazala tudi, da kratkoročna in dolgoročna posojila pozitivno vplivajo na inovacijsko dejavnost majhnih podjetij.

Ključne besede: značilnosti podjetja, ročnost dolga, majhna podjetja, inovativnost, kratkoročna posojila, dolgoročna posojila

**Firm characteristics, debt maturity structure, and innovation
performance of small firms: testing a structural model**

Abstract

Based on a large sample of 497 small Slovenian manufactory firms this paper investigates the influence of six different firm characteristics on debt maturity structure of small firms in terms of short-term debt and long-term debt. In addition, this paper investigates the influence of debt maturity structure on innovation performance of small firms. Studied firm characteristics are legal status of the firm, firm age, tangibility of assets, cash flow, long-term financing of long-term assets and inventories ratio, and the quick ratio. The results of the study show that short-term debt and long-term debt are both influenced by the legal status of the firm, cash flow, and quick ratio. Further, the results show that short-term debt is also influenced by long-term financing of long-term assets and inventories ratio, while long-term debt is additionally influenced by tangibility of assets. Moreover, study results reveal that short-term debt and long-term debt have a positive influence on innovation performance of small firms.

Keywords: firm characteristics, debt maturity structure, small firms, innovation, short-term debt, long-term debt

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Challenges of Economic Evaluation of LCA in Environmental Accounting as a Trend of Sustainable Development

Abstract

Direction of current market trends is orientated towards fundamentals of sustainable development. Consequently, the challenge of environmental accounting as a trend of sustainable development is to provide accounting methods for presentation of economically-orientated information. In the complex process of environmental reporting, LCA (Life Cycle Assessment) and LCC (Life Cycle Costing) take important roles. The main concern of this article is to illustrate accounting methods suitable for the inclusion of the economically-orientated component in the processes of environmental reporting, whilst examining the interrelation of eco-costs and values found in the classic LCC. Finally, a multivariable model used for calculation of product's eco efficiency is introduced. Using the method of AHP (Analytic Hierarchy Process), the results extracted from LCA are integrated with the results extracted from LCC in order to improve the level of environmental reporting, thus advancing the process of business decision making.

Keywords: Life Cycle Assessment, Life Cycle Costing, Environmental Accounting, Environmental Reporting, Eco Efficiency

Challenges in finance, accounting and banking

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Uporaba znanja – izhod iz krize

Povzetek

Posledice bančne in finančne krize v Sloveniji bodo imele dolgoročne posledice na gospodarskem, bančnem in političnem področju. Da ne bi bili nepripravljeni na nova razmerja, moramo na nekatere dejavnike posebej opozoriti. Številna tradicionalna podjetja in njihove blagovne znamke, bodo enostavno propadla, na bančnem področju bo sledila koncentracija bank, investicije bodo močno upadle, gospodarski razvoj bo upočasnen. Veriga poslabšanja pogojev gospodarjenja se bo prenašala na socialno področje, kjer lahko pričakujemo nove oblike revščine, nezaposlenost se bo povečevala, nazadovale bodo vse oblike socialnih pomoči. Centralizacija politične moči se bo še bolj profilirala. Na mednarodnem nivoju (EU) bo borba za prevlado med starimi in novimi članicami, naša vloga bo minorna, v kolikor ne bomo našli ustrežnejših povezav v svetu in na Balkanu. Vpliv tujega kapitala bo postal neizmeren in bo usmerjal ves naš razvoj.

Vendar obstaja izhod, ki ga vidim v novih ustrezno izobrazenih generacijah, ki se bodo direktno vklopile v nove panoge in uspele premagovati gospodarsko depresijo s svojimi izvirnimi metodami.

Ključne besede: bančna in finančna kriza, koncentracija bank, centralizacija politične moči, propad

Use of knowledge – a way out of the crisis

Abstract

In Slovenia the consequences of the financial and economic crises in will have far-reaching effects on the economic, banking and political sphere. We should specifically point out some issues which will develop. Namely numerous traditional companies and their brand names, will cease, the banking sphere we will see concentration of banks, the investments will diminish and the economic development will be slowed down. The chain of unpromising economic conditions will influence also the social aspects, whit the emergence of new forms of poverty, increasing unemployment and lower levels of social aid. The centralisation of political power will be more present. On the broader EU level the new and older Member States will fight to win the upper hand, in the midst of which Slovenia's role will be minor if we do not find new markets elsewhere especially in South East Europe (Balkan). The influence of foreign capital will become overwhelming and will direct Slovenia's development.

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The solution, that I see, lies in the young educated generations, which will plunge directly into new market branches and will succeed to overcome the economic downturn with its unique methods.

Keywords: financial and economic crises, concentration of banks, centralisation of political power, the down-turn of the traditional companies, lower investments, education.

Contemporary solutions in business informatics and e-business

Sodobne rešitve v poslovni informatiki
in e-poslovanju

Contemporary solutions in business informatics
and e-business

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Analiza računalništva v oblaku in njegov pomen za IT industrijo v prihodnosti

Povzetek

Pojem Cloud Computing označuje različne oblike izkoriščanja informacijskih virov, ki niso v lasti in prostorih podjetja samega, ampak jih podjetje po potrebi najema od ponudnikov rešitev. Takšno izkoriščanje virov predstavlja navidezno vrnitev v zgodovinsko obdobje osrednjih računalnikov in terminalov, ker predpostavlja izkoriščanje velikih zmogljivosti (oblak) ob uporabi enostavnih programskih rešitev (npr. spletni brskalnik). Prispevek opisuje Cloud Computing, kjer so podane različne definicije avtorjev, ki proučujejo tematiko, in enotna definicija, kot jo vidi avtor. Poleg tega so v prispevku predstavljene osnovne značilnosti Cloud Computinga in nekatere konkretne možnosti uporabe. Nadalje so navedeni razlogi, zakaj je uporaba rešitev Cloud Computinga še posebej primerna za manjša podjetja in podjetja, ki šele začenjajo s poslovanjem, kakšne so prednosti in potencialne nevarnosti uporabe ter avtorjev pogled na prihodnost tovrstnih rešitev.

Ključne besede: Cloud Computing, informatizacija poslovanja, SaaS, Google Apps, Amazon

Cloud Computing analysis and its future role in IT industry

Abstract

The term Cloud Computing is used to describe various forms of information resources use that are not part of the organization but are rented from providers when they need them. Such use represents virtual return in history with mainframes and terminals because it uses enormous capabilities (the Cloud) with simple software solutions (i.e. web browser). The article describes Cloud Computing with different views from different authors that have researched this field. Also, the author presents his unique definition. Basic characteristics of Cloud Computing and some specific implementations are also included. Furthermore, reasons for use of Cloud Computing – especially appropriate for SME's and start-ups – are described. Advantages and disadvantages of Cloud Computing are given and also the authors view on the future of Cloud Computing.

Keywords: Cloud Computing, business informatization, SaaS, Google Apps, Amazon

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Izzivi organizacij pri vpeljavah sistemov poslovnega obveščanja

Povzetek

Poslovno obveščanje pomembno prispeva k učinkovitosti poslovanja organizacij, saj omogoča sprotno analizo doseženih rezultatov in spremljanje ključnih kazalnikov, s katerimi organizacija opredeli in meri doseganje poslovnih ciljev. Poslovno obveščanje je tehnologija, ki podpira Menedžment uspešnosti in učinkovitosti poslovanja. V skladu z vpeljavo sistema z namenom zagotavljanja maksimalnih prednosti organizacije, mora ta razumeti potencial poslovnega obveščanja, da je sposobna izboljšati kvaliteto poslovnih procesov, procese odločanja in poslovanje v splošnem. Članek v nadaljevanju narekuje izzive, s katerimi se organizacije, v želji po pridobitvi ustrezne informacijske podpore, srečujejo pri vpeljavah tovrstnih informacijskih sistemov. Informacijske rešitve poslovnega obveščanja temeljijo na pridobivanju informacij z možnostjo ad-hoc poizvedovanja, analiziranja in poročanja podatkov, planiranja podatkov, rudarjenja podatkov in oblikovanja nadzornih plošč. Podoba sistema poslovnega obveščanja predstavlja interaktivni spletni portal z varovanjem dostopa, sklopom poslovnih aplikacij in naborom ključnih indikatorjev stanja poslovanja. Kot primer dobre prakse je predstavljen sistem poslovnega obveščanja v podjetju Mobitel, d.d.

Ključne besede: Podatki, Informacije, Poslovno obveščanje, Podatkovno skladišče, Analiziranje podatkov

Challenges faced by organizations implementing systems of a Business Intelligence

Abstract

Business Intelligence bears a considerable contribution to the efficiency of an enterprise's operations as it enables current and up-to-date analysis of performance and monitoring of key indicators designed to define and measure the attainment of business goals. Business information is a technology that supports Performance Management. An organization looking to implement a business information system in a way that will maximize the organization's benefits and advantages, should understand the potential of such a system, particularly its capacity to improve the quality of business processes, including decision-making processes, and operating activities in general. This article introduces a number of challenges to be tackled by every organization planning to obtain appropriate Information Technology support by implementing this type of information system. The information solutions are based on obtaining information with the possibility of ad-hoc enquiry, data analysis, data reporting, planning, data mining and

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setting up dashboards. The system of a Business Intelligence presents an interactive web portal with supplements security access control, assembly of business applications and set of key performance indicators. At the end is an example for System of a Business Intelligence in company Mobitel.

Keywords: Data, Information, Business Intelligence, Data Warehouse, Data Analysis

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Uporaba e-gradiva v izobraževalnem procesu

Povzetek

Izobraževalne organizacije se tako kot gospodarske že nekaj let srečujejo na globalnem trgu in bijejo bitko za konkurenčno prednost. Tržne zakonitosti so na področju izobraževanja postale posebej aktualne s prihodom zasebnih šol, predvsem na področju terciarnega izobraževanja. Vprašanja kot so: kakšne študijske programe ponuditi, kako jih izvajati, kakšna merila kakovosti postaviti in kakšne standarde kakovosti doseči, so ključna pri iskanju poti do zagotavljanja čim večjega vpisa študentov. Večji vpis pomeni več finančnih sredstev in možnosti za bolj kakovostno delo.

Delo je mogoče izboljšati tudi z majhnimi, a odločnimi spremembami v klasičnem delovnem procesu. Tudi v izobraževanju je tako. V prispevku predstavljamo pogled na možnosti in priložnosti, ki jih ima šola, da s sodobnimi informacijskimi tehnologijami, kot so e-gradiva, izboljša kakovost tradicionalnega izobraževalnega procesa. Pokazati želimo metodološke, didaktične in ekonomske koristi uvedbe e-gradiv v klasični izobraževalni proces.

Ključne besede: izobraževanje, izobraževalni proces, e-gradiva, kakovost šole, konkurenčna prednost šole

The use of e-materials in the educational process

Abstract

Educational organizations as well as commercial have already faced on the global market where there is a battle for competitive advantages. When private schools have appeared, especially in tertiary education, the market legality became actual in educational area too. Questions such as what courses to offer, how to implement them, what quality criteria set and what kind of quality standards to achieve, are crucial in

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finding a way to provide the greatest possible entry students. Increased enrollment means more financial resources and the potential for higher quality work.

The work can be improved by small but determined the changes in traditional process. Even in education is so. The paper looks at the options and the opportunities of the school using the modern information technologies such as e-materials, to improve the quality of the traditional educational process. We want to represent a methodology, teaching and economic benefits of the use of e-materials in the traditional educational process.

Keywords: education, the educational process, e-materials, school quality, competition advantage of a school.

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Metamodel razširjenega komponentnega ogrodja za inženiring metod

Povzetek

Inženirska disciplina inženiring metod se ukvarja z načrtovanjem, izgradnjo in prilagajanjem metod, tehnik in orodij za razvoj informacijskih sistemov. Posebna veja inženiringa metod je situacijski inženiring metod, katerega cilj je razvoj specifičnih - situacijskih metod, oziroma prilagajanje obstoječih metod glede na karakteristike posameznih projektov. Situacijski inženiring metod podaja temelje za razvoj novega ogrodja za inženiring metod, kot nadgradnje koncepta komponente metode, vključno z njenim notranjim in zunanjim vidikom. V članku so podrobneje predstavljeni temeljni elementi razširjenega komponentnega ogrodja, vključeni v metamodel zunanjega pogleda in notranjega pogleda.

Ključne besede: inženiring metod, metodologije za razvoj programske opreme

The metamodel of the extended component framework for method engineering

Abstract

The engineering discipline of method engineering is concerned with the design, construction and adaptation of methods, techniques and tools for information systems development. The goal of situational method engineering, a particular branch of method engineering, is a development of specific – situational methods and the adaptation of

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existent methods to the specific project characteristics. The discipline of situational method engineering has offered the basis for the development of a new framework, as the extension of the concept of method component including its two views: internal and external. In this paper we describe in detail all the key elements of the extended framework included in metamodels of internal and external view.

Keywords: *method engineering, software development methodologies*

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Linux kot poslovna priložnost

Povzetek

Na trgu se poleg drage licenčne programske opreme (sistemske in uporabniške) vse bolj uveljavlja prostokodno programje. Kako predstaviti prednosti in slabosti, da bo programje privlačno v poslovni praksi? Kašen naj bi bil prehod na odprto kodne rešitve v organizaciji?

S temi vprašanji se ukvarjamo v prispevku, kjer želimo izpostaviti nekatere prednosti sistemske programske opreme, kot je npr. Linux in pokazati, kaj bi njena uvedba v poslovni praksi prinesla uporabnikom.

Ključne besede: računalniška programska oprema, prostokodno programje, operacijski sistem, Linux

Linux as a business opportunity

Abstract

Beside license expensive applications (systemic and end-user) there are all the more open code programs on the markets. How to present benefits and bad sides of that programs and keep their attractiveness in business? How to ensure professional transition to open code programs in the organization?

The article stress some benefits of system program application like Linux and shows what would their use in business affect on end users.

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Keywords: computer program application, open code applications, operation system, Linux

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Virtualizacija informacijske tehnologije

Povzetek

Brez učinkovite podpore informacijske tehnologije (IT) je dan danes v sodobnem podjetju uspešno poslovanje nemogoče. IT je vpeta v celoten poslovni proces v podjetju, njena funkcionalnost pa nam po eni strani pomaga dosegati boljše poslovne rezultate, po drugi strani pa nam povzroča stroške.

Sodobno poslovanje nam postavlja vse večje zahteve in ravno IT nam lahko prinese dodatne prihranke, še posebej virtualizacija IT. Virtualizacija IT nam zniža stroške energije in informatike, poveča varnost informacijskega sistema (IS), skrajša čas postavitve, obnove ali širitve IS in ugodno vpliva na ekologijo. Učinkovitost IS & IT, je lahko eden ključnih dejavnikov uspešnosti podjetja, virtualizacija pa lahko tukaj odigra glavno vlogo.

Ključne besede: virtualizacija, IT, IS, varnost, stroški, ekologija, skalabilnost, poslovni proces

Virtualization of Information Technology

Abstract

Successful business processes within a modern enterprise can nowadays only be carried out if supported by effective Information Technology (IT). IT is interwoven into the entire business process of the company; while its functionality on one side helps us achieve better business results, it causes expenses on the other.

Modern businesses set most demanding standards and IT especially can bring additional savings, particularly IT Virtualization. IT Virtualization lowers the costs of energy and informatics, increases safety of Information System (IS), shortens set-up, renewal and upgrade times and has a positive ecological effect. Efficiency of IS & IT can be one of the key factors to business success, while virtualization can be its significant part.

Sodobne rešitve v poslovni informatiki in e-poslovanju

Keywords: Virtualization, IT, IS, Safety, Expenses, Ecology, Scalability, Business Process

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Hotel website evaluation – Case of Croatian top hotels

Abstract

The growing importance of tourism industry in world economy reflects on tourism growing importance in Croatian economy as well. Tourism industry represents one of the areas in which Internet technology has a significant influence changing some of the key industry premises. Hotel website offers new opportunities for hoteliers. But it is essential to hoteliers to evaluate their web presence and to compare their quality with competition in the marketplace. This paper presents the evaluation of the Web sites of Croatian high class hotels and their content. The study results show that management of Croatian top hotels is still using Web and Internet technology for presentation purposes solely and there is no conscious that its content needs to be managed well. It is obvious that Internet is still not adequately understand, accepted and integrated within hotel management in Croatia. The absence of the very basic information about the hotel and their offer, e-mail form request for reservation information illustrate this hotel management attitude.

Keywords: tourism, hotel web sites quality, survey, Croatia

Contemporary solutions in business informatics and e-business

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Informatizacija logističnega procesa

Povzetek

Globalizacija je svetu, Evropi in tudi Sloveniji prinesla ogromno sprememb. Sodobnega poslovanja v podjetjih si več ne znamo predstavljati brez uporabe informacijskih tehnologij. Razvoj slednjih je bil še posebej skokovit v zadnjem desetletju, kar se odraža tudi v pospešeni informatizaciji logističnih procesov v organizacijah. Pomen informatike v logistiki se v današnjem času še povečuje, saj menedžment od logistike v vsakem trenutku pričakuje ustrezne informacije. Ker logistika postopoma prerašča iz štabne v strateško funkcijo podjetja, se pred njo postavljajo vedno novi izzivi. V referatu bo torej predstavljena vizija, katere informacije bo morala sodobna logistika v organizaciji zagotavljati za potrebe menedžmenta. V prvi vrsti bo torej morala zagotavljati informacije na ravni naročil in plačil v organizacijah, nadalje je zelo pomembno področje izmenjave informacij v celotni oskrbni verigi. Najvišja stopnja informacijske podpore v logističnih procesih v oskrbnih verigah pa bo nedvomno povezovanje posameznih informacijskih sistemov v integralne informacijske sisteme.

Ključne besede: informatizacija, globalizacija, integracija, informacijski sistemi, logistični procesi, oskrbna veriga, strateški menedžment.

Computerization of logistic process

Abstract

The globalization process has brought an enormous change throughout the World. Use of Information technologies (IT) in modern enterprises is a necessity in today's Business. The development of IT has increased in the last decade which reflected the rapid computerization of logistics processes within the organizations. The importance of IT in logistics is nowadays continuously growing as logistics management expects relevant information in every moment. Organizationally logistics is nowadays overgrowing in the strategic function of the company as it faces new challenges in everyday's business. The vision of required information for the needs of logistics management is presented in this Paper. Servicing logistics, IT should provide different information on diverse levels to logistics management throughout the supply chain. The

highest rate of IT support in logistics processes throughout the supply chain will be undoubtedly linking individual systems in an integrated IT System.

Keywords: computerization, globalization, integration, information systems, logistics processes, supply chain, strategic management.

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Sistem prenašanja znanja v okoljih, ki se ukvarjajo z izvajanjem poslovnih informacijskih rešitev

Povzetek

Področje informatike je podvrženo najhitrejšim spremembam, kar pogojuje spremembe informatizacije procesov in s tem spremembe procesov samih. Za to pa potrebujemo ustrezno – aktualno in takoj uporabno znanje, prilagojeno specifikam informacijske tehnologije (IT) in poslovnemu področju. Znano je, da se na področju informatike znanje zelo hitro spreminja oziroma zastara in da ga, ne glede na visoko ceno, vselej ni moč pridobiti na trgu. Postavlja se vprašanje, kako pridobiti ustrezno uporabno znanje v delovni sredini sami. Namen prispevka je odgovoriti na vprašanja kako omogočiti ustrezen prenos znanja na posamezne zaposlene v delovni sredini na področju poslovne informatike; kateri pogoji in katere tehnike so v tem primeru ustrezne in uporabne ter, ali je ta proces prepuščen stihiji in interesom posameznikov oziroma odgovornim vodjem, ali pa se ga da sistematično obvladovati in uporabiti v obravnavanih delovnih sredinah.

Ključne besede: informacijski sistem, prenova, obvladovanje znanja

Organizing knowledge transfer in environments which are providing information solutions

Abstract

The domain of information systems (IS) is subjected to changes, making changes in the processes of computerization and changes in the business processes themselves. Therefore we need appropriate current and immediately applicable knowledge, adapted to the specifications and to the used information technology (IT) and also to business area. It is known that in the field of IT knowledge is changing rapidly in time and becomes obsolete. Notwithstanding the high price it is not always possible to obtain it on the market. The question is how to obtain appropriate and useful knowledge inside the

Contemporary solutions in business informatics and e-business

working groups. The purpose of this paper is to answer the question how to enable the proper transfer of knowledge to the individual employees working in the field of business informatics, which conditions and which techniques are appropriate and applicable in this case, and whether this processes are not subjected to individual interests of leaders with influence, or is it systematically manageable and usable in working groups.

Keywords: information system, reengineering, knowledge management

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**Zmanjšanje obremenitev potrošnika z ustanovitvijo
podjetja s ponudbo e-storitev za storitve električne
energije, vode in telefonije**

Povzetek

Z razvojem elektronskih storitev v različnih panogah je ponudba e-storitev postala predmet konkurenčne prednosti tudi v podjetjih s ponudbo storitev kot so električna energija, voda in telefonija. Torej podjetja, katerih večina je v državni lasti in ponujajo storitve splošne oskrbe. Ponudba e-storitev v Sloveniji v teh podjetjih se je pojavila v zadnjih letih, medtem ko je v tujini le ta na razpolago uporabnikom dalj časa. Številne prednosti so tiste, ki uporabnika prepričajo v začetek uporabe e-storitev. Na trgu obstaja pomanjkljivost v smislu podvajanja nalog za uporabnika znotraj uporabe e-storitev v različnih podjetjih z oskrbo takšnih storitev. To vrzel bi lahko zapolnili z ustanovitvijo novega podjetja, ki bi ponujalo e-storitve za različna podjetja za oskrbo. Torej vse na enem mestu. Za začetek delovanja podjetja so potrebna finančna sredstva za razvoj samega produkta, ki bi se pridobila s prijavi na razpise za sofinanciranje razvoja.

Ključne besede: e-storitev, ustanovitev podjetja, nepovratna sredstva

**Reducing the pressure on consumers with starting a business which
offers the e-services of companies that offeres services such as
electricity, water and telepony**

Abstract

With the development of electronic services in different branches the e-services offer became a subject of competitive advantage in companies offering services such as electricity, water and telephony. The majority of companies offering general supply

Sodobne rešitve v poslovni informatiki in e-poslovanju

services is state-owned. Such companies in Slovenia introduced e-services in the last few years, while they had been available to users abroad for quite some time. Several advantages persuade the user to start using e-services. A deficiency of doubling the user's tasks while using e-services with different companies offering such services is present on the market. This gap could be filled with the establishment of a new company offering e-services for different supply companies. All in one place. Financial resources are needed for the actual start of operation and development of the product itself, which could be acquired through tenders for co-financing development.

Keywords: e-service, establishing a company, financial resources

Trendi kakovosti v izobraževanju in
management znanja

Quality trends in education and knowledge management

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Predlog opisa del in nalog s kompetencami za delovno mesto predavatelj visoke strokovne šole

Povzetek

Vsaka visoka strokovna šola ima redno (ali pogodbeno) zaposlene predavatelje visoke šole. Izobraževalni proces izvajajo pod mentorstvom predavatelja tudi inštruktorji in asistenti.

Predavatelj je oseba, ki mora študentom skozi način izvajanja izobraževalno (vzgojnega) procesa prenesti določeno znanje in študente usmerjati k osvojitvi formativnih ciljev in doseči kompetence, ki so definirane v okviru določenega predmeta.

V referatu bo prikazan predlog opisa del in nalog predavatelja visoke šole. Poseben poudarek pa bo na seznamu kompetenc, ki jih potrebuje pri svojem pedagoškem delu.

Ključne besede: opis del in nalog, kompetence, predavatelj, visoka šola

Suggested Job Description with Job and Role Competencies for High School Lecturer

Abstract

Every high vocational school has regularly or with contract employed high school lecturers. Instructors and assistants also perform education proces under their mentorship.

Lecturer is person which carries certain knowledge to the students through educational proces. He must directs students towards formative goals and to reaching competencies in frame of certain instructed subject.

In this separate I suggest job description with job and role competencies for high school lecturer. I specially emphasize list of competencies which lecturer needs at his pedagogical work.

Keywords: description of jobs and duties, competencies, lecturer, high school

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Komuniciranje z generacijo X in Y v izobraževanju

Povzetek

Medgeneracijske razlike so žal velikokrat razlog nepotrebnih nesporazumov. Razumevanje in upoštevanje značilnosti pripadnikov posameznih generacij nam lahko olajša medsebojno sodelovanje in komuniciranje. Generacije se razlikujejo predvsem v razumevanju interesov, pričakovanj, vrednot in tudi v načinu komuniciranja.

Predstavniki generacije X, rojeni v obdobju 1961–1980, in generacije Y, rojeni v obdobju 1981–1999, so zrastle ob televiziji in računalnikih. Napačno je mnenje, da mlajša generacija ne sprejema starejše generacije. Pozitivno sprejema *coaching*, tako imenovane starejše osebe v vlogi trenerjev in mentorjev. Vendar si morajo zaupanje pridobiti.

Mlajše generacije so bile vzgojene ob materialnih vrednotah. Ne poznajo stalnic, njihov spremljevalec so bile stalne aktivnosti, zato se jim tudi kasneje mora vedno nekaj dogajati. Vsem tem značilnostim je treba prilagajati naše načine komuniciranja, da bomo uspešno sodelovali. Generaciji X in Y radi počneta različne stvari, da se ne dolgočasita. Dolgčas jih najbolj demotivira. Njihov največji strah ni veliko dela, veliko stresa ali neznanje, temveč dolgočasje (Brezigar, 2009). Na začetku srečanja s študenti postavimo pravila. Vsako pravilo mora dati odgovor na vprašanje, čemu pravilo služi. Pošten odnos pa je ključno pravilo, ki se ga moramo držati. Upoštevajmo tudi pravila aktivnega poslušanja.

Posebnosti mlajših generacij se vse premalo zavedamo tudi pri komuniciranju v izobraževalnem procesu. Upoštevajmo, da so pripadniki mlajših generacij oblikovali drugačne okoliščine, zato so radi aktivni, radi se zabavajo, imajo radi odkrito besedo, so neposredni, napaka pri delu ni nujno nekaj slabega, naredijo le toliko, kot je nujno potrebno, so skeptični in zelo radovedni. Z ustrezno komunikacijo ustvarimo dobre pogoje za medsebojno sodelovanje in doseganje ciljev. Zavedajmo se, da je bistvena razlika, če z njimi govorimo ali jim samo govorimo.

Ključne besede: generacija X, generacija Y, komuniciranje, medsebojni odnosi, predavatelj, izobraževalni proces, aktivno poslušanje

Communication with generation X and Y in education

Abstract

Unfortunately intergenerational differences are the reason of unnecessary misunderstandings several times. Understanding and consideration of individual generations' features can ease mutual cooperation and communication. Generations differentiate above all by understanding of interests, anticipations, values as well as in manner of communication.

Representatives of generation X, who were born in period between 1961 and 1980, and those of generation Y, who were born between 1981 and 1999 – both grow up together with television and computers. Opinion that younger generation does not accept older generation is wrong. They appreciate coaching, older people within submission of coaches and mentors. However, trust must be gained.

Younger generations were educated in accordance with material values. They do not know constants, permanent activities, that is why different activities are very important to them. We must adapt our manners of communication to all these features to cooperate successfully. Generations X and Y like to do different things not to be bored. Boredom is not motivating factor. Their biggest fear is not a lot of work, stress or ignorance, but boredom (Brezigar, 2009). At the beginning of encounter with students we ask rules. Every rule must give answer on question why the rule is for. Honest relationship is the most important. Consider also the rules of active listening.

We are not aware enough of specialty of younger generations in communication within educational process. Consider that younger generations have formed different circumstances – that is why they like being active, having fun, like to communicate directly and do not understand the mistake as something bad. They work so much as is expected, they are skeptical and very curious. With suitable communication we can create good conditions for mutual cooperation and achieving of goals. Keep in mind that it is essential if we speak with them or we only speak to them.

Keywords: generation X, generation Y, communication, mutual relationships, a lecturer, educational process, active listening

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Projektno učno delo - trend prihodnosti

Povzetek

V šoli si prizadevamo, da bi dijaki razvili spretnosti, sposobnosti, veščine in vrednote, ki jim bodo omogočale uspešno vključitev v delo ali nadaljnji študij, ter prilagajanje gospodarskim razmeram, ki se nenehno spreminjajo. S projektno učnim delom želimo pri dijakih razvijati poklicne in splošne kompetence ter jih usposobiti za projektno učno delo. V referatu sem prikazala konkreten primer projektnega učnega dela od ideje, osnutka, načrta, realizacije, izdelka in predstavitve. Z intervjujem in anketiranjem sem želela ugotoviti refleksijo dijakov in učiteljev mentorjev na takšno obliko vzgojno izobraževalnega dela. Anketirala sem dva oddelka dijakov, ki so izvajali projektno učno delo ter naredila intervju z učitelji, mentorji. Učitelji in dijaki so zadovoljni z omenjenim načinom dela, saj omogoča usvajanje in povezovanje splošnih in poklicnih kompetenc na konkretnih primerih. Prav tako je projektno učno delo eden izmed pomembnih razlogov odločitve dijakov za vpis v oddelok z evropsko in globalno dimenzijo.

Ključne besede: projektno učno delo v oddelku z evropsko in globalno dimenzijo, trendi v srednjem strokovnem izobraževanju, novosti v izobraževanju.

Project work – future trends

Abstract

Our school strives for the students to develop their talents, skills and routines which will enable them to successfully incorporate into their future jobs or studies, easily adapting to the changing economical conditions. The aim of the project work is to develop vocational and general competences as well as to qualify the students for the project work itself. My paper presents an example of the project work, starting with an idea, followed by a draft, plan, product and finally the presentation. With an interview and a survey I wanted to establish the students' and the teachers' response to this kind of work. I investigated the students in two different classes performing the project work and interviewed their teachers as well. Both were very contented with this kind of work, especially because it helps to understand and link together the general and vocational competences using the common examples. Project work had been one of the reasons why the students decided to enrol the class with the European and Global Dimension program.

Keywords: Project work in the class with the European and Global Dimension program, trends in the vocational education, novelties in education

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Družbeni pomen uvedbe javnega izobraževanja za področje igralništva in igralniškega turizma

Povzetek

Za redko katero dejavnost ni javnega izobraževalnega programa. V igralništvu pa se kader pretežno usposablja na internem izobraževanju. Dokler je ta dejavnost delovala v manjšem obsegu in v bolj zaprtem družbenem krogu je bilo mogoče še razumljivo, da so se znanja in spretnosti prenašale kot »obrtiška skrivnost« od mojstra na vajenca. Sedaj, ko ta dejavnost postaja vedno bolj družbeno odprta in razširjena menimo, da bi bilo koristno, da se uvede izobraževanje in usposabljanje s katerim bi družba dala potrebna znanja, interesi pa bi pridobili listino z javno veljavo.

V Sloveniji predstavljajo prvi preboj v tej smeri »kadrovske standardi« za izvajalce iger v igralnicah. Tu se uvaža usposabljanje po »dualnem« sistemu. Še pomembnejša pa bi bilo vzpostavitev izobraževanja za vodilno osebje v igralnicah, za delavce v turizmu in tudi za osebje v javnih službah, ki odloča o razvoju igralništva. Eden od prvih korakov v tej smeri je predmet »igralništvo«, ki se že izvaja na »Fakulteti za komercialne in poslovne vede« Celje. Potrebno pa je vzpostaviti še bolj celovit izobraževalni program.

V prispevku analiziramo stanje in potrebe na tem področju v Sloveniji. Izvedemo primerjave po svetu in predlagamo ter utemeljimo ključne vsebine »igralniškega modula«, ki bi dopolnjeval sklop turističnih znanj. Predstavimo tudi koristi, ki bi jih celotna družba imela z uvedbo izobraževanja za vodstvene igralniške poklice in za odgovorne funkcije.

Quality trends in education and knowledge management

Ključne besede: igralništvo, igralniški turizem, izobraževanje v igralništvu, družbeno odgovorno igralništvo, licence za vodilne funkcije v igralništvu

Social importance of implementing the public training programmes for gaming and gaming tourism

Abstract

There are not many activities not covered by a public education programme. Staff in the gaming industry is mainly trained in internal training programmes. As long as gaming operated on a limited scale in a relatively close social environment, it was somewhat understandable that the knowledge and specific skills were handed from master to apprentice as "secrets of the trade". Today, as the gaming industry is beginning to expand and is becoming more open, it would be sensible to have education and training programmes offering the needed skills, as well as specific diplomas or certificates.

A first step in this direction in Slovenia was certainly represented by the "staff standards" for game personnel working in casinos. For the time being, a dual system of training is being introduced. Nevertheless, it would be even more important to have training programmes for casino management, tourism operators and civil servants dealing with gaming. The subject of "Gaming", taught at the Faculty of Commercial and Business Sciences of Celje, may certainly be seen as a sign of progress. A more comprehensive educational programme, however, would be more than needed.

In our paper, we are analysing the situation and the specific needs of the gaming industry in Slovenia. After some comparisons with situations in other parts of the world, we are proposing some key features of a "gaming module" as integration to existing programmes in the area of tourism. We are also presenting the advantages that would accrue to society as a whole from training programmes aimed at management personnel in the gaming industry, as well as civil servants.

Keywords: gaming, gaming tourism, education in the gaming industry, socially responsible gaming, gaming-management licensing

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Osebni razvoj in motivacija za VŽU

Povzetek

V ekonomiji znanja postaja konkurenčna prednost posameznika njegovo znanje, sposobnosti in spretnosti. Znanje postaja pomembna vrednota. V prispevku avtorica proučuje rezultate raziskave med zaposlenimi respondenti o tem, kolikšen pomen pripisujejo posameznim individualnim in organizacijskim dejavnikom pri osebnem razvoju posameznika. Kako se v učeči se organizaciji kaže odgovornost za razvoj, napredovanje? Kako pomembno je vseživljenjsko učenje? Umski delavci postajajo vse številčnejši. Velik del mlade populacije se vključuje v delovne organizacije po končanem visokošolskem izobraževanju, kjer se morajo nato še naučiti marsikaterga konkretnega opravila. Za uspešno reševanje problemov se usposablajo tudi ob pomoči že zaposlenih. Konkurenca za zanimiva delovna mesta in za napredovanje je vedno večja. V učeči se organizaciji je dinamika učenja in prenosa znanja intenzivna in raznovrstna. Avtorica izpostavi nekatere trende na področju razvoja organizacije in kadrov ter jih primerja z rezultati raziskave.

Ključne besede: osebni razvoj, učeča se organizacija, vseživljenjsko učenje, kompetence, usposabljanje, mentorstvo, coaching, trendi v HRD

Personal development and motivation for LLL

Abstract

In knowledge based economy the important competitive advantage of an individual becomes his knowledge, skills and competencies. Knowledge is an important value. In this paper the author analysis, how much significance some working individuals are ascribing to defined individual and organisational elements in individual personal development. Who has higher responsibility for personal development in an learning organisation? How important is life long learning? A big part of the young population is involving themselves with work-organisations after they reach their Bachelors degree or Magisters. In the organisation they have to learn many concrete functions, mostly with the help of the already employed, so they are able to efficient solve problems The competition for interesting workplaces and advancement is growing larger. In an learning organisation the dynamics of learning and transfer of knowledge are intensive and heterogenous. Author discusses some trends in HRD comparing them with the results of the analysis.

Quality trends in education and knowledge management

Keywords: personal development, , learning organisation, life-long learning, competencies, mentoring, coaching, trends in HRD

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Trend izobraževanja v podjetju

Povzetek

Globalizacija, ki se je razširila v zadnjem desetletju, je povzročila visok nivo konkurenčnosti, zaradi česar so bila podjetja prisiljena začeti razmišljati o razvijanju konkurenčne prednosti na osnovi česa drugega. V preteklosti so iskala prednosti v zniževanju stroškov, fleksibilnosti, boljših strojih idr., danes pa to ni več dovolj. Začela so se opirati na znanje in intelektualni kapital, ki je v sodobnih podjetjih najpomembnejši temelj za pridobivanje konkurenčne prednosti. Podjetja so lahko konkurenčna le, če vlagajo v znanje in ga znajo uporabiti in izkoriščati.

Cilj raziskave, ki je predstavljena v referatu, je bil ugotoviti, kakšen je trend izobraževanja v obravnavani organizaciji, ali se dovolj spodbuja znanje in vanj vlaga. Zanimalo nas je, kako znanje v podjetju nastaja in kakšen je pogled vodstva na znanje in izobraževanje.

Z metodama poglobljenega intervjuja in primerjavo dokumentacij večih let smo potrdili domnevo, da podjetje dovolj vlaga v izobraževanje in da je trend izobraževanja na zadovoljivi ravni in v porastu. Znanje pridobivajo na različne načine. Predlagali smo seznam, vodnik pridobivanja znanja po enotah, ki pa se lahko nadalje deli po posameznikih.

Prišli smo do sklepa, da se vodstvo zaveda, da so zaposleni v podjetju ključ do uspeha in da s svojim znanjem, zmožnostmi, veščinami, motivacijo in inovacijami zagotavljajo razvoj in nadaljnji obstoj organizacije.

Ključne besede: izobraževanje, znanje, konkurenca, vodstvo

Education trend in a company

Abstract

Globalisation which has in the last decade spread has caused a high competition level. As a consequence, companies were forced to think about developing competitive advantage on the basis of something new. In the past they searched for advantages in reducing costs, flexibility, better machinery etc., whereas now that is not enough. Companies have started to base upon knowledge and intellectual capital, which in modern companies presents the most important fundament for gaining competitive advantage. A company is able to be competitive if it invests into knowledge and knows how to use and exploit it.

The object of the research, presented in the report was to establish the education trend in the company considered if there is enough encouragement of knowledge and investments into it. The stress was placed on the questions how knowledge originates inside the company and how the management sees the significance of knowledge and education.

With the methods of the in-depth interview and documentation comparison through several years, a hypothesis that the company invests enough into education and the education trend is on satisfactory level and increasing, was confirmed. Knowledge is generated in different ways. A list or a guide of pursuit of knowledge according to units was suggested which can be further divided to individuals as owners of specific knowledge. A conclusion was made that the management is aware that employees are a key to success who with their knowledge, abilities, skills, motivation and innovations ensure development and future organization existence.

Keywords: education, knowledge, competition, management

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Spreminjanje diskurzivne prakse v šolskem prostoru, kot se kaže skozi analizo tekstov

Povzetek

Sodobna kultura je označena kot oglaševalska in potrošniška in tudi v šolsko življenje se vedno bolj kolonizira oglaševalski in promocijski diskurz. Zastavlja se vprašanje, koliko je komuniciranje v tem prostoru iskreno ali postaja vse bolj strateško, instrumentalno, vedno bolj usmerjeno k doseganju lastnih ciljev sporočevalca. Zastavlja se vprašanje zlorabe, manipulacije, neodkritosti tako jezikovnih kot nejezikovnih sredstev.

Analize tekstov v slovenskem šolskem prostoru nakazujejo, kako se širi promocijski diskurz na področje izobraževanja. Te spremembe imajo za posledico premik v diskurzivni praksi in posebej v oblikovanju šolskih perspektiv. Za promocijski diskurz je značilna personalizacija institucije *mi*, individualizirano direktno naslavljanje z *vi* (ednina) in tudi izogibanje eksplicitnim izrazom zahtev, kar zaznamuje tudi pomemben premik v odnosih moči. Članek si zastavlja vprašanje, kako se to kaže v jeziku, s katerimi jezikovnimi sredstvi, kako so v jeziku izraženi medosebni odnosi, kako ti postajajo vse bolj osebni, neformalni.

Vedno težje je biti nevpleten v promocijo, saj samopromocija postaja del samoidentitete v sodobni družbi. Razširjenost promocijskega diskurza lahko imamo za glavni problem, tu lahko govorimo o etiki jezika in diskurza, in pomembno vlogo lahko ima izobrazba v jeziku, diskurzu in oblikovanju oglasnih sporočil, ki posamezniku omogoča kritično zavedanje jezikovnih vprašanj, diskurzivnih praks kot tudi funkcije oglasnih besedil.

Ključne besede: analiza teksta, diskurz, izobraževanje, jezikovne značilnosti, kritična analiza diskurza, stil

Discourse practice change in education on the basis of textual analysis

Abstract

Modern culture is characterised as advertising and consumer oriented and therefore the advertising and promotional discourse is more and more presented in the field of education. This raises the question: How honest is the communication in this field, is it becoming more and more strategic, instrumental and focused on reaching the goals of

the messenger? Furthermore, can we notice any abuse, manipulation or insincere grammatical and non-grammatical instruments?

Textual analysis in the Slovenian school system indicates the promotional discourse expansion in the field of education. These changes mark a major shift in the discursive practice and especially in the school prospectuses designing. Promotional discourse is characterised by the personalisation of the institution (as we), individualised direct address with you (singular) and avoidance of explicit obligational meanings which marks a significant shift in authority relations. This paper is dealing with the question how this is shown in the language, what language instruments are used, how does a language express the interpersonal relations and how they are becoming increasingly personal, informal.

As a matter of fact, it is almost impossible not to be involved in the promotion, as the self-promotion is becoming a part of the self-identity in the modern society. The promotional discourse expansion could be the main problem; we can speak about language and discourse ethics. In addition, an important role could be played by the language and discourse knowledge as well as by designing the advertisements enabling an individual to be critically aware of grammatical features, discursive practice as well as the meaning of advertisements.

Keywords: textual analysis, discourse, education, language features, critical discourse analysis, style

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Creating and using self adaptable and personalized e-learning materials with MetaTool

Abstract

Numerous studies have shown that learning is easier and more efficient, if it is supported by ICT and above all if hypermedia systems and applications are available. In his research Kulik among others stated that in some cases the students needed even 70% less time for such modern learning when compared with conventional type of learning. Especially this was the case for the courses where the students had at their disposal animations and other video materials. Furthermore, Chou and Lou and Schulz et al. have shown in their studies that distance learning using web-based virtual learning environment is applicable and efficient for use.

In this paper we will present a novel approach for educational platform design – MetaTool which was a part of Metod project supported by Leonardo da Vinci programme

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2000-2006. It was based on contemporary learning theories and different technologies from intelligent systems, data mining and e-learning. MetaTool was designed for skilled and non-skilled users – teachers, parents and other family members, which would like to create their own educational platform. The main idea was to create educational platform – a course that would adapt to student's skill level and learning style, that would be able to change according to student's progress through the course materials.

Several evaluation studies have been performed in order to get a real feedback about MetaTool and it's applicability in practice. The studies showed that the creation of e-courses with MetaTool is not too demanding. The course creators were satisfied with the help from import and export wizards.

The successfulness of learning with e-materials created with MetaTool was also compared to classroom learning. The results showed that students learned more using e-learning materials since they were able to revise the materials when necessary and obtained immediate feedback for gained knowledge. They also assessed the e-learning materials as more interesting and easier to understand than classroom lectures since they were adapted to different student levels and learning styles.

The trainees found learning with e-courses very interesting. Their response to e-courses and platform was very positive. However, we have to be aware that e-learning is still not suitable for everyone.

Keywords: e-learning, self adaptiveness, educational platform design, intelligent systems

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Creating of Leadership – Analyzing the Causes of Differences in Economic Performance between EU Member States and Other European Countries

Abstract

The research in this paper is based on the data collected for sixteen economic indicators for all the countries in Europe (official UN statistics). These indicators are examined through the variable of human capital (eleven indicators), the variable of physical capital (two indicators), as well as the variable of financial capital (three indicators). The objective is to observe the variance of economic performance among EU member states and other European countries, and to determine the causes of their differing economic performance, expressed as gross domestic product per capita (PPP, in US dollars). The data collected refer to the year 2005. The basic hypothesis of this research is that the differences in economic performance between the EU and the rest of Europe can mostly be accounted for by the human factor and the level of development of human resources.

Trendi kakovosti v izobraževanju in management znanja

It follows that non-member states need to base their higher and faster development rates on altered economic policies and increased investments into human potential before their possible accession to the EU in the future. By doing this, they will achieve the EU criteria more quickly and efficiently. If the hypothesis is proven as correct, our research will define the road map for the aspiring EU members, showing that the development of human capital is the fastest way of catching up with the more developed EU countries and achieving higher social, economic, cultural and other standards, which will provide their citizens with the adequate standard of living even before the official accession to the EU. The data for this research were collected and processed with the statistical program package SPSS. Economic indicators (expressed in relative size) included in our analysis are the following: Human Development Index, life expectancy, population, urban population, population under 15 years of age, population over 65, Gender Related Development Index, number of prisoners, education index, investments in education, investments in research and development, number of phone lines, number of Internet users, import, export, and GDP per capita.

Keywords: human capital, physical capital, financial capital, economic development

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Knowledge and equal possibilities

Abstract

The current human resources management discourse can confirm the contemporary decision makers' behaviour and their practice at employment policy and in hiring women as pilots in civil aviation industry. It is almost entirely the same as it was about 20 years ago when women pilots were not an option in our environment.

There is still the issue of trust, mostly the consequence of certain stereotypes, concerning women and their unequal opportunities in civil aviation. My research is about a woman pilot who could not get a position of the aircraft captain (a kind of aircraft manager) in our country, so she went to Holland years ago, got promoted very quickly by becoming the captain and has been flying a passenger Jumbo Jet ever since.

The expected outcomes of the research should present the need for interdisciplinary approach when discussing organizational culture as Geert Hofstede quotes in his numerous works.

The environmental culture of the region where the organization is settled has essential influence on how the organizational culture will develop.

To really understand culture, we have to get deepest level of assumptions and beliefs.

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Schein: An organization may have different cultures and subcultures which have been created, maintained or transformed by people. Leaders are the principle source for the generation and infusion of the organization's ideology, articulation of core values and specification of norms. Organizational values express behaviours. Leaders also establish the parameters for formal lines of communication and set up the formal interaction rules. Organizational norms express behaviours which are culturally acceptable ways of pursuing goals.

The next level of culture is organisational values. Values underline and to a large extent determine organizational behaviour, but they are not directly observable as behaviours are. There may be difference between the stated and operating values inside organizations as at the country level.

Keywords: Gender, Knowledge, Woman Pilot, Cultural Consequences, Organizational Culture, Equale Possibilities

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Uporaba Teorije izbire in teorije Glasserjevih kakovostnih šol pri skupinskem delu

Povzetek

V članku je predstavljena uporaba Teorije izbire dr. Williama Glasserja pri skupinskem delu s študenti pri predmetu Trženje na Višji strokovni šoli ACADEMIA Maribor. V prvem delu je predstavljena sama Teorija izbire s svojimi temelji: izbira, psihologija notranjega nadzora ter štiri temeljne psihološke potrebe. Sledi poglavje o Glasserjevih kakovostnih šolah (GKŠ), ki temeljijo na vodstvu, namesto prisile, na strokovnosti in na šestih pogojih kakovosti v GKŠ. Nato je predstavljeno uvajanje skupinskega dela po načelih Teorije izbire, sam način dela skupin in naloge, ki so jih opravljali študenti, kakor tudi način ocenjevanja. Članek zaključuje kratka evalvacija projekta.

Ključne besede: teorija izbire, kakovostna šola, skupinsko delo

Application of Choice theory and Glasser's quality schools in team work

Abstract

In the paper, the application of dr. William Glasser's Choice theory in the group work with students of the study subject Marketing at Višja strokovna šola ACADEMIA Maribor is introduced. The Choice theory and its bases: the choice, the internal control

psychology and the four basic psychological needs are presented in the first part. It is followed by a chapter on Glasser's quality schools (GQS), which are based on management rather than constraint, the professionalism and the six conditions of quality in GQS. Then the implementation of the team work under the principles of Choice theory is presented, the way of working with groups and the tasks performed by students, as well as the grading method. This introduction is concluded with a brief evaluation of the project.

Keywords: Choice theory, quality school, team work

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Zadovoljstvo študentov z medsebojnimi odnosi

Povzetek

Zavedamo se, da so kakovostni odnosi med ljudmi bistvenega pomena pri vseh dejavnostih življenja. Če imaš dobre odnose z ljudmi lahko uspeš, če nimaš, ne moreš uspeti.

Namen referata je raziskati medsebojne odnose med študenti treh višjih strokovnih šol v Sloveniji. V raziskavi, katere vzorec zajema 104 študente, sva ugotovila, da so medsebojni odnosi med študenti dobri in da zadovoljstvo z zaupanjem med študenti ni statistično pomembna razlika glede na spol. Potrdila sva tudi hipotezo, da bolj, ko so študenti zadovoljni z iskrenostjo odnosov, bolj so zadovoljni z reševanjem medsebojnih konfliktov. Res pa je tudi, da se s študenti premalo pogovarjamo o medsebojnih odnosih.

Ključne besede: študent, medsebojni odnosi, zadovoljstvo

Students satisfaction with interpersonal relations

Abstract

We are aware of the fact that high quality of relations among people is of essential importance in all activities of our life. If you have good relations with people you will become successful. In case your relations with people are not good you will not be successful. The purpose of this paper is to research mutual relationship among students of three vocational colleges in Slovenia. In the survey which includes 104 students we found out that mutual relations among students are mainly good and that satisfaction with confidence among them is not statistically important difference regarding sex. We also confirmed the hypothesis that more the students are satisfied with sincerity of

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relations the more they are satisfied with solution of mutual conflicts. On the other hand we can say that it is also true that we do not discuss mutual relations with the students enough.

Keywords: a student, mutual relations, satisfaction

Turizem in izzivi trajnostnega razvoja

Tourism and challenges in sustainable development

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Gorsko kolesarjenje na Mariborskem Pohorju

Povzetek

Članek obravnava rekreativno in športno ponudbo na Mariborskem Pohorju s poudarkom na gorskem kolesarjenju. Uporaba koles in z njimi povezana turistična dejavnost postaja vedno bolj priljubljen način potovanja, preživljanja prostega časa in s tem ozaveščanja za trajnostni razvoj. Raziskava podrobneje obravnava gorsko kolesarjenje na Mariborskem Pohorju in s tem povezano potrebo po celovitosti ponudbe destinacije. Pestrost gostinsko turistične ponudbe in potrebna infrastruktura vplivata na zadovoljstvo kolesarjev. Vključitev tematskih kolesarskih poti, primerna ozaveščenost in spoštovanje vseh varnostnih elementov so ključni dejavniki razvoja gorsko-kolesarskega turizma. Rezultati raziskave, v kateri so sodelovali gorski kolesarji opozarjajo predvsem na nezadostno označenost kolesarskih poti in potrebno vključitev različnih tematskih kolesarskih poti v ponudbo. Celovita turistična ponudba namenjena različnih segmentov kolesarjev je pogoj za prepoznavnost Mariborskega Pohorja kot trajnostno umerjene gorsko-kolesarske turistične destinacije.

Ključne besede: športni turizem, kolesarski turizem, turizem, celostni turizem, celostni razvoj, Mariborsko Pohorje

Mountain biking on Maribor's Pohorje

Abstract

The article is dealing with recreational and sports offer on Maribor's Pohorje by emphasising the mountain biking. The usage of bicycles and the tourist activities related to them are increasingly becoming a very popular way of travelling, a free time activity and also a way of raising awareness on sustainable development. The research, however, is in detail dealing with mountain biking on Maribor's Pohorje and the necessary integrity of the destination offer. The cyclist's satisfaction is affected by the diversity of the catering and tourist offer as well as the required infrastructure. Furthermore the thematic mountain biking routes, appropriate signs and the respect of all safety requirements are the key factors for the development of mountain biking tourism. The results of the research, in which mountain bikers were asked to tell their

opinion, are pointing out the insufficiently marked cycling routes and the necessity of including different thematic cycling routes to the tourist offer. In conclusion the integrity of the destinations offer meant for various cyclists' groups is necessary for the recognisability of Maribor's Pohorje as a sustainable oriented mountain biking tourist destination.

Keywords: sports tourism, cycling tourism, tourism, sustainable tourism, sustainable development, Maribor's Pohorje

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The Level of Environmental Preservation of Rural Istria as a Vital Factor of Marketing and Sustainable Tourism Development

Abstract

In 2008, the authors of this paper conducted an extensive tourist survey in 30 types of accommodation facilities in the coastal and rural parts of Istria. Based on this survey, they present the attitudes and travel motivations of tourists in Istria, and underline the importance and influence of a preserved environment to tourists in choosing a destination. Results show that over 18% of the tourists surveyed prefer to spend their holidays in a rural area and are accustomed to buying and consuming ecologically produced food, while more than 70% of the respondents are interested in buying and consuming organic food in Istria. The survey also shows that 60% of the tourist surveyed would like to consume organic food as part of the gastronomic offering of the hotels in which they are staying. Over 70% of the respondents would be willing to spend up to 30% more for organic foodstuffs relative to conventional food products.

Keywords: rural tourism, sustainable development, ecology, organic food, marketing, organisation

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Vključevanje ekološke komponente v slovensko turistično velneško ponudbo

Povzetek

Svetovni, še posebej evropski zdravstveni turizem je na področju preventivne ponudbe, h kateri prištevamo tudi velneško ponudbo, v nenehnem naraščanju. Trend, ki postaja v razviti turistični ponudbi povsod po svetu vedno močnejši, je »ekotrend« oziroma razvoj trajnostnega turizma, ki mu raziskovalci napovedujejo v naslednjih letih najvišje stopnje rasti. V raziskavi smo iskali povezavo med ekologijo in wellnessom oz. njunima pojavnima oblikama v turizmu ter dejavnike, ki vplivajo na oblikovanje integralne turistične wellneške ponudbe. Temelj naše raziskave je bil pridobiti podatke o vplivu ekološke komponente na povpraševanje po turističnih velneških storitvah ter storitvah za zdravje in dobro počutje, ki so običajno sestavina večine najpomembnejših zvrsti turizma (kongresnega, igralniškega, obmorskega, gorskega, športnega ...), pri čemer smo testirali oz. ugotovili dodano vrednost ekološke komponente in vpliv na bogatitev turistične wellneške ponudbe glede na zaznane dejavnike. Ugotavljali smo zaznavanje pomembnosti nekaterih dejavnikov bivanja, prehranjevanja, rekreacije, telesne in lepote nege ter duševnih aktivnosti, ki jih po teoriji lahko prištejemo k »ekološkim« dejavnikom, hkrati pa so sestavina ponudbe turističnih storitev za zdravje, dobro počutje in wellness. Ugotovili smo, da zaznavanje več komponent (dimenzij) ekološke naravnosti hotelov kaže na vedno večjo senzibilnost anketiranih gostov, še posebej v avstrijskih hotelih, ki so že pridobili vsaj enega izmed ekoloških znakov, kar je velika vzpodbuda tudi slovenskim turističnim ponudnikom, da pričnejo svojo ponudbo oblikovati po načelih trajnostnega razvoja in ekološkega menedžmenta, ki naj postane temeljna poslovna naravnost.

Ključne besede: velnes, velneška dejavnost, velneška ponudba, velneški turizem, trajnostni turizem, ekološki turizem, ekološke komponente

Incorporation ecological component in Slovene tourism wellness offer

Abstract

World's, especially the European health's tourism is incessantly increasing on the field of the preventive tender, to which we also add up wellness offer. Trend, that is becoming stronger in the developed touristic offer all around the world, is "ecotrend", or the development of the sustainable tourism, to which the researchers predict the highest growth rates in the following years. In the research we have looked for the connection

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between the ecology and wellness and their appearance form in the tourism and for factors that influence on the forming of integral tourist wellness offer. The ground of our research was to acquire the data about the impact of ecological component on the inquiry for tourist wellness services and for health and well-being services, which are usually the components of the majority of important sorts of tourism (congressional, gambling, littoral, mountain, sport...). Here we have certified and ascertained, with the acquired factors, the added value of the ecological component and the impact on the enrichment of the tourist wellness offer. We have ascertained the perception of importance of some residence, nutrition, recreation, body and beauty care and psychic activities factors, which by the theory we can add up to "ecological" factors, and at the same time they are componenst of tourist service health, well-being and wellness offer. We have ascertained, that the perception of more components (dimensions) of hotel's ecological stance shows on the increasingly sensibility of surveyed guests especially in the Austrian hotels, which have already acquired at least one of the ecological signs. This is a great stimulation to the Slovene tourist offerers to start form their tender after the principles of sustainable development and ecological management, which should become the basic business stance.

Keywords: wellness, wellness activity, wellness offer, wellnes tourism, sustainably tourism, ekotourism, ecological component

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Merjenje zadovoljstva gostov z vidika Razvojnega načrta in usmeritev slovenskega turizma (RNUST) 2007-2011 in vidika trenutne mednarodne finančne krize

Povzetek

Turizem predstavlja pomemben segment nacionalnega gospodarstva. Ustvari 12 % celotnega BDP Slovenije. Zdravilišča s ponudbo wellness storitev predstavljajo enega najpomembnejših turističnih proizvodov slovenskega turizma. Mednarodni, pa tudi slovenski turizem se je v preteklosti znašel in preživel v še hujših razmerah. Ljudje ne bodo nikoli prenehali potovati, v sedanjih razmerah gospodarske recesije bodo le spremenili svoje potovalne navade. V prispevku prikazujemo kako lahko slovenski turizem krizo sprejme kot izziv in priložnost. Z raziskavo opravljeno spomladi 2009 smo želeli dobiti odgovore na kakšen način in kako pogosto v slovenskih naravnih zdraviliščih ugotavljajo zadovoljstvo svojih gostov, za kakšne namene uporabljajo dobljene rezultate in ali pri ugotavljanju oz. merjenju zadovoljstva gostov sodelujejo s katero od marketinških agencij. Analizirali smo tudi njihove anketne vprašalnike in

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ugotovili, da zdravilišča pri sestavi vprašanj delajo predvsem tri napake. Finančni podatki so temeljno vodilo in osnova pri sprejemanju odločitev v podjetju, vendar za doseganje dolgoročne uspešnosti podjetja potrebujejo tudi kvalitativna merila. Merjenje zadovoljstva gostov in spremljanje njihovih stališč lahko pomembno vpliva na poslovne rezultate.

Ključne besede: turizem, Razvojni načrt in usmeritve slovenskega turizma (RNUST) 2007-2011, mednarodna finančna kriza, zdravilišča, zadovoljstvo gostov, kakovost proizvodov/storitev, raziskava

Measuring of the contentment of the guests from the viewpoint of the Development plan and the guidance of slovenian tourism (RNUST) 2007-2011 and from the viewpoint of the momentary international financial crisis

Abstract

Tourism is a very important segment of national economy. It actually covers the 12 % of the gross domestic product of the whole Slovenia. The health resorts or the spas with their wellness service present one of the most important tourist products of the Slovenian tourism. The international and also the Slovenian tourism has managed and survived much worse conditions in the history of its development. People will never stop travelling, even in the times of recession that we are all facing now. They will only change and adopt their travelling habits. This abstract is the presentation of how the Slovenian tourism is coping the crisis and taking it as a challenge and opportunity. The research we did in the spring of this year was supposed to give us the answers to; how and how often the Slovenian health resorts, or the spas ascertain the contentment of their guests; for what reasons the obtained results are used and if the spas in the process of measuring the contentment of the guests cooperate with any of the marketing agencies.

We also analysed their questionnaires and came to the the following conclusion: when putting the questions for the questionnaires together, the spas have been making the three mistakes. The financial data are the main guidance at making decisions in the company, but achieving the long-term success of the company takes more than that - it should take some quality measurements. Measuring the contentment of the guests and following up their point of view could significantly influence the business results.

Keywords: tourism, The development plan and the guidance of Slovenian tourism (RNUST) 2007-2011, international financial crisis, health resorts (spas), the contentment of the guests, the quality of products/services, research

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Funkcija hotelskega menagementa v trajnostnem razvoju turizma

Povzetek

Hotelski management s smiselno oblikovanimi načeli in strategijami lahko bistveno poveča globalno konkurenčnost vsakega hotelskega podjetja in zagotovo pripomore k povečanju prihodka ob danih stroških. Vendar je to samo ena od osnovnih nalog. Za dolgoročno uspešno poslovanje je bistvenega pomena tudi trajnostni razvoj turizma kot celote v okviru destinacije in tudi širše. Trajnostni razvoj turizma zahteva pridobitev novih kompetenc in nenehno izobraževanje hotelskega managementa in zaposlenih. Hotelski management mora poznati sistemske, institucionalne in instrumentalne ukrepe za načrtovanje rabe prostora in politiko varovanja okolja, možnosti in danosti, ki jih ponuja okolje. Mora razvijati takšne produkte, ki so naklonjeni razvoju turistične infrastrukture, ki je prijazna do okolja in je v zadovoljstvo tako turistom kot lokalnemu prebivalstvu.

Ključne besede: turizem, hotelski management, trajnostni razvoj

The function of hotel management in a permanent development of tourism

Abstract

Hotel management with its logically formed principals and strategies can enhance global competitive position of each hotel company and help to increase the income. But that is just one of its main functions. Permanent development of tourism as a whole is also essential to ensure long- term successful management. Permanent development of tourism demands acquisition of new competences and constant education of hotel management and its employees. Hotel management has to know systematic, institutional and instrumental steps to plan the use of space and surrounding security politics and possibilities and opportunities offered by surroundings. It has to develop products which are favourable to development and tourist infrastructure and environment friendly and is in pleasure to tourists and local people.

Keywords: tourism, hotel management, permanent development

Tourism and challenges in sustainable development

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**Healthy City – sustainability condition of a tourism destination
(based on the example of the City of Rijeka)**

Abstract

The Healthy City project comprises health as the overall physical, psychical, social and spiritual condition. Health has been recognized not only as a question of health and health workers, but as a question raised by a number of different experts as well. On the other hand, a number of tourist workers are faced with the problem of increasing the value of the overall tourism offer. Today, the most demanded tourism destinations are those enabling the tourists to engage in various activities promoting landscape beauty and preservation of environment. Contemporary tourists' decisions on tourism destinations are made depending on the possibility of various offers to fulfil their needs and enable the health experience as well. The satisfaction of tourists with the elements of tourism offer for the City of Rijeka obtained by research is demonstrated in this paper. The main goal of the work is to define the tourism offer elements for the City of Rijeka, and to instruct on tourism products necessary to develop in order to attract a larger number of visitors into a tourism destination. The paper ends with instructions needed in order to transform the project of Rijeka – Healthy City into a tourism product and to obtain greater satisfaction of tourists with their stay in the chosen destination.

Keywords: Healthy City project, health, tourism, tourism product

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Virtualni svetovi – novi izzivi za razvoj turizma?

Povzetek

Virtualni svetovi za odrasle (npr. Second Life), mladino (npr. Habbo) in otroke (npr. Whyville) imajo velik potencial za spoznavanje različnih oblik kulturne dediščine, ki predstavljajo pomemben segment v naši turistični ponudbi. Virtualni svetovi so družabna, neformalna učna okolja, ki spodbujajo socialno interakcijo ter omogočajo obiskovalcem različne interaktivne dejavnosti. Virtualni svetovi ustvarjajo priložnosti za dejavnosti, ki jih ne moremo uresničiti v realnem svetu. Otroci in odrasli lahko raziskujejo kulturno dediščino na drugačen način in z drugačne perspektive. Tudi z različnimi igrami in simulacijami. Virtualni svetovi ponujajo nove izzive na področju spoznavanja in trženja kulturne dediščine ter ostale turistične ponudbe, ki s svojo prisotnostjo v virtualnem svetu postane globalno dostopna in prepoznavna. Virtualni svetovi predstavljajo nov medij, ki omogoča ljudem, da se povežejo na nove virtualne načine.

Ključne besede: virtualni svetovi, turizem, kulturna dediščina, interakcija, izobraževalne igre

Virtual worlds – new challenge for tourism development?

Abstract

Virtual worlds for adults (e.g. Second Life), youth (e.g. Habbo) and children (e.g. Whyville) have great potential for learning about different forms of cultural heritage, which represent an important segment of our tourist facilities. Virtual worlds are social, informal learning environments that promote social interaction and allow visitors various interactive activities. Virtual worlds create opportunities for activities that can not be realized in the real world. Children and adults can explore the cultural heritage in a different way and from a different perspective. Even with various games and simulations. Virtual worlds offer new challenges in the educational and marketing field of cultural heritage and other tourist facilities. With their presence in the virtual world they become globally accessible and recognizable. Virtual worlds represent a new medium that allows people to connect in new virtual ways.

Keywords: virtual worlds, tourism, cultural heritage, interaction, educational games

Tourism and challenges in sustainable development

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Razvojni izzivi igralniškega turizma v Sloveniji

Povzetek

Igralništvo predstavlja pomemben segment v slovenskem turizmu, saj so v igralniških družbah lansko leto zabeležili preko pet milijonov gostov, pri čemer jih sedemdeset odstotkov prihaja iz sosednjih držav. Njihova neposredna in generirana potrošnja, izračunana po metodi turističnih satelitskih računov (Tourist Satellite Accounts), ob povprečni igralniški dnevni potrošnji osemdeset evrov na obisk, znaša v celem letu nad osemsto milijonov evrov.

Čeprav naj bi bilo v razvojnih strategijah slovensko igralništvo namenjeno predvsem vzpodbujanju razvoja tujskega turizma, zakonodajni ukrepi na tem področju niso najbolj dosledni. V tem pogledu bolj sledijo uresničevanju kratkoročnih fiskalnih ciljev, kot pa dolgoročnih ciljev, ki bi igralniški produkt razvijali v smeri generatorja tujskega turističnega prihodka. Slovenija ima namreč zaradi svoje geografske lege veliko možnosti in priložnosti, da ustvari moderen in privlačen igralniški produkt, ki temelji na sodobnem razumevanju preživljanja prostega časa, kjer so igre na srečo le del koncepta zabave. Tako oblikovan integralni igralniški produkt lahko generira nov turistični tok in vpliva na povečanje turističnega izvoza. Razvojna politika na tem področju je v Sloveniji na razpotju. V prispevku zato podajamo in utemeljujemo smernice za ukrepe, s katerimi bi lahko dosegli njene dolgoročno naravnane razvojne cilje.

Ključne besede: igralništvo, igralniški turizem, razvojna politika, družbeno odgovorno igralništvo, makroekonomske koristi igralniškega turizma, družbeni stroški igralništva, trajnostni razvoj, multiplikator igralniške potrošnje

Challenges faced by the development of gaming tourism in Slovenia

Abstract

Gaming is an important segment of the Slovenian tourism industry, since in the previous year gaming companies have recorded over five million guests, seventy percent of which were coming from neighbour countries. The direct and generated consumption of these guests, calculated using the Tourist Satellite Accounts method at an average daily consumption of 80 euros per visit, totalled over 800 million euros.

Although the official purpose of the Slovenian gaming industry--as stated in the development strategies--would be to stimulate the development of tourism, the regulation of the issue is not consistent with the stated goal. Government policies are more focused on achieving short-term fiscal goals than long-term objectives, which could drive the gaming product towards becoming a generator of revenues from foreign visitors. Slovenia has a huge potential and unique opportunities in its geographical position and could thus create an advanced and attractive gaming product, based on a new approach to leisure, where games of chance are only a part of a comprehensive view of entertainment. An integrated gaming product formed in this way could generate new flows of incoming tourists and boost tourism exports. Slovenian development policies are therefore at the crossroads in this area. Our contribution contains guidelines and arguments in favour of achieving long-term development goals.

Keywords: gaming, gaming tourism, development policies, socially responsible gaming, macroeconomic advantages of gaming tourism, social costs of gaming, sustainable development, gaming consumption multiplier

Tourism and challenges in sustainable development

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Customer expectations measurement in the restaurant industry: application of DINESERV scale

Abstract

Customer satisfaction has long been a matter of concern for hotel and restaurant managers because it generates revenues and has strong impact on customer behaviour. To achieve a high level of customer satisfaction, it is important to meet customer expectations.

This exploratory study examined customer expectations in 32 restaurants in Opatija. A self-administered questionnaire was used to collect data from samples of customers in restaurants.

The aims of the study are to: (1) assess customer expectations in restaurants, (2) test the reliability of DINESERV scale, (3) establish the number of dimensions of DINESERV expectations scale adapted for restaurant industry.

Restaurants should emphasize the importance of identifying customer expectations factors that crucially determine their business success. Further studies are suggested with a larger sample for confirmation of the findings.

Keywords: service quality, DINESERV, factor analysis, reliability analysis, restaurant industry, Croatia

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Characteristics of private accommodation providers in Croatia

Abstract

This paper analyzes individual characteristics providers of accommodation in the households have been explored within the PGŽ model in terms of creating and preserving the competitive advantages of this sector. Results were obtained using the interviewing method on the sample of 430 private accommodation providers in the PGŽ model. Specially designed structured questionnaire was used as a template for data collection.

The study includes three groups of characteristics: general characteristics (gender, age, family status and tradition), the motivation to expand and invest in additional facilities, and perception of work and problems private accommodation providers are faced with.

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The research has shown that the typical private accommodation provider is an older man (over 45 years) with a family of 4-6 members, with no interest for the major expansion and investment in additional facilities. The biggest problems for the private accommodation providers are: marketing strategy, partnership in tourist destination, unfair competition and lack of IT knowledge.

Keywords: individual characteristics, private accommodation provider, hospitality services in households

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Business Intelligence in Rethinking the Development Concept of Croatian Hotel and Tourism Enterprises¹

Abstract

A model of business intelligence gathers data about key surroundings factors (client, competitor) and transforms it in information and knowledge about their present and future activities as a starting point for risks management, business decision making, rethinking and reengineering.

The model creates knowledge using data base (data preprocessing, processing, results implementation), in order to answer to a key question – how to be faster, more original and different in confront to competitors with the aim to fulfill more developed client preferences.

In synergy with CRM a new system of values based on knowledge, intellectual capital and information is being established. Those are the basic resources of 21st century with the aim to transform inert enterprises in intelligent and highly competitive enterprises – leaders.

Leading management of Croatian hotel and tourism enterprises is not yet aware of the importance of business intelligence as a prerequisite of qualitative changes and in improvement of all segments of business processes.

¹ The research results derive from the scientific project “*Logistics Flows Management in the Tourism Destination*” financially supported by the Ministry of Science, Education and Sports of the Republic of Croatia.

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Keywords: business intelligence, intellectual capital, rethinking the development concept, new system of values

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Možnosti trajnostnega razvoja turizma v Šaleški dolini

Povzetek

Turizem je svetovni ekonomski in družbeni pojav, ki se dotika vseh segmentov gospodarstva. Trajnostni turizem postaja danes imperativ sodobno zasnovanih mest in regij. Rezultati naše raziskave predstavljajo pozitiven prispevek in pomen vključenosti ter podpore lokalnega prebivalstva pri razvoju trajnostnega turizma v Šaleški dolini in v MO Velenje. Lokalno prebivalstvo je strpno in željno sožitja z naravo in ostalimi prebivalci v mestu in regiji in imajo pozitiven odnos do turizma. Prav vključenost lokalnega prebivalstva z vsemi kulturnimi raznolikostmi predstavlja še neizkoriščeno priložnost, ki bo v prihodnosti zagotovo igrala pomembno vlogo pri oblikovanju trajnostno usmerjene ponudbe turistične destinacije Šaleška dolina. Merjenje indikatorjev trajnostnega razvoja, trajnostnega turizma in izobraževanje vseh generacij na področju trajnostnega turizma morajo postati stalnica. Pozitiven odnos prebivalcev do trajnostnega turizma, še posebej do urejanja okolja, je dobra osnova za implementacijo novih programov pri oblikovanju celovite in trajnostno usmerjene turistične ponudbe, razvoja, urejenosti in privlačnosti turistične destinacije.

Ključne besede: trajnostni turizem, trajnostni razvoj, destinacijski menedžment, kulturna dediščina, rekreacija in šport, kultura, lokalna skupnost, dobro počutje, Šaleška dolina

Possibility of sustainable tourism development in the Šaleška Valley

Abstract

Tourism is a global economic and social phenomenon which affects all segments of economy. Sustainable tourism has become imperative for modern town and regional planning. The results

of the research present positive results and importance of the inclusion and support of the local community in the development of sustainable tourism in the Šalek Valley and the Town Municipality Velenje. The local community is tolerant and strives for symbiosis

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with nature and other inhabitants of the town and region and they have a positive attitude to tourism. The inclusion of the local population with the whole range of their cultural diversities is the area which hasn't been exploited yet. It represents a great opportunity for the local population to play an important role in the future development of sustainable tourist offer of the Šalek Valley. Measurements of the indicators of sustainable development, sustainable tourism and education of all generations in the area of sustainable tourism should become constant activities. The positive attitude of the local community towards sustainable tourism, especially sustainable landscape and town planning, represents a good basis for the implementation of new programmes developing an integral and sustainably oriented tourist offer for an attractive and well-planned tourist destination.

Keywords: sustainable tourism, sustainable development, destination management, cultural heritage, sport and recreation, culture, local community, wellbeing, the Šalek Valley

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Poslovno-tržni modeli letalskih prevoznikov in njihov učinek na rast turističnih tokov

Povzetek

Od velike recesije do poznih 70-ih je bilo dominantno stališče držav, da morajo vlade kontrolirati strateške sektorje nacionalne ekonomije in letalski promet je bil ena izmed najbolj strogo reguliranih dejavnosti. Po letu 1980 se je začel proces deregulacije, privatizacije in svobodne konkurence tudi v letalskem prevoznikstvu. Razmah letalskega prevoznikstva in oblikovanje različnih poslovno-tržnih modelov so imeli izjemno pozitiven vpliv na razvoj turizma. V raziskavi bomo predstavili najstarejši – linijski model letalskih prevoznikov, mlajša oblika organizacije je čarterski model, najnovejši fenomen pa je model nizkocenovnih prevoznikov. Čarterski, še zlasti pa nizkocenovni prevozniki so pripeljali sektor letalskega prevoznikstva na raven običajnega in poceni transporta.

V prispevku bomo spoznali izjemen vzpon letalskega prevoznikstva po deregulaciji letalskega sektorja, predstavili primerjalno analizo poslovnih modelov letalskih prevoznikov, izpostavili konkurenčnost modela nizkocenovnih prevoznikov ter komplementarno zvezo razvoja letalskega prevoznikstva in turizma.

Ključne besede: poslovno-tržni modeli letalskih prevoznikov, deregulacija letalskega prometa, nizkocenovni letalski prevozniki

Tourism and challenges in sustainable development

Airlines business models and influence to tourism growth

Abstract

Air transport was one of the important strategic elements of national economies, characterised by strict national and international regulations. The USA were the first to acknowledge the restraints of the economic environment and reacted with liberalisation of the airline sector, followed a couple of years later by members of the EU. The changes in airline transport regulation and specific business environment of this sector have resulted in three business /marketing airline models, namely: traditional 'network' or 'full service' airlines, charter airlines and 'low cost' carrier – LCC or 'low cost – no frills' airlines. The biggest generator of air passenger demand is tourism in all its forms. The mutual interconnection and interdependence of both sectors is increasing due to the modern ways of doing business and spending free time. Today everyone can fly throughout the world much more easily, with more options and most of all for much more reasonable prices.

The research shows the enormous growth of air traffic in the process of deregulation, different airlines business models, competitiveness of low cost carriers and interconnection and interdependence between air transport and tourism.

Keywords: airline business /marketing models, airline deregulation, low cost carriers

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Logistika storitev – izziv prihodnosti?

Povzetek

Edina stalnica v današnjem svetu so spremembe. Med drugim se odražajo v spremembi sistema dela, v poplavi novih izdelkov in storitev. Dandanes se srečujemo z izdelki, ki so brez spremljajočih storitev skoraj nemogoči. Velikokrat se postavlja vprašanje, kje je meja med fizičnim izdelkom in storitvijo. V pogojih globalne trgovine in v vedno bolj zaostreni konkurenci je temeljni cilj vsakega podjetja zagotovitev stabilne in trdne konkurenčne prednosti. Svojo konkurenčno prednost lahko podjetja krepijo predvsem z usmeritvijo vseh svojih potencialov v ukvarjanje s svojo ključno dejavnostjo, v zunanjo oskrbo pa specialistom prepustijo tiste funkcije, za katere sama niso specializirana,

vendar pa so ključne pri zagotavljanju in nenehnem povečevanju konkurenčnih prednosti ob minimalnem tveganju. V referatu bo predstavljen razvoj trga storitev, predvsem zunanje logistične oskrbe, saj lahko z njeno izločitvijo v zunanjo oskrbo specialistu, pripomoremo k večji učinkovitosti poslovanja ter s tem k povečanju uspešnosti in konkurenčnosti podjetja. Trženje in prodaja logističnih storitev bazira na partnerskem odnosu in zahteva visoko profesionalne osebne kontakte med strankama. Zato predstavlja zunanja logistična oskrba izziv in potencial za prihodnost.

Ključne besede: logistika, zunanja oskrba, konkurenčnost, osnovna dejavnost, ključne kompetence, poslovne funkcije, logistične strategije, oskrbovalna veriga, alternativa »narediti ali kupiti«, stroški, upravljanje odnosov, zmanjševanje tveganj

Logistics of services – challenge for the future?

Abstract

The only constant in today's World is change. Changes are reflecting also through work systems changes and in the mass of new products and services. Some of today's specific products are barely imaginable without accompanying services. Often there is a very thin boundary to perceive between physical product and service. The main aim of every firm in today's global economy is to gain stability and competitive advantages. Firms can strength their competitive advantages through redirecting all their potentials in its core business and let other functions, which are not their key competencies but are significant in strengthening competitive advantages with minimal risk, in outsourcing performed by specialists. The development of services market, especially focused on logistics outsourcing, through which firms can free up its resources to focus on core competencies and consecutive to a successful and competitive growth will be presented in this paper. Marketing and sales of logistics services is based on partnership and requires highly professional personal contacts between both parties. Therefore outsourcing the logistics function reveals challenges and potential for the future.

Keywords: *logistics, outsourcing, competition, core business, core competencies, business functions, logistics strategies, supply chain, alternative "make or buy", costs, management, reducing risks*

Postgraduate students

Podiplomski študentje

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Kontrola učinkov trženjskega spleta v povezavi s kakovostjo izdelkov, storitev in varne hrane

Povzetek

V članku je prikazana raziskava, v kolikšni meri vpliva notranji nadzor/kontrola kakovosti izdelkov, storitev in varne hrane na trženjski splet. Empirični del je sestavljen iz dveh delov. Prvi del raziskave zajema analizo podatkov notranjega nadzora (kontrole), ki smo jih pridobili na vzorcu 71-ih naključno izbranih živilskih trgovin z območja primorske in notranjske. Kontrole so potekale nenapovedano. Ugotavljamo, da je notranji nadzor pomemben element v trženjskem spletu, saj z uvajanjem korektivnih ukrepov pravočasno odpravlja odstopanja. Ugotovitve bomo primerjali z rezultati ankete, ki smo jo izvedli med odjemalci, glede njihovega zadovoljstva v povezavi s kakovostjo izdelkov, storitev in varne hrane, ki predstavlja drugi del raziskave.

Anketiranje je potekalo v aprilu in začetku maja 2009. Vzorec sestavlja 170 anketirancev z območja Primorske. Pričakujemo, da bodo rezultati ankete potrdili, da odjemalci bolj zaupajo trgovcem, kjer je vzpostavljen redni notranji nadzor/kontrola nad naštetimi elementi notranjega nadzora, saj je v tem primeru verjetnost, da odjemalec dobi neustrezno opravljeno storitev ali zdravju nevarno živilo, zelo majhna.

Danes odjemalci postajajo vse bolj osveščeni, vendar tudi zahtevnejši glede nakupovalnih navad. Želijo si varno hrano, prijazno in urejeno trgovino, osebje, pravilno označene in vidne cene itn. Zaradi vedno večjega krčenja delovne sile pričakujemo, da se bodo potrdile naše hipoteze, da je notranji nadzor pomemben element v trženjskem spletu, saj nudi pomoč pri trženjskih odločitvah glede lokacije, izbire izdelkov, dobaviteljev, distribucije, ciljne skupine odjemalcev itn. Vzpostavitev notranjega nadzora nad kakovostjo izdelkov, storitev in varne hrane je konkurenčna prednost podjetja, saj potrošniki bolj zaupajo trgovcu, ki skrbi za nemotene procese v trgovini.

Ključne besede: notranji nadzor, kontrola kakovosti, varna hrana, trženjski splet, zunanji nadzor, zadovoljstvo odjemalcev.

Postgraduate students

Control of marketing interlace effects in connection to product quality, services and safe food

Abstract

This article explores the extent of influence that internal control has on product quality, services and safe food in marketing interlace. Research consists of two parts. The first part covers analysis of internal control data, gathered from the sample of fifty randomly selected grocery shops in the Primorska and Notranjska region. Controls were unannounced. We are finding that internal control is an important element in marketing interlace since it removes discrepancies by searching correctional measures. These findings will be compared to results of customers' poll regarding their satisfaction in connection to product quality, services and safe food which represents the second part of the research.

The poll took place in April and at the beginning of May 2009. Sample consists of 160 respondents from Primorska region. We expect that results will confirm that customers have more confidence in merchants, having regular internal control over internal control's key elements. In this case, the probability for the customer to receive an unfit service or foodstuffs that are dangerous for health is minimal.

Today consumers are getting more and more informed and consequently more demanding about their shopping habits. They want safe food, friendly and tidy shops and staff, correctly marked and visible prices, etc. Because of ever greater reduction of manpower we expect that our hypotheses will become true; that internal control is an important element in marketing interlace because it offers help about marketing decisions on location, product choice, suppliers, distribution, customer target groups etc. Establishment of internal control for product quality, services and safe food can be a competitive advantage of the company since buyers have more trust in a merchant who takes care for uninterrupted processes in his grocery stores.

Keywords: internal control, quality control, safe food, marketing interlace, external control, customer satisfaction.

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Nakupne navade Slovencev – razlike v nakupnih navadah med podeželjem in mestom

Povzetek

Članek raziskuje nakupne navade ljudi, ki živijo v mestu in tiste, ki živijo na podeželju in proučuje njihove razlike. Poskušali smo ugotoviti, kakšne so razlike, kje so najbolj vidne in zakaj do njih prihaja. Pri raziskovanju smo se osredotočili na nakupne navade v trgovinah z živili.

Izvedli smo spletno anketo. Anketiranje je potekalo od 25. marca do 25. aprila 2009. Vzorec sestavlja 333 porabnikov, 191 iz podeželja in 142 iz mesta. Ugotavljamo, da ne obstajajo razlike med pogostostjo nakupov med porabniki v mestih in porabniki na podeželju. Tudi pričakovanja po osebnem pristopu prodajalca niso večja med porabniki na podeželju kot med porabniki v mestu. Potrdili pa smo našo hipotezo, da ljudje v mestu dajejo večji poudarek kakovosti pred ceno, medtem ko porabniki s podeželja, dajejo večji poudarek ceni kot dejavniku nakupne odločitve.

Povzemamo, da razlik v nakupnih navadah med ljudmi, ki živijo v mestu in na podeželju skoraj ni več. Razloge temu iščemo v spoznanju, da v Sloveniji osnovne značilnosti življenja v mestih niso tako izrazite, kot v večjih državah zaradi posebnosti v prostorskem razvoju, manjšem številu prebivalstva in majhnosti ozemlja mest. Verjetno so te razlike izginile z rastjo velikih nakupovalnih centrov, saj je anketa pokazala, da skoraj vsi anketiranci vsaj enkrat mesečno obiščejo te centre ne glede na kraj bivanja.

Ključne besede: nakupne navade, mesto, podeželje, nakupni dejavniki, potrošništvo

Shopping habits of the Slovenes – differences in shopping habits in towns and in the country

Abstract

The article deals with the differences of shopping habits of people who live in a town and those who live in the country. We tried to find out what the differences are, where they are most noticeable and why they occur. The research focuses on shopping habits in grocery shops.

We carried out a web survey. The survey lasted from 25 March to 25 April 2009. The sample consists of 333 participants, 191 from the countryside and 142 from a town. We

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found out that there are no differences in the frequency of shopping between urban and rural consumers. Also expected personal assistance of a shop assistant among rural consumers is not higher than among urban consumers. However, our hypothesis, which says that urban consumers pay more attention to quality than price, while rural consumers give more importance to price as a factor of purchase decision, was confirmed.

To sum up, there are almost no more differences in shopping habits between people who live in a town and those who live in the country. The reason is that urban life in Slovenia is not so distinct as it is in larger countries. That is because of particularities in the development of urban areas, lower urban population and the size of urban areas.

Keywords: shopping habits, town, countryside, purchase factors, consumption

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Vpliv virusnega in gverilskega marketinga ter subliminalnih sporočil na trženje v času globalizacije

Povzetek

Skladno z novostmi, ki jih prinaša današnja tehnologija (multimedijske vsebine, internet...) je marketinško okolje podjetij v zadnjih letih doživelo znatne spremembe. Prišlo je do kreiranja novih možnosti elektronskega poslovanja v namen korporativne podobe podjetja in s tem obnavljanja starih, zadrževanja obstoječih in osvajanja novih kupcev.

Virusni marketing je proces pošiljanja marketinških sporočil, ki se prenašajo od osebe do osebe s pomočjo različnih medijev. To so na primer govor, e-pošta, sms, mms, razni forumi in blogi na spletu. Se pravi hitro širjenje sporočil, pri katerem prejemnik sporočila, le to posreduje naprej. Tudi zaradi tega sam izraz virusni marketing.

Podiplomski študentje

Gverilski marketing je nekonvencionalni marketing, ki poskuša z minimalnim vložkom, dobiti maksimalni učinek. V bistvu je oznaka za oglaševanje v katerem potrošniki niso zavedni, da se oglašuje in se lahko odvija kjerkoli. Perceptivne prevare, ki jih povzroča naše čutilo vida, v kombinaciji z načinom delovanja možganov so naletele na plodna tla marketinga že leta 1957. Kar 89% delovanja človeka je podzavestno. S tem je možnost vpliva na ta del zelo velika. Raziskali smo kako subliminalna sporočila vplivajo na odločitev za nakup izdelka, čeprav potrošniku nismo direktno izdelka reklamirali. V nalogi bomo naredili raziskavo glede vpliva naštetih možnosti trženja z anketiranjem strukturiranega tipa. Anketa bo izvedena na reprezentativnem številu respondentov, ki bodo predstavljali ciljno skupino kupcev.

Ključne besede: virusni marketing, gverilski marketing, subliminalna sporočila

The impact of viral and guerrilla marketing so as subliminal messages to the marketing in the age of globalization

Abstract

In accordance with the developments made by today's technology (multimedia, internet ...), the marketing environment of business in recent years has experienced significant changes. There is to create new opportunities of electronic commerce for the purpose of the corporate image of the company with the renovation of old, retention of existing and acquisition of new customers.

Viral marketing is the process of sending marketing messages to be transmitted from person to person, through different media. These are, for example, speech, e-mail, sms, mms, various forums and blogs on the web. So the rapid spread of messages in which the recipient of the message, only to forward to. And because of this single term viral marketing.

Guerrilla marketing is unconventional marketing, which seeks a minimum of input, to obtain maximum effect. In essence, the code of advertising in which consumers are not conscious, that it is advertised and it can be held anywhere.

Perception of fraud caused by our sense of vision, combined with the way in which the brain, have been fertile ground in marketing already in 1957. 89% of activity of a person is subconsciously. With this, the potential impact on this part is very high. We will explore, how subliminal messages influence the decision to buy the product, although we did not advertise the product directly.

Keywords: viral marketing, guerrilla marketing, subliminal messages

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**Internet kot orodje za prodajo namestitvenih kapacitet
(primer podjetja Terme Čatež d.d.)**

Povzetek

V članku je prikazana raziskava, v kolikšni meri se internet kot trženjsko orodje uporablja za prodajo namestitvenih kapacitet. V prvem delu so podane splošne ugotovitve in opredelitve novih pristopov trženja ter spremembe, ki jih v poslovanje podjetij prinašajo novi pristopi trženja. Drugi del pa podaja ugotovitve, do katerih smo prišli z raziskavo, le-te namen pa je bil pridobiti mnenja ljudi o tovrstnem trženju in prodaji storitev.

Anketiranje je potekalo v času od 24. 04. 2009 do 03. 05. 2009 v recepciji vseh štirih hotelov, ki so v kompleksu Term Čatež d.d. Vzorec sestavlja 150 naključno izbranih hotelskih gostov. Namen anketiranja je bil prikazati prednosti interneta in sodobne informacijske komunikacijske tehnologije (IKT) ter spremembe in nove pristope na področju trženja in prodaje storitev. Poskušali smo raziskati, ali predstavlja internet v današnjem času močno trženjsko orodje. Z raziskavo smo želeli ugotoviti, ali gostje zaznavajo nove pristope trženja in prodaje storitev, ali se poslužujejo novih pristopov, ki jih ponuja podjetje in kaj je odločujoče za njihov obisk Term Čatež.

Poslovanje podjetij preko interneta je v svetu postalo neizbežno s spoznanjem, da gre za novi način poslovanja, ki podjetjem nudi mnogo prednosti. Trenutno najbolj cvetoče veje internet industrije so trgovina z blagom za široko potrošnjo, posredovanje vsakovrstnih informacij, bančništvo in turizem. Internet zagotavlja neposreden in hiter dostop do ponudbe izdelkov in storitev kupcem širom po svetu. Spletno nakupovanje izključuje zamudno, tudi večurno iskanje blaga oziroma storitev po različnih trgovinah, servisih in agencijah. Na ta način lahko podjetje na enem mestu ponudi in omogoči nakup izdelkov in storitev ne glede na čas. Redno pa so zagotovljene tudi potrebne in ažurne informacije o sami ponudbi izdelkov oziroma storitev. Podjetje na ta način tudi promovira svojo dejavnost, z različnimi akcijskimi ponudbami pa spodbuja kupce k nakupu.

Ključne besede: trženje, storitve, internet, elektronsko poslovanje, turizem

Internet as a marketing tool marchantability accommodation capacities (eg company Terme Čatež d.d.)

Abstract

The article shows the survey, to what extent the internet as a marketing tool is used for the sale of accommodation capacities. General findings and definition of new approaches to marketing are given in the first part. From a theoretical point of view, changes made by companies operating in bringing new marketing approaches are also presented in the first part. The second part gives the conclusions to which we have come with the survey, which purpose was to get the views of people about this kind of marketing and sales services.

Surveying was conducted during the period from 24. 04. 2009 to 03 05. 2009 at the reception desk of all four hotels, which are situated in the complex of Terme Čatež d.d. The sample consists of 150 randomly selected hotel guests. The purpose of the survey was to demonstrate the benefits of the Internet and modern information communication technologies (ICT), changes and new approaches to marketing and sales services. We tried to explore whether the Internet today represents a powerful marketing tool. With the survey we wanted to determine whether the guests make use of the new approaches of marketing and sales services to turn the new approaches offered by the company. We also wanted to determine, and what was decisive for their visit in Term Čatež.

Business over the Internet has become inevitable in the world with the knowledge that there is a new way of doing business, which offers businesses many advantages. Currently, the most flourishing branches of the Internet industry are trade in goods for the consumer, the transmission of all sorts of information, banking and tourism. Internet provides a direct and quick access to the supply of products and services to customers worldwide. Online shopping excludes default, also many hours search of goods or services at the various shops, service stations and agencies. In this way, companies can offer in one place and allow the purchase of products and services, irrespective of the time, every day of the year all the time are also provided with necessary and updated information about the supply of products or services. The company in this way also promotes its activity, with various special offers and encourages customers to buy. In the first part of the general findings are given in the definition of new approaches to marketing, the second part gives the conclusions to which we came to the survey.

Keywords: marketing services, Internet, electronic commerce, tourism

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Nekateri vidiki brezposelnosti v Koroški regiji

Povzetek

V prispevku avtorici proučujeta različne vidike brezposlenosti v Koroški regiji. Kljub ukrepom Vlade RS in ZRSZZ prihaja v obravnavani regiji do odpuščanja delavcev. Na podlagi kombinacije kvantitativnega in kvalitativnega raziskovalnega pristopa proučujemo različne vidike problema brezposelnosti v regiji. Izhajamo iz statističnih podatkov Zavoda RS za zaposlovanje in statističnih podatkov o strukturi gospodarstva in zaposlenosti v regiji. Na osnovi teh dejstev opravimo polstrukturirane globinske intervjuje v podjetjih iz Koroške regije in na slučajnem vzorcu brezposelnih oseb, ki so nedavno ostale brez zaposlitve. Na podlagi tako pridobljenih sekundarnih in primarnih podatkov rezultate primerjamo, obdelamo in interpretiramo. V zaključku analiziramo podobnosti in razlike v stališčih delodajalcev in brezposelnih oseb.

Ključne besede: Koroška regija, brezposelnost, vrste brezposelnosti, posledice brezposelnosti

Some aspects of unemployment in Koroška region

Abstract

In the paper authors research several aspects of unemployment in Koroška region. The Slovenian Government and the Employment service of Slovenia had launched actions to prevent it, but despite of all of the actions taken, there has been increase in firing people from work. Using is quantitative and qualitative research approach, authors explored statistical information from the Employment service of RS and the statistical data about the economical structure of the employment in the region. Several half structured intense interviews among employers and among randomly taken pattern of the unemployed people were conducted. To answer the key issue of the research and to form a complied evaluation in the conclusion we explain and explore similarities and differences in positions between employers and unemployed.

Keywords: Koroška region, unemployment, kinds of unemployment, consequences of unemployment.

Podiplomski študentje

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Presoja kakovosti storitev na Zavodu za zdravstveno varstvo Novo mesto

Povzetek

Storitve se zaradi določenih značilnosti razlikujejo od izdelkov in jih težko poenotimo. V procesu izvajanja storitev so pomembni izvajalci in način izvajanja, saj jih uporabniki ocenjujejo in se na podlagi vtisov ponovno odločajo za nakup. Vsak korak v izvedbi storitve vpliva na kakovost celotne storitve. Kljub dejstvu, da je javno zdravstveno varstvo v Sloveniji univerzalno, se v sistemu zdravstva uvaja spremljanje in obvladovanje kakovosti. Zavod za zdravstveno varstvo Novo mesto s certificiranim sistemom kakovosti uporabnikom zagotavlja strokovno izvajanje storitev. Z raziskovanjem oziroma presojo kakovosti storitev Zavoda za zdravstveno varstvo Novo mesto smo proučili primerjavo med pričakovanji in zaznavami uporabnikov storitev na področju zanesljivosti, odzivnosti, zaupanja, usmerjenosti k uporabnikom in otipljivih elementov. Z merjenjem zadovoljstva uporabnikov pridobimo informacije o njihovih pričakovanjih in jih z izboljšavami lahko zadovoljimo.

Ključne besede: storitve, kakovost, ISO, Servqual, zaznavanje, zadovoljstvo, zdravstveno varstvo

Assess the quality of services of institute of public health Novo Mesto

Abstract

Due to various characteristics, services differ from products and it is difficult to unify them. Contractors and the manner of service delivery are very important during the process of the service, because customers evaluate the service and make a decision about future service requests based on their impression. Every step in the process of the service has effect on the quality of the whole service. Despite the fact that public health care in Slovenia is universal, monitoring and managing of quality is being introduced. Institute of Public Health Novo mesto, which holds a certificate for quality management systems, provides professional implementation of services. By researching and assessing the quality of services of Institute of Public Health Novo mesto, we compared customers' expectations with their perceptions of our reliability, responding, trust, focus on customers and other tangible aspects. By means of measuring

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customers' satisfaction we are gaining information on their expectations and can increase their satisfaction by improving our services.

Keywords: service, quality, ISO, Servqual, perception, satisfaction, public health

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Povečanje prodaje galenskih izdelkov na primeru MariNase

Povzetek

Kot uslužbenka Javnega zdravstvenega zavoda Mariborske lekarne Maribor sem se tekom dela velikokrat srečevala z omejitvami pri oglaševanju galenskih izdelkov, ki jih naš zavod proizvaja. Ker nas način življenja, globalizacija in razvoj vseh znanosti sili k inovativnosti tudi na področju trženja, kjer smo zelo omejeni, sem izvedla raziskavo (pri kupcih galenskih izdelkov – pršil za nos – MariNase in njim konkurenčnih izdelkov) v lekarniških enotah in se pozanimala kaj je tisto kar kupca prepriča v nakup izdelka.

Iz raziskave sem ugotovila, da je bistvenega pomena lekarniško osebje kateremu kupec popolnoma zaupa in proti presenečenju sem prejela odgovore, da oglaševanje in videz embalaže v tej stroki ne igrata odločilne vloge. Na podlagi ugotovitev sem izdelala marketinški plan povečanja prodaje v roku 2 let, ki bi lekarnam lahko prinesel od 20 do 30 odstotno povečanje prodaje omenjenih izdelkov. Vsekakor bi lahko enak plan uporabili za ostale izdelke ter za povečanje tržnega deleža na tujih trgih.

Ključne besede: prodaja, trženje, marketinški plan

The increase in sales of galenic products on the case of MariNase

Abstract

As an employee of the Public Health Institute Maribor pharmacy Maribor, I often encountered during the work with the restrictions on advertising galenic products that our Institute produces. Because of our way of life, globalization and the development of all sciences we need to innovate even in the field of marketing, where we are very limited. I conducted a survey (with the buyers of galenic products MariNase and the competing products) in Pharmacies and inquired what it is exactly what the customers convince to purchase the product.

From the research I found out that the pharmacy staff is essential, which the buyer is completely confident, and against my expectation I received the response that

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advertising and packaging in this profession do not play a decisive role. Based on the findings, I compiled the marketing plan to increase sales within 2 years, which can bring the Institute from 20 to 30 percent increase in sales of the products. The same plan can be used for other products and to increase market share in foreign markets.

Keywords: sales, marketing, marketing plan

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Znanje - konkurenčna prednost za podjetje

Povzetek

Znanje je edini in pravi vir konkurenčne prednosti, znanje opredelimo kot neko celoto naučenih sposobnosti človeka, katero mu omogoča reševanje in razumevanje znanih in neznanih problemov. V podjetju je jasno, da ni vsako znanje enako pomembno in koristno. Podjetja se morajo nenehno prilagajati vse bolj intenzivnim spremembam, zato je ena izmed načinov uspešnega prilagajanja okolju oblikovanje učeče se organizacije. Glavni prepoznavni znaki učeče se organizacije so ustvarjanje, pridobivanje in prenašanje znanja v podjetju.

Za uspešno učenje moramo biti motivirani. Pomembno je tudi poznavanje pristopov k učenju, da dobimo želene odzive zaposlenih. Predvsem tiho znanje je tisto, ki ustvarja konkurenčno prednost pred ostalimi, z inovacijami.

Podjetje se danes zaveda pomena znanja, zato je investiranje v znanje in izobraževanje zaposlenih ključna dejavnost managementa znanja. Osnovna procesa znanja se pojavlja model učeče se organizacije, katera se uveljavlja v Slovenskih podjetjih.

Ključne besede: znanje, podjetje, izobraževanje

Knowledge – competitive advantage on undertaking

Abstract

That the only real source of competitive advantage is knowledge, knowledge be defined as a certain whole of taught abilities, which enable to understand and rescue known and unknown problem. It is clear that in company all knowledges are not equally important and useful. Today it is important for companies to adjust ever more intensive change and

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one of the possible ways to successfully adjust to the environment is to form a model of learning organisation. Key signs of such organisation represent creating, production and tolerating of knowledge in the company.

We have to be motivated in order to learn successfully. It is important to understand the approaches to learning, to obtain the desired responses of employees. In particular, tacit knowledge is that which creates a competitive advantage over others, with innovation. The company now recognizes the importance of knowledge, therefore, is to invest in knowledge and education of the employees of key business management skills. The basic process of knowledge is one model learning organization, which is exercised in Slovenian companies.

Keywords: knowledge, company, education

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Tržno komuniciranje modernih organizacij

Povzetek

Komunikacijski načrt je jedro upravljanja s strateško komunikacijo, le-ta usklajuje komunikacijsko dejavnost z misijo, dolgoročnimi in kratkoročnimi cilji, strategijo in taktiko organizacije na merljivi način. Organizacije komunicirajo s trgom na različne načine, ta komunikacija pa predstavlja izmenjavo informacij med proizvajalci in potrošniki. Na podlagi povratnih informacij sprejemamo odločitve in potrebne korake v marketinški in komunikacijski strategiji.

Tržno komuniciranje obsega vse oblike komunikacije, ki prispevajo k preoblikovanju ne-kupca v kupca, potencialne kupce spodbudijo v spremembo iz stanja nevednosti v stanje odločanja in ukrepanja. Marketinške strategije se ne ukvarjajo le s privabljanjem kupcev, temveč tudi z njihovim ohranjanjem in njihovim preoblikovanjem v »doživljenjskega« kupca. Organizacija lahko doseže najboljše rezultate, ko imajo zaposleni jasno podobo in skupno vizijo razvoja organizacije, ter imajo jasne občutke o tem kako so integrirani v organizacijo. Motivirani in zadovoljni zaposleni vodijo do zvestih in srečnih kupcev.

Ključne besede: komuniciranje, trženje, odnosi z javnostmi

Marketing communications of modern organizations

Abstract

Communication plan is the backbone of strategic communication, it coordinates communication activities with the mission, with long-term and short-term objectives, with strategy and tactics of the organization, in measurable way. Companies communicate with the market in different ways and this communication represents the exchange of informations between manufacturers and consumers. Based on the feedback, we make decisions and take the necessary steps in the marketing and communication strategy. Marketing communication includes all forms of communication with a final objective: conversion of non-buyers into buyers. The intention is to change the state of ignorance of potential customers into state of decision-making and action. Marketing strategies are not only concerned with attracting new customers, but also preserving the trust of existing customers. Companies pay more and more attention to their customers and their conversion into "lifetime" customers.

Company can achieve the best results when the employees have a clear picture and a common vision for the development of a company. Also, employees have to have a clear sense of fitting in the working environment. Motivated and satisfied employees lead to loyal and happy customers.

Keywords: communication, marketing, public relations

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Obvladovanje valutnega tveganja z izvedenimi finančnimi instrumenti

Povzetek

Vsaka organizacija je pri svojem poslovanju izpostavljena različnim tržnim tveganjem in z njimi povezanimi negotovimi poslovnimi odločitvami. Najbolj pogosta in najnevarnejša so finančna tveganja, ki nastanejo zaradi nepredvidljivega gibanja tržnih dejavnikov, kot so valutni tečaji, obrestne mere, cene blaga in surovin ter cene vrednostnih papirjev. Z širitvijo poslovanja na tuja tržišča se organizacija sreča s tujo denarno valuto in s tem povezanim valutnim tveganjem. Neugodno gibanje valutnih tečajev in ostalih tržnih instrumentov lahko oslabi kapital podjetja in celo ogrozi njegov obstoj.

V referatu želim predstaviti pomembnejša finančna tveganja ter njihovo obvladovanje z izvedenimi finančnimi instrumenti. Predstavil bom nekatere osnovnejše izvedene finančne instrumente. Poudarek bo na valutnem tveganju in obvladovanju valutnega tveganja. Z empiričnimi primeri bom prikazal uporabnost izvedenih finančnih instrumentov za ščitenje pred valutnim tveganjem.

Ključne besede: finančna tveganja, valutno tveganje, tečajne razlike, finančni instrumenti, terminski posel, opcija

Hedging Value Risk With Derivatives

Abstract

In the course of its business, every company gets exposed to different market risks and related uncertain business decisions. The most common and dangerous are financial risks caused by unpredictable trends of market, such as exchange rates, interest rates, goods and commodity prices and securities' prices. With the differentiation of business to foreign markets, a company comes across foreign currencies and the associated currency risk. Unfavourable trends in exchange rates and other market instruments threaten to undermine the company's capital or even its existence.

This paper aims to present the more important financial risks and their hedging with derivatives. I shall introduce some basic derivatives, the emphasis being laid on currency risk and the hedging techniques involved with empirical examples to present the applicability of derivatives for the hedging of currency risk.

Podiplomski študentje

Keywords: financial risk, value risk, exchange rate, differences, financial instruments, forwards, option

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Globalizacija, vloga znanosti in marketinga pri izvajanju stomatoloških storitev v kombinaciji s turizmom

Povzetek

Globalizacija je proces, ki se odraža v tem, da dogajanje v nekem delu sveta vpliva na dogodke na drugih delih sveta. Z globalizacijo svet postaja čedalje bolj homogen. Prosto gibanje oseb, tehnologij in kapitala zmanjšuje razlike med nacionalnimi trgi. Nastali globalni trg je posledica znanstveno – tehnološkega razvoja. Pri oblikovanju strategije marketinga je zato potrebno upoštevati sodobne usmeritve.

Na potovanja močno vpliva globalizacija. Cene letalskih vozovnic so se drastično zmanjšale in so najnižje do sedaj. Vsakdo lahko opravi rezervacije različnih storitev s pomočjo interneta. Meje držav so čedalje bolj odprte. Odnosi na področju turizma so se poglobili. Celoten svet je postal turistična destinacija.

Najhitreje rastoči segment v turistični dejavnosti so potovanja v tujino zaradi zdravstvenih storitev. V Slovenijo prihaja na zdravstvene storitve malo tujcev. Potrebno bi bilo načrtno trženje omenjenih storitev, da bodo tudi v našo državo začeli v večjem številu prihajati tujci. Glede na organiziranost slovenskega zdravstva in lastniško strukturo je v sedanjem obdobju najprimerneje izbrati področje stomatologije.

Naša raziskava, ki smo jo opravili med slovenskimi stomatologi in tržnimi strankami iz 17 držav kaže, da dobrih 90 % slovenskih stomatologov zanima sodelovanje na stomatološkem področju v turizmu in da bi se večina tržnih strank iz tujine odločila samo za stomatološke storitve v okviru organiziranega turizma ter, da jih takšne storitve zanimajo samo v primeru vsaj polovico nižjih cen kot jih imajo doma.

Ključne besede: globalizacija, vloga znanosti in marketinga, stomatološke storitve v kombinaciji s turizmom, Slovenija

Globalisation, the role of knowledge and marketing in implementing stomatology services in combination with tourism

Abstract

Globalisation is a process, reflected in the fact that events in certain parts of the world influence events in other parts. The world is becoming increasingly more homogenous through globalisation. The free movement of people, technologies and capital is decreasing differences between national markets. The emerging global market is the consequence of scientific – technological development. Contemporary orientations must be observed when designing marketing strategies.

Globalisation has a significant effect on travelling. The prices of airline tickets have dramatically fallen and are the lowest to date. Anyone can implement the reservation of various services with the aid of the Internet. National borders are becoming increasingly more open. Relationships in the tourism area have deepened. The entire world has become a tourist destination.

The fastest growing segment in tourist activities is foreign travel for reasons of healthcare services. Few foreigners travel to Slovenia for such services. Planned marketing of such services is necessary to enable a greater number of foreigners to come to Slovenia. Considering the organisation of Slovenian healthcare and ownership structure, the current period is most favourable for the area of stomatology.

Our survey carried out among Slovenian stomatologists and marketing clients from 17 countries shows that a good 90% of Slovenian stomatologists are interested in participating in tourism stomatology and that the majority of foreign market clients opt only for stomatological services within the scope of organised tourism and that such services are only of interest if the prices for them are at least half lower than at home.

Keywords: *globalisation, role of knowledge and marketing, stomatology services in combination with tourism*

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Izvajanje stomatoloških in turističnih storitev v obdobju recesije in globalizacije

Povzetek

Prvi znaki recesije so se začeli pojavljati že v začetku leta 2008. Turistični sektor čuti upad povpraševanja že od lanskega poletja. Zaradi globalizacije se recesija širi in krepi še hitreje. Zato je potrebno razvijati in uvajati recisivno odporne segmente v posameznih dejavnostih. Zdravstvene storitve v turizmu so edini turistični segment na katerega recesija ne vpliva negativno, ampak ga celo pospešuje. Prav zaradi tega si številne države prizadevajo, da bi utrdile ali pridobile sloves turistične destinacije, ki jo povezujemo z zdravstvenimi storitvami v turizmu. V sedanjem obdobju bi glede na lastniško strukturo in organiziranost zdravstva v Sloveniji bilo najprimernejše področje stomatologija.

V raziskavi, ki je bila izvedena med slovenskimi stomatologi in tržnimi strankami iz tujine, smo preučili stanje in možnosti za trženje stomatoloških in turističnih storitev v Sloveniji. Raziskava je pokazala, da večina slovenskih stomatologov do sedaj še ni nudila stomatoloških storitev pacientom, ki nimajo stalnega ali začasnega bivališča v Sloveniji. Ti stomatologi tudi ocenjujejo, da bi v naslednjih desetih letih lahko nudili stomatološke storitve v povprečju letno največ petim pacientom iz tujine. Poleg tega je raziskava pokazala, da storitev tujcem niso nudili zato, ker niso vedeli kako bi vzpostavili stike s tujimi pacienti in zato, ker le ti niso povpraševali po stomatoloških storitvah. Raziskava je tudi pokazala, da tržne stranke iz tujine poleg stomatološki storitev, prevoza in gostinsko – turističnih storitev želijo tudi dodatne turistične storitve kot so wellness storitve, kozmetične storitve in frizerske storitve.

Ključne besede: recesija, globalizacija, stomatološke in turistične storitve, marketing, Slovenija

Implementation of stomatological and tourist services during a period of recession and globalisation

Abstract

The first signs of the recession already became apparent at the beginning of 2008. The tourist sector has been experiencing a decline in demand since last summer. The recession has been expanding and strengthening even more due to globalisation. It is therefore necessary to develop and introduce recession-resistant segments for individual activities. Healthcare tourism services is the only tourist segment which is not negatively affected by recession, on the contrary, it accelerates it. Numerous countries are endeavouring to strengthen or acquire the reputation of tourist destinations associated with healthcare tourism precisely for this reason. Based on the ownership structure and organisation of healthcare in Slovenia, the most suitable area would be stomatology in the current period.

In the survey carried out among Slovenian stomatologists and foreign market clients, we studied the state and possibilities for marketing stomatological and tourist services in Slovenia. The study showed that the majority of Slovenian stomatologists had not yet to date offered stomatological services to patients who did not have permanent or temporary residence in Slovenia. These stomatologists also assess that they could offer stomatological services to a maximum of five foreign patients on average annually. The study also showed that they did not provide services to foreigners because they did not know how to initiate contact with foreign patients and because the latter did not request stomatological services. The study also showed that foreign market clients also desired additional tourism services such as wellness services, cosmetic and hairdresser services in addition to stomatological services, transport and catering-tourism services.

Keywords: Recession, globalisation, stomatological and tourist services, marketing, Slovenia

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Trženjski vidik internacionalizacije slovenskih gazel

Povzetek

Prispevek obravnava vidike internacionalizacije slovenskih malih in srednje velikih podjetij (MSP) ter hitro rastočih podjetij (gazel). V času globalizacije je ključnega pomena za obstoj in pozitivno poslovanje podjetij, ki so dosegla zadovoljivo stopnjo razvoja in poslovanja na domačem trgu, internacionalizacija poslovanja na izbrane tuje trge. Z izvedeno raziskavo, ki je bila opravljena v letu 2008 na vzorcu 230 slovenskih MSP ter gazel, smo ugotovili, da so slovenska MSP ter gazele (pre)malo usmerjena na mednarodno poslovanje. Rezultati raziskave so pokazali, da so slovenska MSP ter gazele glede globalnega podjetništva premalo ambiciozna (predvsem starejša podjetja ne namenjajo velikega poudarka internacionalizaciji svojega poslovanja), preveč pasivna ter niso dovolj naklonjena mednarodnemu sodelovanju (tako z domačimi kot tudi z tujimi partnerji). Na osnovi analize podatkov raziskave smo iskali povezave med načini internacionalizacije slovenskih MSP ter gazel. Izdelan je bil model, ki temelji na ključnih podobnostih poteka internacionalizacije obeh skupin podjetij, in je lahko teoretična podlaga vsem MSP pri lažji odločitvi izbora načina internacionalizacije poslovanja.

Ključne besede: globalizacija, internacionalizacija, podjetništvo, hitro rastoča podjetja (gazele), mala in srednje velika podjetja (MSP)

Marketing point of view of internationalization of the Slovenian Gazelles

Abstract

This article analyses the theoretical aspects of internationalization of small, middle-sized (MSC) and fast growing companies (gazelles). Internationalization of business is very important to survival and success of companies that fulfill good results on home markets, especially during globalization. The research, conducted in year 2008, includes 230 MSCs and gazelles from different parts of Slovenia. Empirical data demonstrates

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the lack of ambition towards the stimulation of business and a low interest for cooperation among Slovenian and foreign partners. Different ways of internationalization are searched for based on the results of the research. A model for internationalization based on key similarities found in the internationalization process of MSCs and gazelles is proposed. This model serves MSCs as a theoretical basis for the internationalization of their business.

Keywords: globalization, internationalization, entrepreneurship, quick growing enterprises/gazelles, small and middle-sized enterprises.

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**Analiza vodenja in črpanje EU sredstev pri projektu
»Posodobitev vodovodnega sistema v Občini Vojnik« in analiza
dobrih praks**

Povzetek

Namen referata je proučiti dejavnike, ki vplivajo na črpanje Evropskih sredstev na ravni lokalnih skupnosti. S predstavitvijo projekta »Posodobitev vodovodnega sistema v Občini Vojnik« sem ugotovila konkretne napake pri vodenju in črpanju sredstev. Pri analizi vodenja projekta sem ugotovila, da je Občina Vojnik pri konkretnem projektu ob prijavi dosegla 82,5% sofinanciranja upravičenih stroškov (najvišji možni je 85%) Evropskih sredstev. Od tega je zaradi napak pri izvajanju projekta izgubila 1% Evropskih sredstev. Ocenjujem, da je Občina Vojnik izbrala pravilno strategijo izvajanja projekta in s tem zadržala visoki % sofinanciranja.

Nadalje sem s pomočjo strokovnih sodelavcev v sosednjih občinah ugotovila problematiko s katero se srečujemo pri vodenju in izvajanju projektov. Rezultate ugotovitev sem strnila v tabeli, kjer je natančno opredeljeno kakšne so težave in kakšna so priporočila glede vodenja projektov, ki se izvajajo med Službo vlade RS za lokalno samoupravo in regionalno politiko in občino na področjih: kadrov, deležu sofinanciranja in upravičeni stroški projektov, izbira izvajalcev, vodenje projekta in izdajanje končnih poročil.

Zanimive so ugotovitve, da je Služba vlade RS za lokalno samoupravo in regionalno politiko imela posluh za predloge in pobude, ki so jih posredovale občine. Določeni

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predlogi so bili sprejemljivi in tako olajšali in omogočili občinam lažje in učinkovitejše črpanje Evropskih sredstev.

Ključne besede: analiza projekta, črpanje sredstev, analiza dobrih praks.

Analyse of management and successful draw of EU funds with project "Reconstruction of watersupply system in municipality Vojnik" with analyse of good practice

Abstract

The main objective is successful disbursement of European Funds on concrete project "Reconstruction of water supply system in Municipality of Vojnik" with construction of 9.192 meters of new pipelines and reconstruction of two Water reservoirs with capacity of 200 m³. It is more and more important to draw of funds with the highest possible % of co-financing and to be successful with applications for Tenders.

By analysing of concrete project "Reconstruction of water supply system in Municipality of Vojnik" I will find concrete mistakes on management of a project and procedures on co-funding.

If it will be feasible (eventual issue is unpreparedness of experts or disclosure of eventual business secrets), I will research also management of projects co-financed by European Union in neighborhood municipalities, above all in sense of searching for new solutions and finding the most frequent mistakes.

Considering that Slovenia still has a possibility to draw of European funds till 2013, it's important, that we are aware of all possible traps, that usually appear during project's implementation, we must immediately analyze implementation and by that increase possibilities in order to end projects successfully.

Keywords: analyses of project, co-funding of project, analyses of good practise.

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Turizem in medsebojni odnosi

Povzetek

V svojem prispevku sva izdelala objektivni posnetek sedanjih medsebojnih odnosov v Termalnem zdravilišču »Y«. Tranzicija družbenega lastništva v Sloveniji je privedla zaposlene v turističnih organizacijah do stanja, ko se vodilni kader preveč ukvarja z delitvijo ustvarjenega dobička in zniževanjem stroškov na račun delavcev. Nezadovoljstvo delavcev in nizki osebni dohodki tvorijo slabe odnose med zaposlenimi. Na podlagi analiziranja nastalih medsebojnih razmerij med zaposlenimi sva ugotovila, kakšno je to stanje danes, ga kritično ocenila in podala pozitivne predloge za izboljšanje odnosov in s tem posredno tudi izboljšanje konkurenčnosti podjetja na globalnem trgu. Posnetek trenutnega stanja sva raziskala s kvantitativnimi raziskavami – z anketiranjem zaposlenih v Termalnem zdravilišču »Y«. Z analizo pridobljenih podatkov anketirancev sva razvrstila medsebojne odnose po segmentih: menedžment–delavci–sindikati. Na podlagi analiz in študija literature sva izdelala napotke, po katerih se naj ravna vse tri omenjene skupine, da bi se medsebojni odnosi med zaposlenimi ter odnosi do strank izboljšali.

Ključne besede: odnosi med zaposlenimi, pripadnost podjetju, motivacijski dejavniki

Tourism and mutual relationships

Abstract:

In our contribution we made an objective analysis of current mutual relationships in Thermal spa "Y". Transition of socially property in Slovenia led the employees in touristic organizations to situation in which management wastes too much time on sharing the profit and reducing costs on the benefits of the employees. Dissatisfaction of employees and low personal incomes form unwell relationships between them. Basing on the analysis of occurred relationships between employees, we figured out today's situation, marked it critically and gave some positive suggestions for improvement of the relationships and competitiveness of company at the global market as well. We researched the analysis of the current situation with quantitative examinations –

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questionnaire of the employees in Thermal spa "Y". By analyzing the collected data of the interviewees, we arranged mutual relationships by segments: management – employees – syndicate. According to the analysis we prepared instructions for all three groups to achieve better mutual relationships of all employees and relationships with customers.

Keywords: mutual relationships, affiliation to the company, motivating factors

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Ocena zanesljivosti merjenja in analiza parametrov zadovoljstva odjemalcev Cinkarne Celje d.d.

Povzetek

Za ocenjevanje zadovoljstva odjemalcev proizvodov Cinkarne Celje uporabljamo pri zbiranju podatkov ocenjevalni list s 15 parametri zadovoljstva, ki jih odjemalci ocenjujejo z 10 stopenjsko lestvico. Statistična analiza rezultatov teh meritev nam vsako leto omogoča, da si postavimo nove cilje za izboljšanje zadovoljstva odjemalcev. Kakšna pa je zanesljivost naših meritev? Če je ocenjevalni list merilo, s katerim merimo indeks zadovoljstva CSI (Customer Satisfaction Index), se moramo nanj zanesti tako kot na vsako fizikalno merilo. Zanesljivost meritev, ki jih izvajamo z ocenjevalnimi listi, je opredeljena z medsebojno usklajenostjo in homogenostjo parametrov, kar je zagotovilo, da vsak parameter meri isto osnovno stališče in da je enako razumljen in interpretiran. Na osnovi podatkov iz ocenjevalnih listov za 20 pomembnih odjemalcev smo ocenili koeficient zanesljivosti (Cronbach's Alpha) = 0,71 ter z analizo posameznih parametrov zadovoljstva in povezav med njimi na podlagi najšibkejših korelacij izločili tri parametre ter dosegli zanesljivost = 0,79.

Ključne besede: merjenje zadovoljstva odjemalcev, koeficient zanesljivosti, korelacija, analiza parametrov

Postgraduate students

The assesement of reliability and item analysis of customer satisfaction measurement at Cinkarna Celje d.d.

Abstract

At Cinkarna Celje customer satisfaction measurement was performed by the use of 15 items questionnaire; each item was assessed by 10 degree scale. Statistical analysis of collected data is essential for determination of new goals and opportunities for improvement the satisfaction of our customers and detained their loyalty. The question is: how reliable these measurements really are? If our questionnaire is the measure of Customer Satisfaction Index (CSI) we must be certain of its performance like of any other physical measure. The reliability of measurements is defined by internal consistency and internal homogeneity of the set of items forming the scale. When several items are summed into a single score, the basic assumption is that they are measuring the same underlying attitude.

The reliability coefficient Cronbach's Alpha ($\alpha = 0,71$) for collected data of 20 important customers was calculated. The item analysis was performed and three items with poor correlations were deleted from the set of parameters in questionnaire. The new reliability ($\alpha = 0,79$) was calculated.

Keywords: customer satisfaction measurement, reliability coefficient, correlation, item analysis

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Vpliv dizajna izdelka na vzbujanje pozornosti potrošnikov

Povzetek

Kot dobri tržniki, ugotavljamo kako posamezne barve in sam dizajn izdelka vplivajo na psihologijo ljudi, katere občutke nezavedno vzbujajo v njih, ter kako barve in dizajn vplivajo na uporabnikovo odločitev za nakup. Ravno z dizajnom in barvo se izdelki ob svojih ostalih karakteristikah borijo z množico istovrstnih izdelkov za naklonjenost kupca, njegovo pozornost in na koncu odločitev za nakup. Barva kot element dizajna ima pri tem zelo pomembno vlogo. Pritegniti mora kupčevo pozornost in v njemu zbuditi eno od nezavednih želja.

V aplikativnem delu smo skušali potrditi predpostavko, kako dizajn izdelka in njegova barva ter barva izdelka samega, vplivajo na njegovo percepcijo in kasneje na samo prodajo.

V teoretičnem delu bomo raziskali obstoječo literaturo, znanstvena in strokovna dejstva ter podatke iz interneta.

Teoretično znanje bomo poskušali podpreti z raziskavo, oz. anketnim vprašalnikom strukturiranega tipa. V vprašalniku smo postavili nekoliko vprašanj, kako razne barve vplivajo na vzbujanje pozornosti potrošnikov oz. kateri izdelek bi kupili, brez da bi predhodno poznali njegove značilnosti in/ ali delovanje, samo na podlagi embalaže. Anketa bo izvedena na reprezentativnem številu respondentov, ki bodo predstavljali ciljno skupino kupcev za posamezen izdelek.

Ključne besede: dizajn, barva, marketing, psihologija barv

The impact of product design to excite the attention of consumers

Abstract

As good marketing managers we will describe how the colours and the design of products affect the psychology of people, they awake unconscious feelings in them, and how the colour and design affect the user's decision to buy. With the design, colour and other characteristic of the products they compete with the multitude of similar products

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to customer preference, and his attention to the decision to buy. Colour as a part of a design element, plays a very important role. Attracting the purchaser's attention and awaking one of his unconscious desires.

In the application-work we will try to confirm the assumption of how the design of the product and its colour as well as the colour of the product itself, affect the perception and later at the sale.

In the theoretical part, we will explore the existing literature, scientific and technical facts and information from the Internet.

Theoretical knowledge will tried to prove to the survey, or. Survey questionnaire structured type. In the questionnaire, we put a bit of issues, how different colours affect the stimulation and attention of consumers and which product to buy, not to its previously known features, deciding only on the basis of the package. The survey will be conducted on a representative number of respondents, which will constitute the target group of customers for each product.

Keywords: design, colour, marketing, Colour Psychology

Znanstveno-raziskovalno delo je za vsako izobraževalno ustanovo izrednega pomena, kar še posebej velja za mlado fakulteto kot je Fakulteta za komercialne in poslovne vede. Seveda znanstveno raziskovanje ne sme biti samo sebi namen. Njegova vrednost se namreč še poveča, če se izsledki predstavijo javnosti, za kar je mednarodna znanstvena konferenca odlična priložnost. Zato na FKPV verjamemo, da je 1. mednarodna znanstvena konferenca z naslovom Znanje in poslovni izzivi globalizacije pomemben člen pri povezovanju širšega okolja, tako gospodarstva kot tudi negospodarstva, in raziskovalcev z različnih področij in okolij.

Organizacija takšne konference je zahteven projekt, katerega zelo pomemben del so pokrovitelji - organizacije, ki soustvarjajo okolje, iz katerega prihaja Fakulteta za komercialne in poslovne vede. Veseli smo njihovega odziva, zaupanja in podpore, saj s tem potrjujejo kakovost našega dela, pomembnost omenjenega dogodka ter prispevajo k njegovemu dodatnemu izboljšanju. Vsem se iskreno zahvaljujemo.

Prvo mednarodno znanstveno konferenco Znanje in poslovni izzivi globalizacije so omogočili:

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