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Andrej Geršak, dipl. ekon.
■ direktor Fakultete za komercialne in poslovne vede

doc. dr. Tatjana Dolinšek
■ dekanja Fakultete za komercialne in poslovne vede

■ ■

Vabljeni predavanji 11. mednarodne znanstvene konference Znanje in poslovni izzivi v letu 2026

zasl. prof. dr. Peter Umek

Nekateri vidiki varnostne in forenzične psihologije
Some aspects of security and forensic psychology

izr. prof. dr. Janez Mekinc
■ Fakulteta za turistične študije – Turistica, Univerza na Primorskem, Slovenija

Vpliv UI na kibernetsko varnost v turizmu
The impact of AI on cybersecurity in tourism

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Vabljeni predavanji

Invited lectures

izr. prof. dr. Janez Mekinc
Fakulteta za turistične študije – Turistica, Univerza na Primorskem, Slovenija

Umetna inteligenca in kibernetska odpornost v turizmu

Povzetek

Hitra digitalizacija turizma je temeljito spremenila način rezerviranja, plačevanja, komuniciranja z gosti in upravljanja turističnih organizacij. Hoteli, turistične agencije, spletne rezervacijske platforme in destinacijske organizacije pri svojem poslovanju obdelujejo velike količine osebnih, finančnih in poslovnih podatkov ter so vse bolj povezani v kompleksne digitalne ekosisteme. Prav zaradi tega postaja turizem privlačna tarča kibernetskih napadov. Umetna inteligenca (UI) to okolje spreminja še hitreje. Klasičnim grožnjam, kot so spletno ribarjenje, kraja gesel in zlonamerna programska oprema, se pridružujejo naprednejše oblike napadov. Generativna UI omogoča ustvarjanje prepričljivih lažnih sporočil ter ponarejanje identitet ponudnikov turističnih storitev in gostov. Pojavljajo se tudi primeri zlonamerne programske opreme, ki uporablja UI za prilagajanje delovanja in oteževanje zaznavanja, vendar njihove razširjenosti v hotelirstvu še ni mogoče zanesljivo oceniti. UI hkrati postaja pomemben del obrambe: z analizo podatkov podpira zaznavanje anomalij, prepoznavanje sumljivih vzorcev in hitrejše odzivanje na incidente. Namen prispevka je predstaviti dvojno vlogo UI v sodobni kibernetski varnosti – UI kot napadalca in UI kot branilca – ter pojasniti njen pomen za turistične organizacije. Prispevek temelji na narativnem pregledu znanstvene in strokovne literature ter analizi dokumentiranih primerov napadov v hotelirstvu. Ugotovitve kažejo, da UI povečuje obseg in prepričljivost socialnega inženiringa, njena obrambna učinkovitost pa je odvisna od kakovosti podatkov, ustreznih pooblastil in človeškega nadzora. Primeri Marriott, MGM Resorts in zlorabe imena Booking.com poudarjajo pomen nadzora dostopov, preverjanja identitete, usposabljanja zaposlenih ter načrtovanja obnove poslovanja. Ključni sklep je, da pripravljenost na okolje, v katerem napad in obramba uporabljata UI, zahteva povezovanje tehnologije, odgovornosti vodstva in preverljivih varnostnih postopkov.

Ključne besede: turizem, hotelirstvo, kibernetska varnost, umetna inteligenca, kibernetska odpornost, NIS2

Vabljeni predavanji

Artificial intelligence and cyber resilience in tourism

Abstract

The rapid digitalisation of tourism has fundamentally changed how reservations, payments, guest communication and tourism organisations are managed. Hotels, travel agencies, online booking platforms and destination management organisations process large volumes of personal, financial and business data and are increasingly interconnected within complex digital ecosystems. This makes tourism an attractive target for cyberattacks. Artificial intelligence (AI) is accelerating these changes. Traditional threats, such as phishing, password theft and malware, are being accompanied by more sophisticated forms of attack. Generative AI enables the creation of convincing fraudulent messages and the impersonation of tourism service providers and guests. Cases of malware using AI to adapt its behaviour and evade detection are also emerging, although their prevalence in the hospitality industry cannot yet be reliably assessed. At the same time, AI is becoming an important component of defence: by analysing data, it supports anomaly detection, the identification of suspicious patterns and faster incident response. This paper aims to present the dual role of AI in contemporary cybersecurity—AI as an attacker and AI as a defender—and explain its implications for tourism organisations. The paper draws on a narrative review of scientific and professional literature and an analysis of documented cyberattacks in the hospitality industry. The findings indicate that AI increases the scale and persuasiveness of social engineering, while its defensive effectiveness depends on data quality, appropriate permissions and human oversight. The Marriott and MGM Resorts incidents, together with campaigns impersonating Booking.com, highlight the importance of access controls, identity verification, employee training and business recovery planning. The central conclusion is that preparedness for an environment in which both attackers and defenders use AI requires the integration of technology, management accountability and verifiable security procedures.

Keywords: tourism, hospitality, cybersecurity, artificial intelligence, cyber resilience, NIS2

Invited lectures

zasl. prof. dr. Peter Umek

Nekateri vidiki varnostne in forenzične psihologije

Povzetek

V prispevku najprej opredeljujem varnostno psihologijo, forenzično psihologijo in kriminalistično psihologijo. Varnostna psihologija je izrazito interdisciplinarna in preučuje duševne procese, osebnostne lastnosti in vedenje ljudi v različnih varnostnih situacijah. Forenzično psihologijo opredeljujem kot aplikativno psihološko disciplino, ki se ukvarja s psihološkimi problemi preiskovalnega postopka (predkazenski postopek, ki ga izvaja policija oziroma kriminalistična služba), pravosodja (posebno kazenskega) in tudi kaznovanjem z zaporom. Preiskovalna psihologija vključuje vsa relevantna psihološka spoznanja, ki jih lahko uporabimo pri preiskovanju kaznivih dejanj.V nadaljevanju prikažem problematiko stresa kot ga doživljajo policisti in kako bi bilo potrebno ravnati z množico, da ne bi prišlo do nasilnih izgredov. Na osnovi rezultatov mnogih raziskav, in tudi splošnega prepričanja policistov, velja policijsko delo za enega izmed najbolj stresnih. Raziskave kažejo, da nevarno delo ne prispeva največ k stresu. Vse kaže, da so organizacijski stresorji najbolj ogrožajoči in glede na rezultate tudi naših študij, bi lahko zaključil, da distres (negativne posledice stresorjev) predvsem ni posledica dela samega, temveč izvira iz organizacije in njenega delovanja. Intenzivnost stresa je v veliki meri odvisna od zadovoljstva z delom in policistke in policisti, ki so radi opravljali delo policista, stresne situacije veliko lažje obvladujejo. Glede ravnanja z množico, so analize demonstracij pokazale, da policija nikoli ne sme delovati proti celi množici z enako silo. Razvoj izgredov ni preprosto produkt notranjih mehanizmov množice in značilnosti članov množice. Izgredi so v veliki meri posledica interakcije notranjih in zunanjih dejavnikov, tudi neprimernega taktičnega ukrepanja policije. Policisti sicer vedo, da množica ni enotna struktura, da jo sestavljajo različni posamezniki in različne skupine, pa jo vseeno poenotijo, pripišejo ji sovražne težnje do policije in v skladu s tem tudi reagirajo. To smo lahko opazovali pri demonstracijah srednješolcev in študentov v Franciji in drugod po Evropi. Zaključim lahko, da tisti, ki se ukvarjajo s področjem varnosti, predvsem pa tisti, ki preiskujejo kazniva dejanja ali druge varnostne dogodke, bi morali imeti vsaj osnovna znanja iz psihologije, na primer o zakonitostih zaznavanja in spominjanja, nujno pa bi

morali obvladati komunikacijske veščine v različnih okoliščinah z različnimi posamezniki.

Ključne besede: varnostna psihologija, forenzična psihologija, kriminalistična psihologija, stres policistov, nasilni izgredi, ravnanje z množico

Some aspects of security and forensic psychology

Abstract

In this paper, I define security psychology, forensic psychology, and criminal investigative psychology. Security psychology is distinctly interdisciplinary; it examines mental processes, personality traits, and human behavior within various security-related contexts. I define forensic psychology as an applied psychological discipline concerned with psychological issues arising within investigative procedures (pre-trial proceedings conducted by the police or criminal investigation services), the judicial system (particularly criminal justice), and the administration of imprisonment. Investigative psychology encompasses all relevant psychological insights applicable to the investigation of criminal offenses. Furthermore, I address the issue of stress as experienced by police officers, as well as the appropriate management of crowds to prevent violent unrest. Based on the findings of numerous studies—and the prevailing view among police officers themselves—police work is considered one of the most stressful professions. Research indicates that the inherent danger of the job is not the primary source of stress. Rather, it appears that organizational stressors pose the greatest challenge; indeed, the results of our own studies suggest that distress (the negative consequences of stressors) stems not so much from the nature of the work itself, but rather from the organization and its operational dynamics. The intensity of stress is largely contingent upon job satisfaction; police officers who genuinely enjoy their profession are far better equipped to manage stressful situations. Regarding crowd management, analyses of demonstrations have shown that the police should never apply the same level of force against an entire crowd. The escalation into riots is not merely a product of the crowd's internal mechanisms or the characteristics of its individual members; rather, riots are largely the result of an interplay between internal and external factors—including inappropriate tactical interventions by the police. Although police officers are aware that a crowd is not a monolithic entity—but rather a collection of diverse individuals and groups—

they often treat it as a single, unified whole, attributing hostile intent toward the police to the entire group and reacting accordingly. This phenomenon was observed during demonstrations by high school and university students in France and elsewhere in Europe. In conclusion, those working in the field of security—especially those tasked with investigating criminal offenses or other security-related incidents—should possess at least a foundational understanding of psychology, such as the principles of perception and memory. Furthermore, it is essential that they master communication skills, enabling them to interact effectively with a wide variety of individuals across diverse circumstances.

Keywords: security psychology, forensic psychology, criminal psychology, police officer stress, violent unrest, dealing with crowd

Komerciala / Poslovanje

Commerce / Business

Tatjana Dolinšek
FKPV, Slovenija
tatjana.dolinsek@fkpv.si

Tamara Cirkveni Filipović
Veleučilište RRIF, Zagreb
tamara@rrif.hr

Napoved finančne stiske podjetij z modelom Zmijewskega

Povzetek

Članek obravnava problematiko napovedovanja finančne stiske podjetij, ki predstavlja pomembno področje tako za podjetja kot za njihove deležnike. Finančna stiska je opredeljena kot stanje, ko podjetje ni sposobno pravočasno poravnavati svojih obveznosti, njen razvoj pa lahko vodi do stečaja. Zaradi pomembnosti zgodnjega prepoznavanja teh težav so bili razviti različni modeli napovedovanja, med katerimi v članku posebej izpostavljamo model Zmijewskega. Empirični del raziskave vključuje vzorec 80 slovenskih podjetij, razdeljenih na uspešna podjetja in podjetja v stečaju. Analiza temelji na računovodskih podatkih za obdobje zadnjih petih let. Rezultati kažejo, da med obema skupinama obstajajo statistično značilne razlike v vseh treh kazalnikih, ki jih vključuje model Zmijewskega. Podjetja v stečaju imajo nižjo dobičkonosnost in likvidnost ter višjo zadolženost kot uspešna podjetja. Pri preverjanju uporabnosti modela v praksi smo ugotovili, se izkaže, da je model Zmijewskega zelo uspešen pri prepoznavanju podjetij v stečaju, saj pravilno razvrsti kar 97,5 % takih podjetij. Vendar pa je njegova zanesljivost bistveno slabša pri prepoznavanju uspešnih podjetij, kjer je pravilnost le 35 %.

Ključne besede: finančna stiska, boniteta, Zmijewski, probit analiza, Slovenija

Prediction of financial distress using the Zmijewski model

Abstract

The article addresses the issue of predicting financial distress in companies, which represents an important area for both firms and their stakeholders. Financial distress is defined as a situation in which a company is unable to meet its obligations on time, and its development may ultimately lead to bankruptcy. Due to the importance of early detection of such problems, various prediction models have been developed, among which this paper particularly highlights the Zmijewski model. The empirical part of the study includes a sample of 80 Slovenian companies, divided into successful firms and bankrupt firms. The analysis is based on financial statement data over a five-year period. The results show that there are statistically significant differences between the two groups across all three indicators. Bankrupt companies exhibit lower profitability and liquidity, and higher leverage.Furthermore, the evaluation of the model's applicability shows that the Zmijewski model is highly effective in identifying bankrupt firms, correctly classifying as many as 97.5% of such companies. However, its performance is significantly weaker in identifying successful firms, with only 35% correctly classified.

Keywords: financial distress, creditworthiness, Zmijewski, probit analysis, Slovenia

Commerce / Business

Tatjana Dolinšek
Faculty of Commercial and Business Sciences, Slovenia
tatjana.dolinsek@fkpv.si

Ksenija Dumičić
University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia
kdumicic.prof@gmail.com

Blagica Novkovska
University of Skopje, Skopje, The Republic of North Macedonia
blagica@novkovski.com

Educational achievement, gender, and STEM competencies: recent changes in Croatia, North Macedonia, and Slovenia, 2018-2025

Abstract

The Programme for International Student Assessment (PISA) provides internationally comparable evidence of how well 15-year-old students apply their knowledge and skills in three domains: reading, mathematics, and science. This article compares Croatia, North Macedonia, and Slovenia across PISA 2018, 2022, and the newly published 2025 cycle. It focuses on three-cycle achievement trends, distance from the OECD average, gender differences, and the distribution of low and top performers, with particular attention to competencies relevant to STEM (science, technology, engineering, and mathematics). Official OECD statistics are analyzed descriptively, and no causal consequences are claimed. The outcomes from 2025 significantly change the regional picture. Slovenia remains the strongest of the three countries in science and mathematics, but between 2022 and 2025 its scores fell by 16 points in science, 24 in reading, and 25 in mathematics. Croatia also declined, most sharply in reading (-22 points); science fell by 7 points but remained above its 2018 level, while mathematics decreased by 8 points. North Macedonia changed little in reading (-2) and science (-2), but this short-term stability does not represent convergence: in 2025 it remained 104 points below the OECD average in both reading and science and 83 points below in mathematics. Gender patterns are also

notable. Girls outperformed boys in reading and science in all three countries, while mathematics was close to parity. The article provides an updated, integrated three-country baseline that combines trends, OECD benchmarking, and distributions of gender and proficiency. The findings support differentiated policy priorities: reading recovery and mathematics strengthening in Slovenia and Croatia, broad foundational-skills improvement in North Macedonia, protection of science learning, and continuous evidence-based monitoring in all three domains.

Keywords: PISA, survey research, stratified sample survey design, STEM education, gender gap, OECD indicators, Western Balkans, international comparison

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Anita Goltnik Urnaut
Fakulteta za komercialne in poslovne vede, Slovenija
anita.urnaut@guest.arnes.si

Nekateri dejavniki medkulturne inteligentnosti

Povzetek

V poslovnem okolju je v današnjem globaliziranem svetu skoraj nemogoče delovati samo v svojem kulturnem okolju in komunicirati samo z ljudmi iz iste kulture. Prisotnost tujih delavcev in deležnikov (kupcev, dobaviteljev, strank…) je postala del vsakdanjika, zato je narašča pomen razumevanja tujih kultur. Ena izmed mnogoterih inteligentnosti, ki omogočajo posamezniku hitro znajdenje v novih situacijah je medkulturna inteligentnost. Definiramo jo lahko kot sposobnost učinkovitega delovanja in upravljanja v kulturno raznolikih okoljih. Sestavljajo jo štirje faktorji: metakognitivni, vedenjski, kognitivni in motivacijski faktor. Medkulturna inteligentnost je povezana z uspešno prilagoditvijo izseljencev na tujo kulturo, njihovo delovno uspešnostjo in vključitvijo v delovno okolje, delovanjem v medkulturnih timih ter posledično tudi z uspešnostjo podjetij. Medkulturna inteligentnost ni prirojena, ima velik potencial razvoja. Številne raziskave so preučevale dejavnike, ki vplivajo na razvoj kulturne inteligentnosti in izpostavili pozitivni vpliv izobraževanja, izkušenj, potovanj, stikov s tujimi kulturami. V kvantitativni raziskavi smo iskali odgovore na vprašanje ali

sodelovanje pri predmetu Medkulturno komuniciranje, ki vključuje vsebine o kulturah, kulturnih razlikah in prilagajanju na te razlike, vpliva na razvoj medkulturne inteligentnosti. Vzorec je sestavljalo 221 študentov, od tega jih je bilo 102 vključenih v predmet, ostalih 119 pa tega predmeta ni obiskovalo. Uporabili smo Lestvico kulturne inteligentnosti (Ang, 2007). Ugotovili smo, da obstaja statistično značilna razlika v rezultatih vseh štirih dimenzij medkulturne inteligentnosti in celotni medkulturni inteligentnosti glede na sodelovanje pri predmetu Medkulturno komuniciranje. Regresijska analiza je pokazala, da sta sodelovanje pri predmetu Medkulturno komuniciranje in število jezikov, ki jih posameznik obvlada, pomembna dejavnika medkulturne inteligentnosti.

Ključne besede: medkulturna inteligentnost, razvoj medkulturne inteligentnosti, dejavniki razvoja medkulturne inteligentnosti, znanje tujih jezikov, medkulturno izobraževanje

Some factors of intercultural intelligence

Abstract

In today's globalised world, it is almost impossible to operate solely within one's own cultural environment and to communicate only with people from the same culture. The presence of foreign workers and stakeholders (customers, suppliers, clients, etc.) has become part of everyday life, therefor understanding foreign cultures is becoming increasingly important. One of the many forms of intelligence that enable an individual to quickly adapt to the new environment and situations is intercultural intelligence. We can define it as the ability to function and manage effectively in culturally diverse environments. It comprises four factors: metacognitive, behavioural, cognitive and motivational. Intercultural intelligence is linked to the successful adaptation of expatriates to a foreign culture, their work performance and integration into the workplace, their functioning within intercultural teams, and, consequently, to the success of organisations. Intercultural intelligence is not innate; it has great potential for development. Numerous studies have examined the factors influencing the development of cultural intelligence and highlighted the positive impact of education, experience, travel and exposure to foreign cultures. In this quantitative study, we sought to answer the question of whether participation in the course 'Intercultural Communication' – which covers topics such as cultures, cultural differences and adapting to these differences – influences the development of intercultural intelligence. The sample consisted of 221 students, of whom

102 were enrolled on the course, whilst the remaining 119 were not attending the course. We used the Cultural Intelligence Scale (Ang, 2007). We found that there was a statistically significant difference in the results for all four dimensions of intercultural intelligence and overall intercultural intelligence depending on participation in the 'Intercultural Communication' course. Regression analysis showed that participation in the 'Intercultural Communication' course and the number of languages an individual is proficient in are significant factors in intercultural intelligence.

Keywords: intercultural intelligence, development of intercultural intelligence, factors influencing the development of intercultural intelligence, knowledge of foreign languages, intercultural education

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Aleksandra Kregar
Fakulteta za komercialne in poslovne vede, Slovenija
aleksandra.kregar@habitus-consulting.si

Ljudje in znamke kot strateški neopredmeteni viri organizacije ter pomen njihovega integriranega upravljanja

Povzetek

Neopredmeteni viri, kot so človeški kapital, organizacijska kultura, znamke in organizacijski ugled, predstavljajo pomembne dejavnike organizacijske uspešnosti in trajne konkurenčne prednosti. Čeprav literatura njihov pomen obsežno obravnava, so raziskave večinoma osredotočene na posamezne vire, manj pa na njihove medsebojne povezave in načine njihovega integriranega upravljanja. Namen prispevka je na podlagi pregleda literature proučiti povezanost ključnih neopredmetenih virov organizacije ter osvetliti vlogo kadrovske in marketinške funkcije pri njihovem upravljanju. Prispevek je zasnovan kot konceptualna raziskava, ki temelji na integrativnem pregledu akademske literature ter refleksivni uporabi strokovnih spoznanj iz svetovalne prakse. Na tej podlagi je razvit konceptualni model, ki povezuje

človeški kapital, organizacijsko kulturo, organizacijsko identiteto, korporativno znamko, produktne oziroma storitvene znamke, znamko delodajalca in organizacijski ugled. Model prikazuje, kako sodelovanje kadrovske in marketinške funkcije prispeva k usklajevanju identitet in obljub znamk, krepitvi organizacijskega ugleda ter ustvarjanju organizacijskih učinkov, ki podpirajo trajno konkurenčno prednost. Prispevek ponuja konceptualno izhodišče za nadaljnje teoretično in empirično raziskovanje integriranega upravljanja neopredmetenih virov organizacije.

Ključne besede: neopredmeteni viri, človeški kapital, organizacijska kultura, organizacijska identiteta, znamka delodajalca, organizacijski ugled, kadrovska funkcija, marketinška funkcija

People and brands as strategic intangible resources of an organisation: the importance of their integrated management

Abstract

Intangible resources such as human capital, organizational culture, brands, and organizational reputation represent important determinants of organizational performance and sustainable competitive advantage. Although the literature extensively discusses their significance, research has primarily focused on individual resources, while paying less attention to their interrelationships and the ways in which they can be managed in an integrated manner. The purpose of this paper is to examine the relationships among key intangible organizational resources and to explore the role of human resource and marketing functions in their management through a review of the relevant literature. The paper is designed as a conceptual study based on an integrative review of academic literature and the reflective use of professional insights derived from consulting practice. The paper develops a conceptual model that connects human capital, organizational culture, organizational identity, corporate brand, product and service brands, employer brand, and organizational reputation. The proposed model illustrates how cooperation between the human resource and marketing functions contributes to the alignment of brand identities and brand promises, the strengthening of organizational reputation, and the creation of organizational outcomes that support sustainable competitive advantage.

The paper provides a conceptual foundation for further research on the relationships among organizational intangible resources and their integrated management.

Key words: intangible resources, human capital, organizational culture, organizational identity, employer brand, corporate brand, organizational reputation, human resource management, marketing function

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Blagica Novkovska
University of Skopje, Skopje, The Republic of North Macedonia
blagica@novkovski.com

Ksenija Dumičić
University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia
kdumicic.prof@gmail.com

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

Fertility patterns in the EU27: correlation analysis and hierarchical clustering

Abstract

In this research, a secondary data analysis was performed using Eurostat data, focusing primarily on the relationships involving the Total Fertility Rate (TFR) indicator, which serves as the main dependent variable, along with data on greenhouse gas emissions and various socioeconomic indicators for the 27 European Union countries (EU27_2020) in 2023. After completing the time-series analysis of TFR for 2001-2023, we conducted exploratory data analysis, outlier detection, and correlation analysis. The findings helped to explain the three clusters created by hierarchical clustering using Ward Linkage and squared Euclidean distances. The correlation analysis was

performed between the main variable under study, Total Fertility rate (live births per woman), and five explanatory variables, all from 2023. These independent variables included the following indicators: Female population on 1 January, percentage of females, 2023; Domestic net greenhouse gas emissions, Total (excluding memo items), 2023; Index, 1990=100; GDP per capita, in Purchasing Power Standards, as Volume indices of real expenditure per capita (in PPS_EU27_2020=100), 2023; Unemployment rate for females, 15-74Y, percentage of the population in the labor force, in 2023; and Mean age of women at the birth of their first child (years) in 2023. Some of the correlations appeared to be quite surprisingly weak. Overall, the correlation analysis highlights that fertility outcomes are most strongly associated with maternal age at first childbirth, while economic prosperity has dual influences—positively linked to delayed childbirth and negatively associated with female population share. Environmental factors show weaker associations, which calls for further research into their demographic implications. Cluster 1 consists of countries that have high fertility, fewer emissions, and lower GDP per capita in PPS, typically with low female unemployment. Cluster 2 consists of countries with low fertility, low emissions, low GDP per capita, and notable female labor-market pressures, as evidenced by higher female unemployment and larger female population shares. Cluster 3 gathers countries with medium to low TFR, the highest emissions, and the highest GDP per capita, as well as lower female population shares and moderate to low female unemployment rates. Overall, the findings help explain how fertility and emissions interact with other countries' characteristics, illuminating the many demographic and environmental patterns observed within the EU.

Keywords: maternal age at first birth, female unemployment, greenhouse gas emissions, GDP per capita in PPS, female population share, Ward linkage, squared Euclidean distance

Drago Papler
Fakulteta za komercialo in poslovne vede, Celje, Slovenija
drago.papler@guest.arnes.si

Goran Anjelić
Fakultet tehničkih nauka, Univerzitet u Novom Sadu, Srbija
andjelic1975@gmail.com

Stališča med mladimi v izobraževanju o konkurenčnosti in virih energije v Sloveniji in Srbiji

Povzetek

Raziskava obravnava dojemanje mladih do 24. leta starosti glede konkurenčnosti, učinkovite rabe energije in obnovljivih virov na vzorcu 290 anketirancev (140 v Sloveniji in 150 v Srbiji), pri čemer so ugotovitve pokazale podobne povprečne ocene konkurenčnosti s specifičnimi poudarki, saj mladi v Sloveniji dajejo prednost energiji v gospodarstvu in alternativnim virom, medtem ko mladi v Srbiji višje vrednotijo znanje ter raziskave in razvoj, v obeh skupinah pa so bili najnižje ocenjeni splošna konkurenčnost in cene energentov, pri čemer anketiranci v obeh državah najmočneje podpirajo promet, sončno in vetrno energijo ter izobraževanje, medtem ko se izrazita razhajanja pojavljajo pri družbenih in institucionalnih vidikih, saj mladi v Srbiji nižje ocenjujejo promocijo in okoljsko zavest, faktorska analiza pa pri obeh temah razkriva tri ključne faktorje, ki povezujejo izobraževalno-promocijske dejavnosti, naravne potenciale ter vprašanja stroškov in cenovne dostopnosti, zaradi česar bo v prihodnje treba večjo pozornost nameniti najnižje ocenjenim dejavnikom, kar za Slovenijo pomeni boljšo sistemsko podporo subvencioniranju in novim tehnologijam, za Srbijo pa krepitev institucionalne promocije, dvig javne zavesti in spodbujanje praktičnih raziskav, medtem ko morata obe okolji sočasno reševati izzive cenovne dostopnosti energije.

Ključne besede: konkurenčnost, obnovljivi viri energije, mladi v izobraževanju, faktorska analiza, Slovenija, Srbija

Attitudes among youth in education regarding competitiveness and energy sources in Slovenia and Srbija

Abstract

The research examines the perception of young people up to the age of 24 regarding competitiveness, efficient energy use, and renewable energy sources on a sample of 290 respondents (140 in Slovenia and 150 in Serbia), with findings showing similar average competitiveness ratings with specific emphases, as young people in Slovenia prioritize energy in the economy and alternative sources, whereas young people in Serbia value knowledge and research and development higher, while general competitiveness and energy prices were rated lowest in both groups, and respondents in both countries most strongly support transport, solar and wind energy, and education, while marked discrepancies appear in social and institutional aspects since youth in Serbia rate promotion and environmental awareness lower, and factor analysis for both topics reveals three key factors connecting educational and promotional activities, natural potentials, and issues of costs and affordability, meaning greater attention must be paid in the future to the lowest-rated factors, which for Slovenia means better systemic support for subsidies and new technologies, and for Serbia primarily strengthening institutional promotion, raising public awareness, and encouraging practical research, while both environments must simultaneously address the challenges of energy affordability.

Keywords: competitiveness, renewable energy sources, youth in education, factor analysis, Slovenia, Serbia

Drago Papler
Fakulteta za komercialo in poslovne vede, Celje, Slovenija
drago.papler@guest.arnes.si

Spremembe motivov za višješolsko strokovno izobraževanje v elektroenergetiki

Povzetek

Prispevek celovito obravnava spremembe motivov, karierne koristi in podporno okolje za višješolsko strokovno izobraževanje ob delu v elektroenergetiki. Analiza odnosov in sodelovanja v izobraževalnem procesu kaže, da ključno vlogo pri podpori študentom prevzemajo strokovno osebje, družina, sošolci in predavatelji, medtem ko trdno izhodišče zagotavljajo tudi delovno okolje, mentorstvo in podpora podjetja. Glavni dejavniki odločanja za nadaljnje izobraževanje so karierno usmerjeni, kot so povezovanje teorije s prakso, zagotovljeno napredovanje in financiranje s strani podjetja, medtem ko specifične vsebine niso primarni razlog za vpis, ampak izbiro narekujejo poslovne in uporabniške koristi. Med ključnimi delovnimi lastnostmi zaposlenih in študentov izstopajo profesionalnost, sposobnost odločanja, prevzemanje odgovornosti in reševanje konfliktov. Faktorska analiza odločanja razkriva tri skupne faktorje, in sicer energetsko-okoljska znanja, karierne spodbude s praktično uporabnostjo ter trženje, logistiko in oskrbne verige, medtem ko faktorska analiza dejavnikov znanj izpostavlja strokovno-kakovostne in inovativne sposobnosti, strateško-analitične ter poslovne sposobnosti ter medosebne in vodstveno-organizacijske spretnosti. Sklepi razkrivajo temeljit premik v miselnosti zaposlenih, saj so nekdanji prepleteni interesi prerasli v čisto in strokovno izostreno strukturo študentov, kar omogoča precej bolj ciljno načrtovanje razvoja kadrov v panogi.

Ključne besede: elektroenergetika, izobraževanje, kompetence, razvoj kadrov, opisna statistika, korelacijska analiza, faktorska analiza

Changes in motives for higher profesional education in the electric power industry

Abstract

The contribution comprehensively discusses the changes in motives, career benefits, and the support environment for higher vocational professional education alongside work in the electric power industry. The analysis of relationships and cooperation in the educational process shows that professional staff, family, classmates, and lecturers assume the key role in supporting students, while the work environment, mentoring, and company support also provide a solid foundation. The main decision-making factors for further education are career-oriented, such as connecting theory with practice, guaranteed promotion, and company funding, whereas specific content is not the primary reason for enrollment, but rather the choice is dictated by business and utility benefits. Among the key work characteristics of employees and students, professionalism, decision-making ability, taking responsibility, and conflict resolution stand out. Factor analysis of decision-making reveals three common factors, namely energy and environmental knowledge, career incentives with practical applicability, and marketing, logistics, and supply chains, while factor analysis of knowledge factors highlights professional-qualitative and innovative abilities, strategic-analytical and business abilities, and interpersonal and leadership-organizational skills. The conclusions reveal a thorough shift in the mindset of employees, as former intertwined interests have evolved into a pure and professionally refined structure of students, enabling much more targeted planning of personnel development in the industry.

Keywords: electric power industry, education, competencies, human resource development, descriptive statistics, correlation analysis, factor analysis

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Komerciala / Poslovanje

Andrej Raspor
Fakulteta za komercialne in poslovne vede, Slovenija
andrej.raspor@t-2.si

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

May Doušak
Fakulteta za družbene vede, Slovenija
may.dousak@fdv.uni-lj.si

Barbara Franić
University of Applied Sciences Baltazar, Hrvaška
barbara.franic@gmail.com

Jelena Putica Džajić
University of Mostar, Bosnia and Herzegovina
jelena.putica@fpmoz.sum.ba

Nikola Abramović
Faculty of Business Economics and Law Bar, Montenegro
nikola.abramovic.fpe@gmail.com

Akademski stres v času COVID-19: primerjalna analiza študentov in visokošolskih učiteljev v državah nekdanje Jugoslavije

Povzetek

Pandemija COVIDA-19 je povzročila pomembne spremembe v visokošolskem izobraževanju, saj so bile univerze in visokošolske ustanove prisiljene hitro preiti na izvajanje študija na daljavo. Namen raziskave je bil ugotoviti, kako je pandemija vplivala na raven stresa med študenti in visokošolskimi učitelji v državah nekdanje Jugoslavije ter kateri dejavniki so

k temu največ prispevali. V raziskavi so sodelovali študenti in visokošolski učitelji iz Slovenije, Hrvaške, Bosne in Hercegovine, Črne gore ter Severne Makedonije. Podatki so bili zbrani s spletno anketo, ki jo je vsaj delno izpolnilo 1.973 respondentov.
Rezultati kažejo, da je pandemija vplivala na povečanje zaznanega stresa, pri čemer so bili med najpomembnejšimi dejavniki stresnosti študij oziroma poučevanje na daljavo, uporaba digitalnih tehnologij, motnje v domačem okolju, občutki osamljenosti ter pomanjkanje neposrednih socialnih stikov. Ugotovljene so bile tudi statistično značilne razlike med spoloma pri študentih, saj so študentke poročale o višjih ravneh stresa tako pred pandemijo kot med njenim trajanjem. Pri visokošolskih učiteljih razlik med spoloma ni bilo mogoče statistično potrditi.
Ugotovitve poudarjajo potrebo po sistematični podpori duševnemu zdravju v visokošolskem prostoru ter po razvoju ukrepov za zmanjševanje akademskega stresa v obdobjih kriznih sprememb in digitalne preobrazbe izobraževanja.

Ključne besede: akademski stres, COVID-19, visokošolsko izobraževanje, študenti, visokošolski učitelji, države nekdanje Jugoslavije

Academic stress during the COVID-19 pandemic: a comparative analysis of students and higher education teachers in the countries of the former Yugoslavia

Abstract

The COVID-19 pandemic caused significant changes in higher education, forcing universities and higher education institutions to rapidly transition to remote teaching and learning. The aim of this study was to investigate the impact of the pandemic on stress levels among students and higher education teachers in the countries of the former Yugoslavia and to identify the main factors contributing to stress. The study included students and higher education teachers from Slovenia, Croatia, Bosnia and Herzegovina, Montenegro, and North Macedonia. Data were collected through an online survey completed, at least partially, by 1,973 respondents.
The results indicate that the pandemic increased perceived stress levels. The most important stressors were remote learning and teaching, the use of digital technologies, distractions in the home environment, feelings of

isolation, and the lack of direct social interaction. Statistically significant gender differences were identified among students, with female students reporting higher stress levels than male students both before and during the pandemic. In contrast, no statistically significant gender differences were found among higher education teachers.
The findings highlight the need for systematic mental health support within higher education and the development of measures aimed at reducing academic stress during periods of crisis and digital transformation in education.

Keywords: academic stress, COVID-19, higher education, students, higher education teachers, former Yugoslav countries

Andrej Raspor
Fakulteta za komercialne in poslovne vede, Slovenija
andrej.raspor@t-2.si

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

May Doušak
Fakulteta za družbene vede, Slovenija
may.dousak@fdv.uni-lj.si

Barbara Franić
University of Applied Sciences Baltazar, Hrvaška
barbara.franic@gmail.com

Jelena Putica Džajić
University of Mostar, Bosnia and Herzegovina
jelena.putica@fpmoz.sum.ba

Žaneta Trajkoska
Institute of Communication Studies, Skopje, Republic of Macedonia
zanat@iks.edu.mk

Netiketa v spletnem visokošolskem izobraževanju: razkorak med pričakovanji študentov in visokošolskih učiteljev v državah nekdanje Jugoslavije

Povzetek

Prispevek obravnava netiketo kot pomemben element uspešnega spletnega učenja v visokošolskem izobraževanju.
Namen raziskave je bil ugotoviti, ali obstajajo razlike v pričakovanjih glede netikete med študenti in visokošolskimi učitelji. Empirična raziskava je bila

izvedena med študenti in visokošolskimi učitelji iz petih držav nekdanje Jugoslavije.
Rezultati kažejo, da med obema skupinama obstajajo statistično značilne razlike pri vseh proučevanih vidikih spletnega vedenja. Največja razhajanja se pojavljajo pri pričakovanjih glede uporabe kamere, aktivnega sodelovanja v razpravi, pozornosti med poukom in prehranjevanja med predavanji. Visokošolski učitelji večji pomen pripisujejo akademski disciplini in aktivni vključenosti študentov, medtem ko študenti poudarjajo predvsem organizacijske in tehnične vidike spletnega učenja.
Ugotovitve potrjujejo pomen jasnih pravil netikete za učinkovito komunikacijo, sodelovanje in kakovost spletnega izobraževanja.

Ključne besede: netiketa, spletno učenje, visokošolsko izobraževanje, študenti, visokošolski učitelji, spletna komunikacija

Netiquette in online higher education: the gap between students' and higher education teachers' expectations in the countries of the former Yugoslavia

Abstract

This paper examines netiquette as a key factor in effective online learning within higher education. The study aimed to investigate whether differences exist between students' and higher education teachers' expectations regarding appropriate online behaviour and communication in virtual learning environments. An empirical study was conducted among students and higher education teachers from five countries of the former Yugoslavia.
The findings reveal statistically significant differences between the two groups across all examined dimensions of online behaviour. The most pronounced discrepancies relate to expectations regarding camera use, active participation in discussions, attentiveness during classes, and eating during lectures. Higher education teachers place greater emphasis on academic discipline and active student engagement, while students tend to focus more on the organisational and technical aspects of online learning.
The results underscore the importance of establishing clear netiquette guidelines to support effective communication, participation, and the overall quality of online higher education. They also highlight the need to align

expectations between students and higher education teachers in order to foster a more productive and respectful online learning environment.

Keywords: netiquette, online learning, higher education, students, higher education teachers, online communication

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Staš Satler
Fakulteta za komercialne in poslovne vede, Slovenija
stas.satler@gmail.com

Petra Vovk Škerl
Fakulteta za komercialne in poslovne vede, Slovenija
petra.skerl@gmail.com

Integrirani model pridobivanja poslovnih projektov

Povzetek

V medorganizacijskem okolju je pridobivanje poslovnih projektov nujno potrebno za preživetje in rast podjetij. Potrebno je razumevanje procesa nakupnega odločanja podjetij, značilnosti B2B trženja in aktualnih poslovnih trendov. V prispevku odgovarjamo na raziskovalno vprašanje, na kakšen način lahko podjetje izboljša uspešnost pridobivanja poslovnih projektov v kompleksnem B2B okolju. Vsled temu so bili raziskani obstoječi procesi nakupnega odločanja v treh mednarodnih podjetjih (Trelleborg Group, Elgi Equipments Limited in Volvo do Brasil), izvedena študija primerov in primerjalna analiza, nato pa oblikovan integrirani model pridobivanja poslovnih projektov, ki omogoča uspešno pridobljene in izvedene poslovne projekte, ki vodijo v nove nakupne procese, dolgoročne strateške odnose ter stalno prilagajanje ponudbe zahtevam kupca. Posebnost modela je, da podjetjem omogoča strukturirano analizo poslovne priložnosti in deležnikov v nakupnem procesu. Model prikazuje tudi, v katerih fazah na nakupno odločitev vplivata digitalna in tehnološka podpora ter katera orodja so lahko pri tem uporabljena, hkrati pa vključuje tudi povratno zanko, ki kaže, da uspešno izvedeni poslovni projekti vodijo v nove nakupne procese, dolgoročne strateške odnose ter stalno prilagajanje ponudbe zahtevam kupca.

Ključne besede: B2B trženje, proces nakupnega odločanja, nakupni center, uporabniški center, digitalna transformacija

Integrated model for acquiring business projects

Abstract

In an interorganizational environment, acquiring business projects is essential for the survival and growth of companies. It is necessary to understand the business purchasing decision-making process, the characteristics of B2B marketing, and current business trends. This paper addresses the research question of how a company can improve the effectiveness of acquiring business projects in a complex B2B environment. To this end, the existing purchasing decision-making processes in three international companies (Trelleborg Group, Elgi Equipments Limited, and Volvo do Brasil) were examined, a case study and comparative analysis were conducted, and an integrated model for acquiring business projects was subsequently developed. The model enables the successful acquisition and execution of business projects, which lead to new purchasing processes, long-term strategic relationships, and continuous adaptation of the offering to customer requirements. A distinctive feature of the model is that it enables companies to conduct a structured analysis of the business opportunity and stakeholders involved in the purchasing process. The model also illustrates the stages at which digital and technological support influences the purchasing decision and which tools can be used in this process. At the same time, it incorporates a feedback loop demonstrating that successfully executed business projects lead to new purchasing processes, long-term strategic relationships, and continuous adaptation of the offering to customer requirements.

Keywords: B2B marketing, B2B customer journey, buying center, usage center, digital transformation

Anja Skrnički
Fakulteta za management Koper, Slovenija
anja.skrnicki@gmail.com

Državne obveznice in gospodarska rast v ZDA in evrskem območju 19-ih držav

Povzetek

V prispevku je z osnovno linearno regresijsko analizo preverjena statistična povezanost med donosi 10-letnih državnih obveznic in gospodarsko rastjo v ZDA ter v evrskem območju 19-ih držav v obdobju med leti 1970 in 2025. Analiza temelji na letnih podatkih o gospodarski rasti iz podatkovne baze World Bank in podatkih o donosih 10-letnih državnih obveznic iz podatkovne baze FRED/OECD. Regresijski model je ocenjen ločeno za ZDA in evrsko območje, pri čemer gospodarska rast nastopa kot odvisna spremenljivka, donos 10-letnih državnih obveznic pa kot pojasnjevalna spremenljivka. Rezultati regresijske analize pri obeh modelih kažejo pozitiven regresijski koeficient, vendar ocenjena povezava med donosi 10-letnih državnih obveznic in gospodarsko rastjo ni statistično značilna. Pojasnjevalna moč modelov je nizka, kar pomeni, da donosi 10-letnih državnih obveznic samostojno pojasnijo le majhen del variabilnosti gospodarske rasti. Ugotovitve tako kažejo, da donosi 10-letnih državnih obveznic sami po sebi ne zadoščajo za pojasnjevanje gospodarske rasti ter da je treba povezavo med obravnavanima spremenljivkama razlagati previdno, predvsem kot statistično povezanost in ne kot dokaz neposrednega vzročnega učinka. Tak rezultat je lahko skladen z razlago, da na gospodarsko rast poleg dolgoročnih obrestnih mer vplivajo tudi drugi makroekonomski dejavniki. Primerjava med ZDA in evrskim območjem zato kaže, da je razmerje med obvezniškimi donosi in gospodarsko rastjo kompleksno ter odvisno od širših gospodarskih razmer. Taka razlaga je pomembna, ker omogoča previdnejše vrednotenje rezultatov osnovnega regresijskega modela ter odpira prostor za nadaljnje empirične raziskave na tem področju. Ugotovitve prispevka so skladne z uveljavljenim spoznanjem, da razmerja med donosnostjo državnih obveznic in gospodarsko rastjo ni mogoče pojasniti zgolj z eno spremenljivko, temveč ga je treba obravnavati v širšem makroekonomskem okviru, ki vključuje inflacijo, denarno politiko, fiskalni položaj, finančne pogoje, investicije, brezposelnost in druge dejavnike gospodarske aktivnosti.

Ključne besede: donosi državnih obveznic, gospodarska rast, 10-letne državne obveznice, evrsko območje 19-ih držav, ZDA, regresijska analiza

Government bonds and economic growth in the US and the 19-country euro area

Abstract

The paper uses basic linear regression analysis to examine the statistical relationship between 10-year government bond yields and economic growth in the United States and the 19-country eurozone over the period 1970-2025. The analysis is based on annual economic growth data from the World Bank database and 10-year government bond yields from the FRED/OECD database. The regression model was estimated separately for the United States and the 19-country eurozone, with economic growth as the dependent variable and the 10-year government bond yield as the explanatory variable. The results for the United States show a positive regression coefficient, but the relationship is not statistically significant, with a p-value of 0.3155 and a coefficient of determination of 0.0187. The estimated regression coefficient for the 19-country euro area is also positive, but the relationship is also not statistically significant, with a p-value of 0.1195 and a coefficient of determination of 0.0443. In both models, the explanatory power is low, and 10-year government bond yields alone explain only a small part of the variability in economic growth. The findings therefore suggest that 10-year government bond yields alone are not sufficient to explain economic growth, and that the relationship between the two variables should be interpreted with caution, primarily as a statistical association and not as evidence of a direct causal effect. Such a result may be consistent with the explanation that economic growth is influenced by other macroeconomic factors in addition to long-term interest rates. The findings are consistent with the broader literature, which notes that the relationship between government bond yields and economic growth cannot be explained by a single variable, but must be viewed within a broader macroeconomic framework that includes inflation, monetary policy, the fiscal position, financial conditions, investment, unemployment, and other factors of economic activity.

Keywords: government bond yields, economic growth, 10-year government bonds, 19-country euro area, USA, regression analysis

Alenka Tovornik
Fakulteta za komercialne in poslovne vede, Slovenija
lesena1965kaca@gmail.com

Digitalni euro med evolucijo plačilnih sistemov in institucionalno transformacijo denarja

Povzetek

Prispevek preučuje digitalni evro v kontekstu razvoja sodobnih plačilnih sistemov, digitalizacije denarja in spreminjajoče se institucionalne vloge denarja centralnih bank. Namen članka je predstaviti specifične značilnosti digitalnega evra kot digitalne valute centralne banke in oceniti, ali bi njegova morebitna uvedba predstavljala predvsem evolucijsko nadaljevanje obstoječih digitalnih plačilnih metod ali tudi pomembnejšo institucionalno preobrazbo denarnega in finančnega sistema evro območja. Članek temelji na vsebinski analizi literature na področjih digitalnih valut centralnih bank, digitalnega evra, narave denarja, plačilnih sistemov, finančne stabilnosti in denarne politike, ter relevantnih dokumentov Evropske centralne banke, Evropske komisije in drugih mednarodnih institucij s področja centralno bančnih digitalnih valut. Izbira virov je upoštevala njihovo vsebinsko relevantnost, znanstveno ali strokovno kakovost, metodološko ustreznost, ugled avtorjev in publikacij ter njihovo aktualnost. Analiza literature kaže, da obstaja široko soglasje med avtorji, da digitalni evro presega vprašanje tehnološke implementacije plačil. Za razliko od večine obstoječih oblik digitalnih plačil bi to predstavljalo neposredno obveznost centralne banke in bi omogočilo širši javnosti uporabo denarja centralne banke v digitalnem okolju. Razlike med avtorji izhajajo predvsem iz ocene njene dodane vrednosti, vpliva na komercialne banke, finančne stabilnosti, denarnega prenosa, zasebnosti uporabnikov in obsega prihodnje uporabe. Primerjava pregledanih študij kaže, da avtorji z bolj pozitivnim pogledom poudarjajo potencial digitalnega evra za krepitev odpornosti, inovativnosti in strateške avtonomije, medtem ko bolj kritični avtorji opozarjajo na njegovo omejeno razlikovanje od gotovine in bančnih depozitov ter na možnost, da bi varovalka, namenjena ohranjanju finančne stabilnosti, lahko zmanjšala njegovo privlačnost. Posebej pomemben je kompromis med uporabnostjo in

zmanjševanjem sistemskih tveganj: digitalni evro mora biti dovolj dostopen in funkcionalen, da so uporabniki pripravljeni sprejeti njegovo uporabo, hkrati pa ne sme spodbujati velikih in nenadnih prenosov sredstev iz bančnega sistema. Ugotovitve nakazujejo, da bo uspeh digitalnega evra odvisen od sposobnosti usklajevanja več medsebojno povezanih ciljev: zagotavljanja uporabniških koristi in široke sprejetosti, ohranjanja finančne stabilnosti, zagotavljanja visoke ravni zasebnosti in varnosti ter ohranjanja vloge denarja javnih centralnih bank v vse bolj digitaliziranem plačilnem okolju. Ravnovesje med tema dimenzijama bo na koncu določilo, ali bo digitalni evro dolgoročno predvsem dopolnil ali bistveno preoblikoval evropski denarni sistem.

Ključne besede: digitalna valuta centralne banke, CBDC, Evropska centralna banka, plačilni sistem, digitalna plačila, gotovina, bančni denar

The digital Euro between the evolution of payment systems and the institutional transformation of money

Abstract

The paper examines the digital euro in the context of the development of modern payment systems, the digitalisation of money, and the changing institutional role of central bank money. The aim of the paper is to present the specific characteristics of the digital euro as a central bank digital currency and to assess whether its potential introduction would primarily represent an evolutionary continuation of existing digital payment methods or also a more significant institutional transformation of the monetary and financial system of the euro area. The paper is based on a content analysis of the literature in the fields of central bank digital currencies, the digital euro, the nature of money, payment systems, financial stability, and monetary policy as well as relevant documents of the European Central Bank, the European Commission and other international institutions in the field of central bank digital currencies. The selection of sources took into account their substantive relevance, scientific or professional quality, methodological appropriateness, the reputation of the authors and publications, and their timeliness. The literature analysis indicates that there is a broad consensus among authors that the digital euro goes beyond the issue of the technological implementation of payments. Unlike most existing forms of

digital payment, it would constitute a direct liability of the central bank and would enable the general public to use central bank money in a digital environment. Differences among authors arise primarily in their assessment of its added value, its impact on commercial banks, financial stability, monetary transmission, user privacy, and the extent of its future adoption. A comparison of the studies reviewed shows that authors with a more positive perspective emphasise the potential of the digital euro to strengthen resilience, innovation, and strategic autonomy, whereas more critical authors point to its limited differentiation from cash and bank deposits, as well as to the possibility that safeguards designed to preserve financial stability could reduce its attractiveness. Of particular importance is the trade-off between usability and the mitigation of systemic risks: the digital euro must be sufficiently accessible and functional for users to be willing to adopt it, while at the same time it must not encourage large and sudden transfers of funds out of the banking system. The findings suggest that the success of the digital euro will depend on the ability to reconcile several interconnected objectives: ensuring user benefits and broad adoption, maintaining financial stability, providing a high level of privacy and security, and preserving the role of public central bank money in an increasingly digitalised payment environment. The balance between these dimensions will ultimately determine whether the digital euro will, in the long term, primarily complement or more substantially transform the European monetary system.

Keywords: central bank digital currency, CBDC, European Central Bank, payment system, digital payments, cash, bank money

Boštjan Urbancl
MGDŠ, Slovenija
bostjan.urbancl@gmail.com

Prizadevanja za okrepitev industrijske proizvodnje v državah EU s poudarkom na zelenih tehnologijah

Povzetek

Evropsko gospodarstvo je bilo v zadnjih letih priča številnim geopolitičnim napetostim in motnjam v globalnih dobavnih verigah. Poleg tega je čedalje večji del pridobivanja surovin in industrijske proizvodnje ter zelenih tehnologij koncentriran izven območja Evropske unije, kar povečuje njeno ranljivost. Države članice so zato pristopile k bolj aktivni industrijski politiki. Referat obravnava ekonomsko upravičenost povečanja proizvodnih zmogljivosti v državah EU, pri čemer analizira kako Evropski akt o polprevodnikih, Akt o kritičnih surovinah, Akt o neto ničelni industriji in predlagani Akt o pospeševanju industrije vplivajo na krepitev dobavnih verig ter konkurenčnost evropskega gospodarstva. Javno ukrepanje se pokaže kot najbolj upravičeno pri proizvodih, pri katerih bi zaradi prekinitve dobave prišlo do negativnih posledic za širše gospodarstvo, hkrati pa bi vlaganje v raziskave in razvoj krepilo dolgoročno konkurenčnost evropske industrije. Omenjeni evropski akti lahko pomagajo znižati tveganja pri naložbah, hkrati pa spodbujajo razvoj proizvodnih zmogljivosti na strateško pomembnih področjih. Vendar pa sami ne morejo odpraviti strukturnih težav industrijske proizvodnje v EU, ki se sooča z visokimi stroški energije, pomanjkanjem usposobljene delovne sile ter omejenim dostopom do strateških surovin in kapitala. Ponovni zagon celotne industrijske proizvodnje v EU, ki se je pretežno preselila v azijske države, še posebej na Kitajsko, v večini primerov ni najbolj učinkovit način za krepitev odpornosti dobavnih verig. V raziskavah lahko zasledimo več alternativnih pristopov s poudarkom na razpršitvi virov oskrbe, regionalizaciji proizvodnih zmogljivosti, sodelovanju s partnerskimi državami in ohranjanju le najpomembnejših proizvodnih zmogljivosti v EU, kjer bi zaradi pomanjkanja lahko prišlo do velikih izgub v gospodarstvu. Vzpostavitev proizvodnje bi bila smiselna tudi v dejavnostih, kjer bi se zaradi tesne povezanosti z raziskovalno dejavnostjo krepile inovacije in bi se posledično povečala tudi produktivnost. Industrijske subvencije lahko po

ugotovitvah raziskave izboljšajo naložbeno dejavnost in podprejo tehnološki razvoj, po drugi strani pa lahko vodijo v tekmovanje med podjetji za pridobitev subvencij. Vse to pa obremenjuje javne finance in negativno vpliva na konkurenco na notranjem trgu EU. Samozadostnost na področju industrijske proizvodnje ne bo doprinesla k dolgoročni konkurenčnosti gospodarstva. Primernejša rešitev bi bila ustrezna kombinacija odprte trgovinske menjave, strateške avtonomije, razvejanih dobavnih verig in izboljšanja pogojev za vlaganja na evropskih tleh. Aktivnejša industrijska politika je upravičena le takrat, ko zmanjšuje strateške ranljivosti in pomaga vzpostaviti proizvodne zmogljivosti, ki bodo lahko konkurenčne tudi brez javne podpore.

Ključne besede: dobavne verige, regionalizacija, odpornost, zelene tehnologije, Evropska unija, konkurenčnost, vračanje proizvodnje v matično okolje (reshoring)

Efforts to strengthen industrial production in the EU with a focus on green technologies

Abstract

In recent years, the European economy has faced numerous geopolitical tensions and disruptions in global supply chains. Furthermore, an increasing share of raw material extraction, industrial production, and green technologies is concentrated outside the European Union, which increases its vulnerability. Member States have therefore adopted a more proactive industrial policy. This paper examines the economic rationale for increasing production capacities in EU countries, analyzing how the European Chips Act, the Critical Raw Materials Act, the Net-Zero Industry Act, and the proposed Industry Acceleration Act contribute to strengthening supply chains and the competitiveness of the European economy. Public intervention is most justified for products where a disruption in supply would have negative consequences for the broader economy, while investment in research and development would strengthen the long-term competitiveness of European industry. These European measures can help reduce investment risks while promoting the development of production capacities in strategically important sectors. However, they cannot, on their own, resolve the structural challenges facing industrial production in the EU, which is grappling with high energy costs, a shortage of skilled labor, and limited access to strategic raw

materials and capital. Restarting all industrial production in the EU—which has largely been relocated to Asian countries, particularly China—is not, in most cases, the most effective way to strengthen the resilience of supply chains. Research points to several alternative approaches, emphasizing the diversification of supply sources, the regionalization of production capacities, cooperation with partner countries, and the retention of only the most critical production capacities within the EU—where shortages could lead to significant economic losses. Establishing production would also make sense in sectors where, due to close ties with research activities, innovation would be strengthened and productivity would consequently increase. According to the study's findings, industrial subsidies can improve investment activity and support technological development; on the other hand, they can lead to competition among companies to secure subsidies. All of this places a burden on public finances and negatively affects competition in the EU's internal market. Self-sufficiency in industrial production will not contribute to the economy's long-term competitiveness. A more appropriate solution is an appropriate combination of open trade, strategic autonomy, diversified supply chains, and improved conditions for investment in Europe. A more active industrial policy is justified only when it reduces strategic vulnerabilities and helps establish production capacities that can be competitive even without public support.

Keywords: supply chains, regionalization, resilience, green technologies, European Union, competitiveness, reshoring

Menedžment socialnih dejavnosti

Management of social activities

Bojan Macuh
FKPV, Celje, Slovenija
bojan.macuh@guest.arnes.si

Andrej Raspor
FKPV, Celje, Slovenija
andrej.raspor@t-2.si

Nasilje nad starejšimi: prikrita težava sodobne družbe

Povzetek

Nasilje nad starejšimi je resen in vse bolj prepoznaven družbeni problem, ki vključuje fizično, psihično, spolno in finančno nasilje ter zanemarjanje. Namen prispevka je predstaviti pojavnost, oblike, dejavnike tveganja, posledice ter možnosti preprečevanja in pomoči žrtvam nasilja nad starejšimi. Podatki so bili pridobljeni z analizo strokovne in znanstvene literature, predhodnih empiričnih raziskav ter sekundarno analizo podatkov o kaznivih dejanjih, ki jih je posredovala Policija Republike Slovenije za obdobje 2020–2024. Upoštevani so bili tudi podatki slovenskih raziskav in programov za preprečevanje nasilja nad starejšimi. Rezultati kažejo, da je nasilje nad starejšimi pogosto prikrit pojav, pri katerem imajo pomembno vlogo socialna izolacija, telesna in kognitivna ranljivost, odvisnost od oskrbovalcev, finančna ogroženost, stres oskrbovalcev ter negativni stereotipi o starosti. Slovenski podatki potrjujejo razširjenost problema; raziskave navajajo, da je nasilje doživelo med 8 % in 21 % starejših, po ocenah Inštituta Antona Trstenjaka pa je nasilju izpostavljenih okoli 60.000 starejših oseb. Analiza policijskih podatkov za obdobje 2020–2024 kaže po upadu v letu 2021 ponovno in vztrajno rast števila kaznivih dejanj, katerih žrtve so starejši. Ugotovitve poudarjajo potrebo po zgodnjem prepoznavanju nasilja, ozaveščanju, razbremenitvi oskrbovalcev ter usklajenem multidisciplinarnem delovanju strokovnih služb, institucij in skupnosti.

Ključne besede: družba, nasilje, svojci, starejši, oskrba, pomoč

Violence against older people: a hidden problem in modern society

Abstract

Elder abuse is a serious and increasingly recognized social problem that includes physical, psychological, sexual and financial abuse, as well as neglect. The purpose of this paper is to present the prevalence, forms, risk factors, consequences, and possibilities for preventing and addressing elder abuse. The data were obtained through an analysis of professional and scientific literature, previous empirical studies, and a secondary analysis of crime data provided by the Police of the Republic of Slovenia for the period 2020–2024. Data from Slovenian studies and prevention programmes addressing elder abuse were also considered. The results show that elder abuse is often a hidden phenomenon influenced by social isolation, physical and cognitive vulnerability, dependence on caregivers, financial vulnerability, caregiver stress, and negative stereotypes about ageing. Slovenian data confirm the prevalence of the problem: studies indicate that between 8% and 21% of older people have experienced abuse, while estimates by the Anton Trstenjak Institute indicate that approximately 60,000 older people in Slovenia are exposed to violence. Analysis of police data for 2020–2024 shows a renewed and persistent increase in the number of criminal offences involving older people as victims after the decline recorded in 2021. The findings highlight the need for early recognition of abuse, greater awareness, support for caregivers, and coordinated multidisciplinary action by professional services, institutions, and communities.

Keywords: society, violence, family members, older people, care, assistance

Bojan Macuh
FKPV, Celje, Slovenija
bojan.macuh@guest.arnes.si

Sebastjan Repnik
FKPV, Celje, Slovenija
sebastjan.repnik@gmail.com

Paradigma medgeneracijskega zdravstvenega varstva: integracija skupnostne oskrbe v luči demografskih sprememb

Povzetek

Medgeneracijsko zdravstveno varstvo predstavlja sodobno paradigmo javnega zdravja, ki temelji na predpostavki, da je zdravstveni status posameznika neločljivo povezan s kakovostjo in intenzivnostjo medgeneracijskih odnosov v družbi. Pričujoče delo ponuja celovito teoretično analizo zdravstvenega varstva starejših v dobi demografske tranzicije – zaznamovane s podaljševanjem pričakovane življenjske dobe in upadom rodnosti (»srebrni cunami«) – ter raziskuje sinergijske učinke medgeneracijskega sodelovanja. Prispevek osvetljuje biopsihosocialne prednosti vzajemnih programov na podlagi domačih in tujih empiričnih modelov. Analizirani primeri dokazujejo, da sistemska integracija medgeneracijskih vezi v primarno zdravstveno varstvo ne le izboljšuje klinične izide ranljivih skupin, temveč zagotavlja makroekonomsko trajnost sistemov socialne varnosti. Prispevek vključuje analizo domačih in tujih empiričnih raziskav, ki dokazujejo pozitivne učinke strukturiranih medgeneracijskih programov na telesno zdravje, kognitivne funkcije, duševno blagostanje ter socialno vključenost starejših oseb. Raziskave potrjujejo, da medgeneracijske aktivnosti zmanjšujejo osamljenost, depresivnost in socialno izolacijo, hkrati pa povečujejo občutek koristnosti, motivacijo za aktivno življenje in kakovost medčloveških odnosov. Pozitivni učinki se kažejo tudi pri mlajših generacijah, saj sodelovanje s starejšimi prispeva k razvoju empatije, zmanjševanju stereotipov o staranju ter krepitvi socialne odgovornosti. Poseben poudarek je namenjen slovenskim

raziskavam in primerom dobre prakse, ki potrjujejo pomen medgeneracijskih centrov, skupnostnih programov in telesne aktivnosti za ohranjanje zdravja starejših v lokalnem okolju. Prispevek ugotavlja, da medgeneracijsko zdravstveno varstvo ni več zgolj socialna ali humanitarna kategorija, temveč postaja pomembna razvojna strategija sodobnih zdravstvenih sistemov. Sklepno delo poudarja, da prihodnost javnega zdravja ne bo temeljila zgolj na tehnološkem napredku medicine, temveč predvsem na sposobnosti družbe, da ohrani medčloveško povezanost, solidarnost in medgeneracijsko sodelovanje kot temelj človekovega zdravja, dostojanstva in kakovosti življenja.

Ključne besede: staranje, medgeneracijsko sodelovanje, zdravstveno varstvo, starejši, aktivno staranje, kakovost življenja, dolgotrajna oskrba.

The paradigm of intergenerational healthcare: integrating community care in the light of demographic changes

Abstract

Intergenerational healthcare represents a contemporary public health paradigm based on the premise that an individual's health status is inseparably linked to the quality and intensity of intergenerational relationships within society. This paper provides a comprehensive theoretical analysis of elderly healthcare in the era of demographic transition—characterized by increasing life expectancy and declining birth rates (the "silver tsunami")—and explores the synergistic effects of intergenerational cooperation. Drawing on domestic and international empirical models, the study highlights the biopsychosocial benefits of reciprocal intergenerational programs. The analyzed cases demonstrate that the systematic integration of intergenerational relationships into primary healthcare not only improves clinical outcomes for vulnerable populations, but also contributes to the macroeconomic sustainability of social security systems. The paper includes an analysis of Slovenian and international empirical studies demonstrating the positive effects of structured intergenerational programs on physical health, cognitive functioning, mental well-being, and the social inclusion of older adults. Research findings confirm that intergenerational activities reduce loneliness, depression, and social isolation, while simultaneously enhancing individuals' sense of usefulness, motivation for active living, and

the quality of interpersonal relationships. Positive effects are also evident among younger generations, as cooperation with older adults fosters empathy, reduces stereotypes associated with aging, and strengthens social responsibility. Particular emphasis is placed on Slovenian research and examples of good practice, which confirm the importance of intergenerational centers, community-based programs, and physical activity in maintaining the health of older adults within local environments. The paper concludes that intergenerational healthcare is no longer merely a social or humanitarian category, but is increasingly becoming an important developmental strategy for contemporary healthcare systems. Ultimately, the study emphasizes that the future of public health will not depend solely on technological advances in medicine, but above all on society's ability to preserve human connectedness, solidarity, and intergenerational cooperation as fundamental pillars of health, dignity, and quality of life.

Keywords: aging, intergenerational cooperation, healthcare, older adults, community care, public health, social connectedness, active aging, quality of life, long-term care

Poslovna informatika

Business informatics

Business informatics

Sebastian Lahajnar
Fakulteta za ekonomijo in informatiko, Univerza v Novem mestu, Slovenija
sebastian.lahajnar@siol.net

Vloga sodobnih tehnologij v menedžmentu poslovnih procesov

Povzetek

Menedžment poslovnih procesov (MPP) se v zadnjem desetletju razvija v smeri podatkovno vodenih, inteligentnih in prilagodljivih pristopov, ki presegajo tradicionalne modelno usmerjene koncepte. Ambicije tretjega vala MPP, ki je temeljil na formalnem modeliranju in avtomatizaciji procesov, v praksi niso bile v nikoli v celoti uresničene. Članek analizira razvoj MPP v tretjem valu in identificira ključne razloge za omejen uspeh, ki je bil posledica razkoraka med modeli in dejanskim izvajanjem poslovnih procesov, tehnološke rigidnost in organizacijskih omejitev. Sledi obravnava sodobnih tehnologij in pristopov, kot so procesno rudarjenje, umetna inteligenca, robotska avtomatizacija procesov in generativni modeli, ki omogočajo prehod k bolj empiričnemu, podatkovno podprtemu upravljanju poslovnih procesov. Na podlagi izvedene analize članek ugotavlja, da moderne tehnologije ustvarjajo pogoje za potencialni četrti val MPP, ki bo temeljil na integraciji podatkov, avtomatizaciji poslovnih procesov in umetni inteligenci. Obstajajo pa še številni izzivi in omejitve, ki jih bo potrebno preseči, v prvi vrsti povezani z integracijo tehnologij, kakovostjo podatkov, transparentnostjo umetne inteligence in zrelostjo samih organizacij.

Ključne besede: menedžment poslovnih procesov, četrti val MPP, procesno rudarjenje, umetna inteligenca, hiperavtomatizacija, digitalna transformacija

The role of modern technologies in business process management

Abstract

Business Process Management (BPM) has evolved over the past decade towards data-driven, intelligent, and adaptive approaches that go beyond traditional model-driven concepts. The ambitions of the third wave of BPM,

which was based on formal process modeling and automation, have never been fully realized in practice. This article analyzes the development of BPM in the third wave and identifies the key reasons for its limited success, which resulted from the gap between process models and their actual execution, technological rigidity, and organizational constraints.The article further examines modern technologies and approaches, such as process mining, artificial intelligence, robotic process automation, and generative models, which enable a transition towards more empirical and data-driven process management. Based on the conducted analysis, the article concludes that these technologies create the conditions for a potential fourth wave of BPM, which will be based on the integration of data, process automation, and artificial intelligence. However, several challenges and limitations remain, particularly those related to technology integration, data quality, the transparency of artificial intelligence, and the maturity of organizations.

Keywords: business Process Management, fourth wave of BPM, process mining, artificial intelligence, hyperautomation, digital transformation

Business informatics

Maja Meško
University of Maribor, Faculty of Organizational Sciences, Slovenia
maja.mesko@um.si

Mile Bošnjak
University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia
mile.bosnjak@efzg.unizg.hr

Mirjana Pejić Bach
University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia
mpejic@net.efzg.hr

Raziskovanje dejavnikov inovacijske dejavnosti v Sloveniji in na Hrvaškem: primerjalna analiza podatkov Community Innovation Survey z uporabo strojnega učenja

Povzetek

Inovacijska dejavnost podjetij se med državami, gospodarskimi dejavnostmi in velikostnimi razredi pomembno razlikuje, zato je razumevanje dejavnikov, povezanih z inovativnostjo, pomembno tako za management kot za oblikovanje inovacijske politike. Namen raziskave je proučiti dejavnike, povezane z inovacijsko dejavnostjo v Evropski uniji, ter ugotoviti, kako se inovacijski vzorci Slovenije in Hrvaške primerjajo s širšim evropskim okoljem. Analiza temelji na javno dostopnih agregiranih podatkih Community Innovation Survey (CIS) 2022, ki jih objavlja Eurostat. Po harmonizaciji podatkov je osnovni analitični vzorec obsegal 546 opazovanj na ravni kombinacij država–gospodarska dejavnost–velikost podjetja iz vseh 27 držav članic EU. Kot pojasnjevalna dejavnika sta bila obravnavana sodelovanje podjetij in javna finančna podpora za raziskave, razvoj in inovacije, pri čemer sta bili gospodarska dejavnost in velikost podjetja vključeni kot strukturni značilnosti. Uporabljena sta bila modela Elastic Net in Random Forest, njuna napovedna uspešnost pa je bila ocenjena z navzkrižnim preverjanjem po skupinah držav. Rezultati kažejo močno pozitivno povezanost med sodelovanjem in inovacijsko dejavnostjo (r =

0,721). Vključitev sodelovanja je povečala navzkrižno preverjeni R^2 z 0,444 na 0,573, medtem ko je javna finančna podpora po upoštevanju sodelovanja in strukturnih značilnosti prispevala malo dodatne napovedne vrednosti. Elastic Net (R^2 = 0,566) in Random Forest (R^2 = 0,558) sta dosegla primerljivo napovedno uspešnost. Modela, ocenjena brez Slovenije in Hrvaške, sta bila nato uporabljena za oblikovanje evropskega referenčnega merila. Razpoložljiva slovenska sektorsko-velikostna opazovanja so v povprečju dosegala višjo inovacijsko dejavnost od napovedane, medtem ko so bila hrvaška opazovanja bolj heterogena in so imela nižji povprečni rezidual. Rezultati poudarjajo pomen sodelovanja za razumevanje inovacijskih vzorcev ter kažejo, da lahko razložljivi pristopi strojnega učenja učinkovito dopolnijo tradicionalne analize inovacijskih podatkov. Zaradi agregirane in presečne narave podatkov rezultatov ni mogoče interpretirati vzročno.

Ključne besede: inovacije, sodelovanje, strojno učenje, Community Innovation Survey, Slovenija, Hrvaška

Exploring innovation drivers in Slovenia and Croatia: a comparative machine learning analysis of community innovation survey 2022 data

Abstract

Business innovation activity differs substantially across countries, economic activities and enterprise-size classes, making the identification of factors associated with innovation relevant to both management research and innovation policy. This study examines factors associated with innovation activity across the European Union and investigates how innovation patterns in Slovenia and Croatia compare with the broader European context. The analysis uses publicly available aggregated data from Eurostat's Community Innovation Survey (CIS) 2022. Following data harmonisation, the core analytical sample comprised 546 country–sector–size observations covering all 27 EU Member States. Business cooperation and public financial support for research, development, and innovation were examined as innovation-related predictors, while economic activity and enterprise size were included as structural characteristics. Elastic Net and Random Forest models were applied, and predictive performance was evaluated using country-grouped

cross-validation. The results reveal a strong positive association between cooperation and innovation activity (r = 0.721). Adding cooperation increased cross-validated R^2 from 0.444 to 0.573, whereas public financial support provided little additional predictive value after cooperation and structural characteristics were taken into account. Elastic Net (R^2 = 0.566) and Random Forest (R^2 = 0.558) achieved comparable predictive performance, indicating no advantage of the more complex non-linear model. Models estimated without Slovenia and Croatia were subsequently used to construct an EU-based predictive benchmark. Across the available observations, Slovenian sector-size groups exhibited innovation activity that was, on average, above model predictions, whereas Croatian observations showed greater heterogeneity and a lower average residual. The findings highlight cooperation as an important predictor of innovation activity and demonstrate how interpretable machine-learning approaches can complement conventional innovation analysis by generating structurally sensitive European benchmarks. Given the aggregated and cross-sectional nature of the data, the identified relationships should be interpreted as predictive associations rather than causal effects.

Keywords: innovation, cooperation, machine learning, Community Innovation Survey, Slovenia, Croatia

Poslovna informatika

Marija Zečević-Božić
University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia

Mirjana Pejić Bach
University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia
mpejic@efzg.hr

Vanja Šimičević
Libertas International University, Zagreb, Croatia

Artificial intelligence in the workplace practices of generation Z in Croatia

Abstract

This paper examines the use of artificial intelligence (AI) in the workplace practices of Generation Z respondents in Croatia, their views of benefits and risks, and their expectations of employer support. An anonymous online survey used convenience sampling and was conducted from 19 to 24 August 2026. After excluding respondents without work experience and removing exact duplicates, 96 unique questionnaires were analysed. Descriptive statistics and exploratory Spearman correlations were used, with permutation tests and Holm adjustment for multiple comparisons. Overall, 72.9% use AI daily or several times a week, and ChatGPT is the most frequently selected tool (83.3%). Faster task completion is the leading perceived benefit (74.0% agreement), while 39.6% report greater productivity. Future use intention is expressed by 71.9%, and 42.7% trust AI results and recommendations. Perceived usefulness has the strongest association with future use intention (ρ = 0.722). Formal employer training is reported by 18.8%, while 52.1% learn on their own. The most requested measures are access to quality tools, training and clear guidance. These results suggest that organisations should combine access to AI with skills development and checks of generated outputs. The sample mainly comprises women and university graduates. Convenience sampling and the cross-sectional design limit generalisation and causal interpretation.

Keywords: artificial intelligence, Generation Z, work, trust, training, Croatia

Business informatics

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

Luka Kovač
University of Zagreb, Faculty of Economics and Business, Croatia

Artificial intelligence in retail investing through a comparative analysis of digital investment platforms and investor attitudes in Croatia

Abstract

Artificial intelligence (AI) is increasingly transforming retail investment possibilities by enabling digital investment platforms to provide more personalized, efficient, and data-driven financial services. As AI-powered tools become more accessible, they are changing the way individual investors make investment decisions, assess risks, and manage their portfolios. This paper explores the role of AI in retail investing, focusing on a comparative analysis of digital investment platforms and investor attitudes in Croatia. It examines the key features and applications of AI across four selected platforms. The platform analysis considers investment selection, investor profiling, automation, fees and risk communication, while the survey examines respondents' investment behaviour and perceived barriers, their awareness and use of digital investment platforms, attitudes towards AI in investment decision-making, and experiences with investment platforms. The findings reveal substantial differences between self-directed services with conversational decision support and services that delegate portfolio allocation and rebalancing to algorithms. Survey findings indicate positive perceptions of digital investment platforms among experienced users, alongside caution towards AI-driven financial decisions. Limited investment knowledge, algorithmic uncertainty, and provider distrust remain key concerns. Although investment participation is associated with prior platform experience, causality cannot be confirmed. The findings highlight the importance of transparency, clear explanations, and financial education. The

paper contributes to the understanding of AI in retail investing by integrating an analysis of digital investment platform functionalities with an examination of investor perceptions in a Croatian convenience sample.
Keywords: artificial intelligence, fintech, digital investment platforms, retail investors, robo-advisory, trust

Turizem

Tourism

Tourism

Ksenija Dumičić
University of Zagreb, Faculty of Economics and Business, Zagreb, Croatia
kdumicic.prof@gmail.com

Hrvoje Mataković
Institute for Tourism, Zagreb, Croatia
hrvoje.matakovic@iztzg.hr

Ivana Cunjak Mataković
University of Applied Sciences Baltazar Zaprešić, Croatia,
icunjakmatakovic@bak.hr

EU guest nights booked via online platforms and tourism intensity: focusing on Croatia

Abstract

Online booking platforms have become an important channel for short-stay accommodation in Europe, but their use differs markedly across countries. This paper examines the 27 European Union countries (EU27_2020), using 2025 data, with particular emphasis on Croatia. The analysis combines Eurostat experimental statistics on platform-booked accommodation with conventional tourist accommodation statistics, population data, and, additionally, Gross Domestic Product (GDP) per capita in purchasing power standards (PPS). The main variable studied, also considered the dependent one, is platform booking intensity, measured as annual platform-booked guest nights per inhabitant, defined as the annual number of guest nights in short-stay accommodation booked through Airbnb, Booking, and Expedia divided by the resident population on 1 January 2025. The main independent variable analyzed here is tourism intensity, measured as annual nights spent at tourist accommodation establishments per inhabitant. Platform booking intensity and tourism intensity correlate strongly across the EU27_2020 countries ($r = 0.909$, $p < 0.001$), while the estimated regression explains 82.6% of the cross-country variation in platform booking intensity. The relationship remains strong after excluding Croatia and Malta. In contrast to the tourism intensity indicator, GDP per capita is only weakly negatively correlated with platform booking intensity. Croatia stands out as a highly tourism-intensive destination. In 2025, it ranked first in tourism intensity and

second in platform booking intensity, while also showing very high international demand, strong summer seasonality, and a pronounced coastal concentration. The results show a strong correlation between Croatia's platform booking intensity and its overall tourism intensity, rather than its general economic prosperity. Croatia, Malta, and Cyprus are the three top-performing EU27_2020 countries in 2025, according to a hierarchical clustering based on Euclidean distance and Ward linkage. The findings support season extension, geographical diversification, higher value per stay, and better coordination of tourism, housing, and destination management. The analysis primarily focuses on how the examined explanatory variables impact the platform booking intensity, which is the predicted variable.

Keywords: collaborative economy, short-stay accommodation, hierarchical clustering, Ward linkage, Euclidean distance, Eurostat

Tourism

Andrej Raspor
Fakulteta za komercialne in poslovne vede, Slovenija
andrej.raspor@t-2.si

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

Rok Bratina
Fakulteta za uporabne družbene študije, Slovenija
rok.bratina@gmail.com

Demografski dejavniki in športna aktivnost v Sloveniji: analiza odnosov, participacije in blagostanja

Povzetek

Namen raziskave je bil preučiti vpliv demografskih dejavnikov na športno aktivnost, sodelovanje v organiziranih športnih dejavnostih ter zaznani pomen športa za dobro počutje med prebivalci Slovenije. Raziskava temelji na kvantitativni anketi na velikem (2.100) vzorcu, pri čemer smo analizirali vpliv spola, starosti, izobrazbe, statusa in tipa naselja. Rezultati so pokazali, da moški statistično značilno pogosteje poročajo o redni športni aktivnosti kot ženske, medtem ko se s starostjo zmanjšuje sodelovanje v organiziranih oblikah športa. Višja izobrazba je povezana z nekoliko bolj pozitivnim odnosom do športa, vendar ne z bistveno večjo športno aktivnostjo. Presenetljivo dijaki in študenti niso najbolj športno aktivna skupina, temveč višjo raven aktivnosti dosegajo zaposleni in samozaposleni. Analiza ni pokazala statistično značilnih razlik glede na tip naselja. Prav tako starost ni povezana s subjektivnim doživljanjem nezadovoljstva ob pomanjkanju gibanja. Ključna ugotovitev raziskave je, da obstaja razkorak med pozitivnim odnosom do športa in dejansko športno aktivnostjo. Čeprav večina posameznikov šport prepoznava kot pomemben dejavnik zdravja in dobrega počutja, to ne vodi nujno v aktivno udeležbo. Rezultati kažejo, da so vplivi demografskih dejavnikov prisotni, vendar relativno šibki, kar nakazuje na postopno poenotenje športnih navad v sodobni družbi.

Ključne besede: športna aktivnost, demografski dejavniki, starost, spol, izobrazba, življenjski slog, subjektivno blagostanje, Slovenija.

Demographic factors and physical activity in Slovenia: an analysis of attitudes, participation, and well-being

Abstract

The aim of this study was to examine the influence of demographic factors on physical activity, participation in organized sports activities, and the perceived importance of sport for well-being among residents of Slovenia. The research was based on a large-scale quantitative survey (2,100), analyzing the effects of gender, age, education, employment status, and type of settlement. The results showed that men report engaging in regular physical activity significantly more often than women, while participation in organized forms of sport decreases with age. Higher educational attainment is associated with a slightly more positive attitude toward sport, but not with substantially higher levels of physical activity. Surprisingly, secondary school and university students were not the most physically active group; instead, employed and self-employed individuals exhibited higher levels of activity. The analysis revealed no statistically significant differences based on the type of settlement. Furthermore, age was not associated with the subjective experience of dissatisfaction resulting from insufficient physical activity. A key finding of the study is the existence of a gap between positive attitudes toward sport and actual participation in physical activity. Although most individuals recognize sport as an important contributor to health and well-being, this recognition does not necessarily translate into active engagement. The findings indicate that demographic factors do influence sport-related behaviors; however, their effects are relatively weak, suggesting a gradual homogenization of sporting habits in contemporary society.

Keywords: physical activity, demographic factors, age, gender, education, lifestyle, subjective well-being, Slovenia

Varnostni menedžment

Security management

Security management

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

Varnostni koordinator v vzgojno-izobraževalnih ustanovah: primerjalna analiza normativnih in organizacijskih okvirov Slovenije in Hrvaške

Povzetek

Varnost vzgojno-izobraževalnih ustanov je pravno in organizacijsko razpršeno področje, ki povezuje varstvo pravic otrok, preprečevanje nasilja, varnost in zdravje pri delu, požarno varnost, civilno zaščito, krizno odzivanje ter sodelovanje z zunanjimi službami. Namen prispevka je primerjati, kako Republika Slovenija in Republika Hrvaška razporejata odgovornosti za te naloge in ali njuna normativna okvira omogočata sistemsko umestitev varnostnega koordinatorja. Raziskava temelji na funkcionalni primerjalnopravni metodi, analizi veljavnih predpisov in uradnih protokolov na dan 31. julija 2026 ter kvalitativni vsebinski analizi slovenske, hrvaške in mednarodne literature. Ugotovitve kažejo, da slovenska ureditev varnostne obveznosti razporeja med ravnatelja, delodajalca, strokovne delavce, svetovalno službo in zunanje organe, ne določa pa enotne koordinacijske funkcije. Hrvaška je po zaostritvi varnostne politike leta 2025 poleg državnega protokola nadzora vstopa normativno uvedla operativnega delavca za varnost in civilno zaščito ter program njegovega usposabljanja. Hrvaška rešitev je operativno in fizičnovarnostno usmerjena, medtem ko predlagani model varnostnega koordinatorja zajema širšo povezavo upravljanja tveganj, preventive, kriznega menedžmenta, organizacijskega učenja in varnostne kulture. Prispevek ugotavlja, da bi Slovenija lahko uvedla koordinacijsko funkcijo brez prenosa zakonske odgovornosti z ravnatelja ali drugih pristojnih oseb. Predlagan je model postopne uvedbe, ki vključuje normativno opredelitev nalog, kompetenčni standard, analizo tveganj, načrt varnosti, usposabljanje in evalvacijo.

Ključne besede**:** varnostni koordinator, šolska varnost, primerjalno pravo, Slovenija, Hrvaška, civilna zaščita, varnostni menedžment

The school safety coordinator: a comparative analysis of the legal and organisational frameworks of Slovenia and Croatia

Abstract

Safety in educational institutions is a legally and organisationally fragmented field connecting children's rights, violence prevention, occupational safety, fire safety, civil protection, crisis response and cooperation with external services. This paper compares how Slovenia and Croatia allocate responsibility for these tasks and whether their regulatory frameworks support the systematic introduction of a school safety coordinator. The study applies a functional comparative-law method, an analysis of legislation and official protocols in force on 31 July 2026, and a qualitative content analysis of Slovenian, Croatian and international literature. The findings show that Slovenia distributes safety duties among the head teacher, the employer, educational professionals, counselling services and external authorities, but does not establish a unified coordinating role. Croatia changed its approach in 2025 by adopting a national access-control protocol, establishing the position of operational officer for security and civil protection and creating a corresponding training programme. The Croatian role is predominantly operational and focused on physical safety, whereas the proposed coordinator model integrates risk management, prevention, crisis management, organisational learning and safety culture. Slovenia could introduce such a coordinating function without transferring statutory responsibility from the head teacher or other competent actors. A phased implementation model is proposed, comprising a legal definition of tasks, a competency standard, risk assessment, a school safety plan, training and evaluation.

Keywords: school safety coordinator, school safety, comparative law, Slovenia, Croatia, civil protection, safety management

Security management

Sebastjan Repnik
Fakulteta za komercialne in poslovne vede, Slovenija
sebastjan.repnik@gmail.com

Bojan Macuh
Fakulteta za komercialne in poslovne vede, Slovenija
bojan.macuh@guest.arnes.si

Varnostna kultura kot dejavnik konkurenčnosti slovenskih naravnih zdravilišč: kvantitativna analiza stališč in praks zaposlenih

Povzetek

Obravnavamo pomen varnostne kulture kot dejavnika konkurenčnosti slovenskih naravnih zdravilišč. Raziskava, izvedena med 268 zaposlenimi v šestih zdraviliščih, analizira stališča, prakse in raven znanja zaposlenih na področju varnosti. Ugotovitve kažejo, da zaposleni varnost zaznavajo kot pomemben element organizacijskega delovanja, vendar med posameznimi zdravilišči obstajajo statistično pomembne razlike pri poznavanju evakuacijskih postopkov in nudenju prve pomoči. Raziskava potrjuje, da razvita varnostna kultura prispeva k večji kakovosti storitev, zaupanju gostov in konkurenčni prednosti zdravilišč. Hkrati rezultati kažejo, da formalna izobrazba zaposlenih ni nujno povezana z višjo ravnjo varnostne kulture, temveč imajo pomembnejšo vlogo praktične izkušnje, organizacijske prakse in redna usposabljanja. Poudarjamo potrebo po sistematičnem razvoju varnostne kulture, standardizaciji varnostnih postopkov ter kontinuiranem usposabljanju zaposlenih v vseh organizacijskih enotah zdravilišč.

Ključne besede**:** varnostna kultura, slovenska naravna zdravilišča, zdraviliški turizem, zaposleni, konkurenčnost, varnostni postopki, usposabljanje zaposlenih.

Safety culture as a factor of competitiveness in Slovenian natural health resorts: a quantitative analysis of employees' attitudes and practices

Abstract

This paper examines the importance of safety culture as a factor of competitiveness in Slovenian natural health resorts. The study, conducted among 268 employees across six health resorts, analyzes employees' attitudes, practices, and levels of knowledge in the field of safety. The findings indicate that employees perceive safety as an important element of organizational operations; however, statistically significant differences exist among individual resorts regarding knowledge of evacuation procedures and the provision of first aid. The research confirms that a well-developed safety culture contributes to higher service quality, greater guest trust, and a competitive advantage for health resorts. At the same time, the results show that employees' formal education is not necessarily associated with a higher level of safety culture; rather, practical experience, organizational practices, and regular training play a more significant role. The paper emphasizes the need for the systematic development of safety culture, the standardization of safety procedures, and continuous employee training across all organizational units within health resorts.

Keywords: safety culture, Slovenian natural health resorts, spa tourism, employees, competitiveness, safety procedures, employee training.

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