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Zaječar**
Megatrend University
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ON NATURAL RESOURCES MANAGEMENT**

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Dragan Mihajlović
Bojan Đorđević**

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**„SUSTAINABLE DEVELOPMENT AND GREEN ECONOMY IN TRANSITION
COUNTRIES – CHALLENGES AND PERSPECTIVES“**

TABLE OF CONTENT

Biserka Dimishkovska, Nikola Dimishkovski, Jovan Dimishkovski <i>EXISTING PRACTICES OF SOLID WASTE MANAGEMENT IN R.MACEDONIA</i>	11 - 19
Bojan Đorđević, Dragica Stojanović <i>WEATHER DERIVATIVES: A NEW MODEL FOR HEDGING CLIMATE CHANGE RISK</i>	21 - 31
Biljana Ilić, Dragan Mihajlović, Gabrijela Popović <i>STRATEGIES OF GAMZIGRAD SPA DEVELOPMENT TOWARDS GREEN ECONOMY</i>	33 - 42
Biljana Ilić, Leposava Jovanović <i>CONTRIBUTION TO GREEN AND SUSTAINABLE ECONOMY BY REDUCING GAS EMISSIONS</i>	43 - 50
Donato Calace <i>CULTURAL INSIGHTS OF SUSTAINABILITY REPORTING IN SMEs: AN EXPLORATORY STUDY</i>	51 - 62
Diana Damevska, Anna Ivanovska <i>THROUGH GREEN ECONOMY TO RENEWABLE ENERGY RESOURCES</i>	63 - 68
Darjan Karabašević <i>SUSTAINABILITY MODEL OF CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY IN SERBIA</i>	69 - 74
Darjan Karabašević, Ana Stanujkić <i>PERFORMANCE MANAGEMENT IN FUNCTION OF DEVELOPMENT OF COMPANIES</i>	75 - 79
Dalibor Miletić, Petar Veselinović, Mladan Dimitrijević <i>THE KEY CHALLENGES OF THE TRANSITION COUNTRIES: GLOBALIZATION AND SUSTAINABLE DEVELOPMENT</i>	81 - 90
Dalibor Miletić, Krunislav Sovtić, Dragoslav Stefanović <i>SUSTAINABLE DEVELOPMENT IN FUNCTION OF THE REDUCTION OF POVERTY AND SOCIAL EXCLUSION</i>	91 - 101
Dragica Stojanović, Biljana Ilić, Bojan Đorđević <i>GREEN ECONOMY- RISKS AND CHALLENGES OF SUSTAINABLE ECONOMIC GROWTH</i>	103 - 111
Gianpiero Menza <i>THE IMPACT OF CULTURAL DIMENSION ON THE INTERNATIONALIZATION PROCESS OF THE ITALIAN SMEs</i>	113 - 118
Ivano De Turi <i>THE ROLE OF ACADEMIC SPIN-OFFS IN ENTREPRENEURIAL INNOVATION AND REGIONAL DEVELOPMENT: THE APULIA CASE” AND A FOCUS ON THE EXTERNAL ENVIRONMENT, ESPECIALLY THE ROLE OF THE ORGANIZATIONAL CULTURE</i>	119 - 126
Ivan Ivanović, Slavica Ostojić, Ana-Marija Đurić <i>CONCEPT OF BLUE ECONOMY - CHALLENGES FOR THE FUTURE</i>	127 - 132
Leposava Jovanović, Marina Malenović, Ivana Avramović <i>CORPORATE INCOME TAX INCENTIVES</i>	133 - 136
Leposava Jovanović, Biljana Ilić, Mladen Jovanović <i>THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY AND GREEN MARKETING IN CONTEMPORARY ECONOMY</i>	137 - 141
Ljiljana Trumbulović, Zagorka Aćimović, Ljubiša Andrić, Nada Jovičić <i>COPPER AND ITS IMPACT ON HEALTH AND SAFETY OF WORKERS IN METAL INDUSTRY</i>	143 - 146
Milan Đuričić, Ahmed Mumdzović, Ljubiša Andrić, Marko Pavlović <i>BENEFICIAL MODEL FOR TECHNOLOGICAL DEVELOPMENT OF BUSINESS SYSTEM IN METAL PROCESSING INDUSTRY OF SERBIA</i>	147 - 150
Milan Grujović <i>DECISION MAKING IN AGRICULTURE USING LINEAR PROGRAMMING SIMPLEX METHOD</i>	151 - 155
Mirko Ivković, Jovo Miljanović <i>THE RE-CULTIVATION OF LAND DAMAGED BY UNDERGROUND COAL MINING IN SERBIA</i>	157 - 160
Mladen Jovanović, Ivana Avramović, Leposava Jovanović <i>A STEP AHEAD OF THE COMPETITION BY CREATING A UNIQUE SALES OFFER</i>	161 - 166
Mladan Maksimović <i>SUSTAINABILITY OF ENERGY EFFICIENCY OF RAILWAY STATION BUILDING BOR USING LED</i>	167 - 174
Marija Nikolić, Irena Ristić, Mladan Maksimović <i>SOLAR ENERGY- SERBIAN MARKET FOR SOLAR PANELS</i>	175 - 180
Milica Paunović, Anđelija Plavšić, Ana Stanujkić <i>'THE GLASS CEILING' – A PRECONDITION FOR TRANSITION ON THE WAY TO GREEN ECONOMY</i>	181 - 186

Miroslav Sokić, Zvonko Gulišija, Branislav Marković, Nada Štrbac, Vaso Manojlović <i>STEEL SCRAP AS AN IMPORTANT RESOURCE IN THE PRODUCTION OF IRON AND STEEL LIGHTING</i>	187 - 194
Maria Teresa Riggio, Francesco Saverio Massari, Donato Calace <i>ITALIAN NETWORK CONTRACTS: CAN CULTURAL DIMENSIONS INFLUENCE A NETWORK STRUCTURE?</i>	195 - 211
Slobodan Ignjatović <i>ENERGY SYSTEM OF SERBIA IN POST-CRISIS PERIOD, BASED ON RENEWABLE ENERGY SOURCES, AS A SIGNIFICANT FACTOR OF SUSTAINABLE ECONOMIC GROWTH AND DEVELOPMENT</i>	213 - 224
Saša Ivanov, Dragiša Stanujkić, Gabrijela Popović <i>SUSTAINABILITY OF E-COMMERCE IMPLEMENTATION IN "PLANINKA" COMPANY</i>	225 - 235
Svetislav Milenković, Svetlana Utić <i>CHALLENGING MANAGEMENT MODELS OF SERBIA NATURAL RESOURCES</i>	237 - 244
Slavica Miletić, Dragan Mihajlović, Bojan Stojčetoivić, Valentina Velinov <i>SUSTAINABLE DEVELOPMENT, RENEWABLE ENERGY AND ENVIRONMENT</i>	245 - 252
Srdjan Zikic, Jane Paunkovic <i>MANAGEMENT OF RENEWABLE ENERGY SOURCES AS A RESOURCE OF SUSTAINABLE DEVELOPMENT OF SERBIA</i>	253 - 257
Vasyl H. Gerasymchuk <i>STRATEGIC AIMS OF SUSTAINABLE DEVELOPMENT: UKRAINE, EUROPE, WORLD</i>	259 - 269
Венцислав Иванов <i>СЪСТОЯНИЕ НА ПРИРОДНАТА СРЕДА В РАЙОНИТЕ НА ЛИКВИДИРАНИ ПОДЗЕМНИ РУДНИЦИ</i>	271 - 278
Violeta Jovanović, Jane Paunković <i>LIFELONG LEARNING FOR SUSTAINABLE DEVELOPMENT IN SERBIA</i>	279 - 287
Dragan Mihajlović <i>THE "SOUTH STREAM" AS AN INVESTMENT IN THE ENERGY SECTOR OF SERBIA</i>	289 - 295
Darko M. Milosević, Marko Kimi Milić, Nenad M. Stojanović <i>EVALUATING THE BEST SOLAR CELL PRODUCT USING TOPSIS IN AHP FUZZY ENVIRONMENT</i>	297 - 306
Milinko Ranilović, Mirjana Ranilović, Danijela Ranilović <i>GREEN ECONOMY IN THE EUROPEAN UNION AND THE RELATIONSHIP WITH BOSNIA AND HERZEGOVINA</i>	307 - 315
Milinko Ranilović, Mirjana Ranilović, Miro Ranilović <i>POLITICAL WILLINGNESS OF BOSNIA AND HERZEGOVINA FOR SUSTAINABLE DEVELOPMENT (achievements and difficulties)</i>	317 - 324
Nenad M. Stojanović, Marko Kimi Milić, Darko M. Milošević <i>IMPLEMENTATION OF MODERN TECHNOLOGIES IN METALLURGY IN THE FUNCTION OF PROTECTION OF THE ENVIRONMENT AND NATURAL RESOURCES</i>	325 - 332
Slavica Miletić, Jane Paunković, Daniela Urošević, Valentina Velinov <i>POLLUTION OF THE RIVER BORSKA WITHIN THE CONTEX OF SUSTAINABLE DEVELOPMENT</i>	333 - 338
Tamara Galonja Coghil, Milica Stojnić <i>MONITORING AND CORRELATION BETWEEN ELF ELECTROMAGNETIC POLLUTION AND EXHAUST FUMES AIR POLLUTION IN NOVI SAD</i>	339 - 344
Tamara Galonja Coghil, Milica Stojnić <i>DIVERSITY AND ABUNDANCE OF LICHENS IN URBAN AREAS IN CORRELATION WITH AIR POLLUTION THROUGH ELECTROMAGNETIC FIELDS AND EXHAUST FUMES EMISSIONS</i>	345 - 350

FOREWORD

Environmental issues have become increasingly incorporated in scientific agendas of the most diverse fields of knowledge. Its growing relevance originates from the widespread understanding that environmental sustainability is indispensable to the long term development of societies. The challenge of moving towards a more egalitarian and sustainable society is on the agenda, more than ever. This is the context in which the concept of green economy has emerged. Green economy will be one of the key topics of 4th International Symposium on Natural Resources Management in Zaječar, Republic of Serbia.

The challenge is not simple and discussions are only beginning. Despite having a formal conceptualization, precise delineations are still to be determined. After all, what is a green economy? Which economies are closer to reaching it? How to measure the degree of “greening” of an economy? What does it mean, concretely, to achieve transition to a green economy? What is the role of the state in this transition? How to finance the transition? Which sectors will be most affected? Which will be most benefited? How would the transition affect the daily lives of citizens? And in the case of Serbia, what has the country done and what is left to do to advance towards a green economy? How is the country doing, compared to the others? What are the main obstacles and challenges? How to address them? What would a transition mean for society, productive sectors, for government, for consumers? How can developed and developing countries cooperate in this transition? How can international promotion and cooperation organizations align themselves with these objectives? How can United Nations priority international initiatives, such as the Climate Change and the Biodiversity Conventions, encourage and implement common agendas aimed at achieving these objectives?

Green economy raises many questions that do not have simple and straight answers. We know, however, that the transition requires substantial efforts and engagement from all segments of society, especially government and the private sector. It demands that governments level the playing field for greener products by removing perverse incentives, revising policies and incentives, strengthening market infrastructure, introducing new market mechanisms, redirecting public investment and “greening” public procurement. The private

sector, on the other hand, will need to respond to these policy reforms through increased financing and investments, as well as by creating innovation skills and capabilities to make the best of green economy opportunities.

The contributions to the international symposium have come from the professors and associates of Megatrend university as well as from authors from other universities in the country and abroad. Professors and doctoral students from universities in Italy, Ukraine, Bulgaria, Bosnia and Herzegovina and Macedonia, have also made contributions to this conference. The Proceedings are intended for the scientific and professional community as well as students of doctoral studies. The contents allow readers to learn about contemporary approaches, perspectives and challenges in the sustainable development and green economy of transition countries.

Enjoy the reading!

Zaječar, May 2014

Editors



SUSTAINABILITY OF E-COMMERCE IMPLEMENTATION IN "PLANINKA" COMPANY

Saša Ivanov¹
Dragiša Stanujkić²
Gabrijela Popović³

¹Faculty of Management Zaječar, park šuma Kraljevica bb, 19000 Zaječar, sasa.ivanov@fmz.edu.rs

²Faculty of Management Zaječar, park šuma Kraljevica bb, 19000 Zaječar, dragisa.stanujkic@fmz.edu.rs

³Faculty of Management Zaječar, park šuma Kraljevica bb, 19000 Zaječar, gabrijela.popovic@fmz.edu.rs

ABSTRACT

This paper describes the basic concepts of digital economy, which includes online communication, business transactions, trade in goods and services, providing service and financial services, and all other actions and activities that follow the business and for the realization of which is the necessary computer network and Internet, in business of “Planinka“ Company, Kuršumlija.

KEYWORDS

Digital economy, web site rank, web shop.

1. INTRODUCTION

In tourist industry, there is an increasing number of services offered to the tourists that are based on the use of the Internet as a main communication channel. The development of the Internet has contributed to big changes in the manner and efficiency of the work of business systems. The Internet has completely changed the way of doing business; geographical borders are disappearing, as well as language barriers and currency limitations. Simple and fast communication is made possible, transfer of great amount of data to great distances, simple publication and updating of multimedia documents and their continuous availability, digital delivery of goods and services, establishing virtual organizations. All this presents elements of new methods of running a business, the so-called electronic business, which is a basic element of digital economy.

2. „PLANINKA“COMPANY - KURSUMLIJA

The company was created in 1964 “Planinka” year, joining restaurants in Kursumlija and Kursumlijska, Prolom and Lukovska Spa. „Planinka” famous break bottled water, for which the demand is so great that hardly settled the needs of the market. Since this water makes the beer taste wonderful, you do not go into the general sale because of 150. 000 liters consumed in buildings “Planinka”. Within “Planinka” the tepihara, located in Lukovska Spa, which produces hand-knotted and hand-tufted rugs of exceptional quality. Planinka posedije high class hotels in Prolom and Lukovska Spa, as well as in Kursumlija, and since 2009. The company manages a natural phenomenon Đavolja Varoš, a place that is a miracle Serbia,

and we are free to say and world wonder of nature. Having in mind that the company's goal is to provide new services to the clients in the field of tourism, they continue to offer innovative concepts of business and in that way secure top quality to their clients. Besides meeting the increasing needs of their clients, both in price and quality, on-line shop tends to conquer the market of selling package tours and providing services related to searching for the real needs of the clients and its easiest way of achieving efficient business.

3. CURRENT STATE OF THE COMPANY'S WEB SITE

“Planinka“ has partly started e-business in 2012 when they presented on the Internet by its sites for promoting Kuršumljija tourism.



Figure 1. Prolom Banja web site
Source: <http://www.prolombanja.com/>



Figure 2. Lukovska Banja web site
Source: <http://www.lukovskabanja.com/>

The aim of “Planinka“ then was to present itself on the Internet and introduce the public to Kursumlija tourism both on national and foreign market. Using these sites “Planinka“ has finally managed to reach foreign tourists due to local environment, the variety of tourist product itself, richness of the cultural heritage (architecture, tradition, old crafts and their products), richness of healing mineral waters, as well as the hospitality and cordiality of the residents and the uniqueness of the phenomenon of Đavolja Varoš, presented as one of the to world wonders. For the time being, the company has taken a solid position on the Internet space, which can be observed based on the following data.

By using the Alex system (<http://www.alex.com/>) they have conducted an analysis of rank of the site and the sites of similar companies, mentioned in the following text. The “Planinka“ web site has hits in the rank of 2.561,808.



Figure 3. „Planinka“ web site rank
Source: <http://www.alexa.com/>

4. RANK AND THE COMPETITION ANALYSIS

A large number of companies that are in keeping with the modern trends and technologies are currently on the market and they have placed their tourist offer on the Internet and have a very good position.

Mentioned companies are:

1. „Genex“ – Kopaonik (<http://www.kopaonik-genex.com/>),
2. „Mona Hotel“ - Zlatibor (<http://www.monazlatibor.com/>)
3. Hotel „Merkur“ - Vrnjačka Banja, (<http://www.vrnjicspa.rs/>),
4. Institut „Niška Banja“, (<http://www.radonnb.rs/>)
5. Banja Vrujci, (<http://www.banjavrujci.rs/>)

Competitive advantage of the company is greater and more stable if it offers values, either in product or in services, that can not be easily imitated (Bakić, 2010).

Prolom water and Đavolja Varoš are strengths (advantages) of Planinka. Prolom Water is unique by its composition and healing characteristics (there is no copy of it), and Đavolja Varoš is presented to as the world wonder, which is definitely an advantage with the competition mentioned. In addition, the advantage of „Planinka“ is that, besides summer offer, it has a developed winter one, that is it possesses ski runs and ski lift in Lukovska Banja.

5. DEFINING COMPANY'S PROBLEMS

In order to place „Planinka“ in the same rank as the already well-positioned companies at the market, it will have to solve the problems it is facing on the space.

The problems are:

1. Low interactivity, dynamics and tourist communication
2. Placing of goods/services by the Internet
 - Lack of direct sell to the end beneficiaries and the system for online reservation (B2C business)
 - Lack of direct cooperation with business partners and sale to other companies (B2B business)

It is very important to establish interactivity, that is two direction communication with the site visitors. In that way it is possible to obtain very useful information on the quality of its services so that the management could use it for creating better business policy. Also, it is possible to understand the wishes and interests of the tourists and conduct the personalisation of certain parts of the web sites.

B2B is the most important form of e-trade. The greatest range of on line transactions in the worlds is carried out by B2B trade. It is very important to establish cooperation with all the participants in the business process that are prior to the end user - suppliers, mediators, and distributors (Blagojević, 2010).

Based on the previous competition analysis, reviewing the current state on the market, „Planinka“ company has realise the advantages of modern information technologies and the purpose on introducing e-trade in its business system.

6. SWOT ANALYSIS

The purpose of SWOT analysis is to isolate key issues and facilitate strategic approach of the company. The analysis includes setting the quality and relevant criteria for estimating, and later the estimation itself according to the set criteria.

Table 1. SWOT analysis of „Planinka“ company

Strength	Weakness	Available possibilities	Threats
The quality of the services offered	Lack of financial investment	Hotel construction in Đavolja Varoš.	The volatility of the market
Trust, reliability, built distribution network	A small team of people who work on the development of electronic business, whose implementation is at the beginning	Winter tourism development and expansion of accommodation facilities	Variability Legal Terms and Conditions
Spas of Prolom Lukovska and Kuršumlijska.	Lack of e-commerce system for online booking	Development of mobile business and mobile commerce	Underdevelopment of Internet infrastructure.
Natural resources, mineral water, hot water 35 degrees	The lack of mobile business.	Professional training of staff	Hacking website, sigurnost on the Internet

7. DEVELOPMENT STRATEGY

The project being finished, which means input of its content and work of all the services mentioned, work is planned with the direct control of management team, as well as the preparation for the first stage of improving the portal itself.

The idea is to educate the human resources in the organization itself that will be responsible for the content related to their part of work. This stage plans several levels of training and education of the system administrators. In addition, in the first stage of improvement it is designed to translate the site into at least one foreign language (English), in order to present the contents to foreign tourists as well. In addition to the translation itself, it is planned to create additional material designed for the foreign tourists, as well as the suitable marketing campaign for the target market.

In the second stage of improving the system it is planned to develop a web presentation and the system for on line booking for mobile phone users. In the second stage, payment system via mobile phones is to be realized.

8. PORTAL IMPLEMENTATION

With the aim of solving the problems mentioned it is necessary to approach e-trade in the following way:

1. Develop a vertical portal (e-trade model) and enrich it with interactive services
2. Develop B2C application (e-trade model), web shop on line booking system.
3. Develop B2B application (e-trade model) on the portal.

Based on the previous competition analysis, review of the current state on the market, Internet marketing plan, the company realizes the advantage of modern information technologies and improves its business by developing services and applications of digital economy.

With that purpose it is necessary to develop:

- e-mail lists,

- impression books,
- surveys,
- public forums,
- contests,
- Internet Relay Chat-IRC,
- virtual postcards,
- blogs.

9. DEVELOPMENT B2C APPLICATIONS

B2C means retail sale electronically, that is sale to end users. Sale by the Internet has reached an expansion with the occurrence of this model of trade (Bakić, 2010).

With the aim of solving the third problem, "Planinka" has to develop, as soon as possible, B2C application with the purpose of direct sale by the Internet and the possibility of on line booking. In that way, the tourists, no matter of how distant they are, could buy and order certain vouchers 24 hours a day, whole year.

As an addition to each tourist portal is the online sale.

With the help of the component Simple Shop Galores, taken from site, <http://extensions.joomla.org/>, we manage to realize "Planinka" Web Shop, that is electronic shop of "Planinka" company.



Figure 4. "Planinka" company web shop

Step 1. It is necessary to register on the portal itself, with the aim of user verification.

Step 2. Catalogue review, of the categories in the catalogue and the products in the categories.

As part of Planinka web shop, there are two categories, that is two spas where "Planinka" has accommodation facilities.



Figure 5. Web shop catalogue



Figure 6. Review of products in the category Lukovska Banja

Step 3. Choice of products, placing products into basket (the amount), erasing, as well as addition of total value of the products chosen.



Figure 7. Selection of products

If the selection is good, you go to the Checkout option, and if it is not, you mark the product and use the Update option.



Figure 8. Review of basket products

After the successful shopping, it is necessary to book the date with the use of on line system. Administrative part - Review of the shopping done:

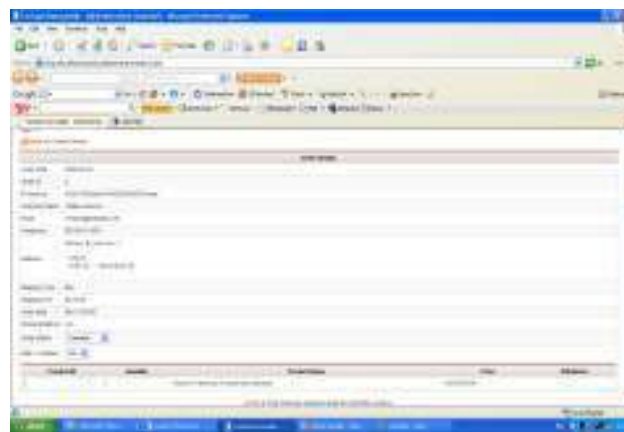


Figure 9. Review of the shopping done by the administrator

Having bought the voucher, it is necessary to book the date when you want to use the selected destination by the on line booking system for the bought vouchers.



Figure 10. On line booking system for the bought vouchers

In addition to the on line booking system for the bought vouchers , there is also a system independent of the Web shop Company, designed for the users who want to book accommodation facilities that are not included in the Web shop, but for which the offer is in the company's price list.

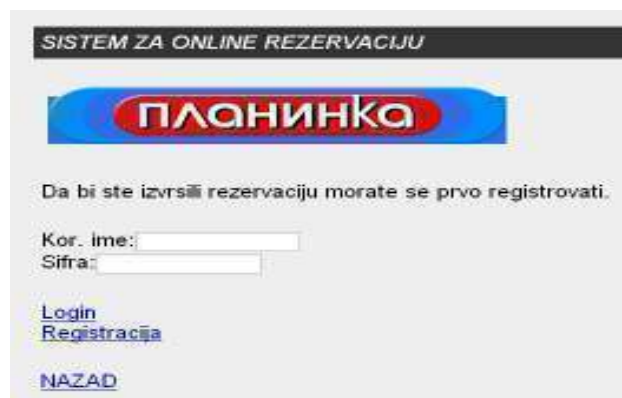


Figure 11. Independent system for online booking

Having registered and successfully logged in, it is possible to book by the form for online booking.

The form having been successfully completed and the data forwarded, a page is opened that confirms that the reservation has been done successfully with its description.



Figure 12. Review of successful booking for the “Kopaonik“ hotel

10. THE BENEFITS FOR THE COMPANY OF THE SOLUTIONS OFFERED

The benefits are follows:

- The orders are done 24 hours a day, even during sleeping hours,
- The market is being expanded,
- Buyers decide to buy more easily, the rule of impulsive shopping,
- Fewer price for the product and services presentation by on line catalogues than in any other way. The company can make a significant saving if it opens a virtual shop instead of the

physical one, since it does not need to pay leasing of the premises, large number of employees, etc.,

- Fast and simple review of sale and reservations.

11. BENEFITS FOR THE USER

The benefits for the user are follows:

- Possibility of shopping and booking 24 hours a day all the 365 days,
- Lower price,
- Variety of selection,
- Special services,
- Greater benefits;
- Fast delivery,
- More fun.

12. DEVELOPMENT OF B2B APPLICATION

B2B technologies (Buhalis, 2003):

- Make easier transactions for the sale of products and services among organisations,
- Enable the integration of the supply chain,
- On line supply of merchandise of one company for the other.

Business partners (current and potential), during their first visit to the dealer service, fill in a form for the opening of, and then they (the next day, at the latest) a person in charge answers that forms a profile of the company in direct contact, as well as the user account.

The distributors have the price list offered in many options. The first one being in the Excel format, which is very useful since you can directly work with it, or it can be used for creating your own price list. This makes it easier to great extent and is faster for the distributors.

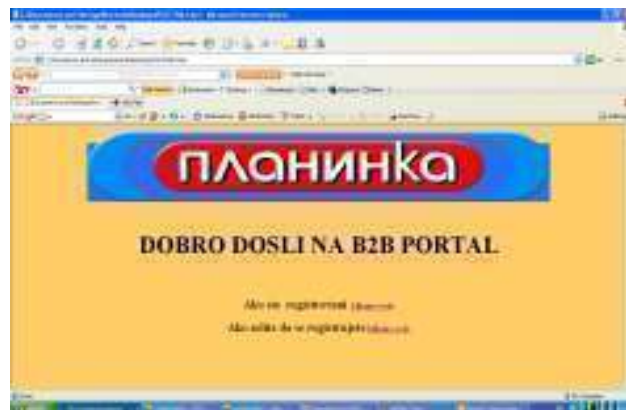


Figure 13. Home page B2B dealer service

The order form is designed for the registered companies, agencies, it gives them the possibility of ordering (buying) vouchers electronically, very fast, with certain advantages.



Figure 14. Vouchers order form

13. BUSINESS ANALYSIS

Business analysis is shown in Table 2 and 3.

Table 2. Business expenditure for 2012. (operating statement)

The structure of other business expenses on Dec 12,2012 is as following: in 000 RSD.		
1	Transport costs	32.065
2	Maintenace costs	5.800
3	Rent costs	2.983
4	Promotion costs	26.740
5	Other services	8.140
6	Advising costs	3.088
7	Presentation costs	5.692
8	Insurance	5.638
9	System of payment costs	3.755
10	Fees	690
11	Taxes	5.756
12	Public utilities	16.845
13	Other costs	62.337
TOTAL:		179.529

Table 3. Other business expenditures for the period 01.01-30.06.2013, after using e-transactions

The structure of other business expenses on June 30, 2013 is as following: in 000 RSD.		
1	Transport costs	12.447
2	Maintenance costs	4.616
3	Rent costs	1.213
4	Promotion costs	11.456
5	Other services	4.026
6	Advising costs	805
7	Presentation costs	1.972
8	Insurance	1.212
9	System of payment costs	4.774
10	Fees	330
11	Taxes	3.455
12	Public utilities	8.337
13	Other costs	31.515
TOTAL:		86.158

14. PROMOTION COSTS ANALYSIS

Promotion analysis includes:

1. Promotion costs during the first six months in 2012 - 13.370.000 RSD
2. Promotion costs during the first six months in 2013 - 11.456.000 RSD

Promotion costs have been reduced, after presenting the company on the Internet, for 1.914.000 RSD for six months, which means that the company has reduced promotion costs in 2013 in comparison to 2012 for approximately 15%, which thus shows that presence of the company on the Internet has significantly paid off in terms of promotion costs.

Table 4. Sale incomes for 2013 in 000 RSD

1	Revenue from domestic sales	311.254
2	Sales in foreign markets	49.073
	TOTAL:	360.327

Table 5. Other expenditures in 2013 in 000 RSD

1	Transportation costs	12.447
2	Maintenance costs	4.616
3	The cost of rent	1.213
4	Cost of Events	591
5	The cost of advertising and advertising	10.865
6	Other services	4.026
7	Cost of counseling	805
8	Entertainment expenses	1.972
9	Insurance premiums	1.212
10	The cost payment service	4.774
11	Memberships	330
12	Tax expense	3.455
13	Compensation expenses in the communal. good.	8.337
14	Other expenses	31.515
	TOTAL:	86.158

The project will influence the rent costs for app. 20%, propaganda and advertising costs for app. 5%, other costs (inventory, electricity, etc.) for 1%, which in figures is:

- Rent costs will be 969.000,00 din (saving 244.000 RSD)
- Advertising costs: 10.321.750 RSD (saving 543.200RSD)
- Other costs: 31.199.850 RSD (saving 315.000 RSD)

So that the total planned expenditures for 6 months in 2014 will be 85.055.800 RSD, which is less in comparison to 2013 for 1.102.200 RSD.

Also, the sale increase is expected as well as sales incomes on the domestic market for app. 15% and sales income on the foreign market for app. 5 %, which in figures is:

1. Sales incomes on the domestic market (15% increase) - 357.942.100 RSD
2. Sales income on the foreign market (5% increase) - 51.526.650 RSD

Total planned sales incomes in the first half of 2014 409.468.750 RSD.

Table 6. Sale incomes for 2013 and 2014 in RSD

Sale incomes in first half of 2013	Planned income sales for 6 months in 2014 after using e-transactions
311.254.000	409.468.750

15. WEB SITE RANKING AFTER USING E TRANSACTIONS

In Figure 15. you can see that there is an increase of web site traffic. The company's site recorded 2.561,808 hits before e-transactions, and today it is 9.517.484 which is definitely the result of the innovations at the web site.



Figure 15. "Planinka" site ranking after using e-transactions

Based on the analysis of the site's ranking, before and after using e-transactions, it can be concluded the company's rank on the market is better after introducing e-business.

By introducing e-business the company improves its business, reduces costs, increases sales incomes and secures better position on the market.

16. CONCLUSION

By introducing e-commerce, as a modern service of digital economy into the business system of "Planinka" e-shop is being opened, on line booking system and dealer service, which enables not only on line presentation of its products and promotion on the Internet, but also buying and trading products by the Internet. In this way, it leads to business costs reduction and better position of the company on the market, and the tourists are enabled to do shopping of the vouchers from any place and at any time, that is to make reservations of accommodation, very quickly and efficiently and at the same time be satisfied with the service quality.

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