

## MANAGEMENT ASPECT OF SPORTS ORGANIZATION PLANNING

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### Abstract

World sport tourism is in the first decade of the XXI. century, despite all the negative phenomena and events, recorded an extremely rapid development. In the period from 2000 to 2011, the number of tourists in international tourist arrivals increased by about 33%. The results would certainly have been more impressive if it were not for the global economic crisis that caused a decrease in the number of tourist visits compared to 2008 by about 4% or 40 million tourists. During this period, there are significant changes in certain regions. The redistribution of tourist movements within macro regions also affects the overall participation of individual countries and destinations in the distribution of foreign exchange inflows. Some sport tourism theorists believe that the number of domestic tourists is five to ten times higher, depending on the country, than the number of foreign tourists. Therefore, the consumption of domestic tourists is extremely important for the country's economy. Today, tourists are sophisticated, eager for new events, entertainment, excitement, but also education, getting to know the cultural and historical heritage and the like. Sport tourism theorists are faced with many new types of sport tourism trends and offerings, which have the consequence of creating various forms of sport tourism that have not even been talked about in the past. The development of mass sport tourism in the second half of the twentieth and the beginning of the twenty-first century leads to the development of different types of sport tourism. The terms that denoted sport tourism at the beginning of its mass, such as sun, sea and sand, are now complemented by specific forms of sport tourism, sustainable development, environmental protection, rural sport tourism, urban sport tourism, nautical sport tourism, canyoning and at least seventy different types sport tourism that is increasing every day.

**Keyword:** Sport tourism, globalization of sport tourism, innovations in sport tourism, tourist market, e-sport tourism.

## INTRODUCTION

The uninterrupted growth of foreign tourist traffic in the second half of the XX and the beginning of the XXI century resulted in a figure of about 980 million foreign tourists in 2011. The foreign exchange inflow generated by foreign tourists amounted to US \$ 1.030 billion. Tourist movements are in constant change, which is evident according to their orientation towards certain areas. Europe is the most popular tourist macro-region with a share of close to 60% in the total world tourist trends. Wednesdays Asia and the Pacific (18.3%), America (16.8%), Africa (4%) and the Middle East (3.4%). However, the significance of the economic effects of domestic sport tourism is many times greater. Unfortunately, there is still no way to validly monitor the consumption of domestic tourists, so we can neither measure it, nor see all its effects on the economy as a whole. The redistribution of tourist movements within macro regions also affects the overall participation of individual countries and destinations in the distribution of foreign exchange inflows. Some sport tourism theorists believe that the number of domestic tourists is five to ten times higher, depending on the country, than the number of foreign tourists.

Therefore, the consumption of domestic tourists is extremely important for the country's economy. The highest growth rates in the last decade of the XX century were recorded in the Middle East (9.7%), Asia and the Pacific (7.2%), Africa (6.1%), Europe (4.3%) and America (3, 3%). Europe attracts tourists from all over the world. The Mediterranean and the Alps stand out as the main tourist regions. These regions attract over 60% of the total number of tourists visiting the European continent (Panov N., Štetić S., 2008). World sport tourism is in the first decade of the XXI. century, despite all the negative phenomena and events, recorded an extremely rapid development. In the period from 2000 to 2011, the number of tourists in international tourist arrivals increased by about 33%(Savić & Obradović, 2020).

The results would certainly have been more impressive if it were not for the global economic crisis that caused a decrease in the number of tourist visits compared to 2008 by about 4% or 40 million tourists. During this period, there are significant changes in certain regions. Sport tourism is most developed where it has the longest tradition, ie in Europe. Until the beginning of the 21st century, the region of North America was the most developed tourist region next to Europe. (Štetić S., Kosar Lj., Čomić Đ., 2001, p. 154). 65% for a period of only 9 years. Thanks, first of all, to the development of air traffic, no part of the Earth is as far away as it used to be, including Asia and the Pacific. This region is significantly closer to European and North American tourists, so the share of this region was 20.51%, while in 2000 it was 16.12%. (UNWTO, 2010, p.5)

The perspective of the development of international sport tourism in the

world (according to the UNWTO) is the growing impact of new destinations in developing regions, and the effects of globalization and emerging technologies, as well as increasing competitiveness through lower prices of sport tourism services and products. The end of the past and the beginning of this century have shown how sensitive and vulnerable sport tourism is to crisis situations, but it is also adaptable and resilient. The future of development, promotion, placement and realization of the tourist product will depend on many trends in the tourist business. New digital technologies leave a deep mark by providing global connectivity and interactivity (Štetić S., Šimičević D., Nicić M., 2009) The ability of tour operators to solve problems and gain conditions for progress, crucially depends on recognizing appropriate trends and their timely incorporation. The future of sport tourism will significantly depend on the availability and accessibility of Internet services for the majority of the local population, the image of tourist destinations, the adoption of new technologies. (Štetić S., Šalov P., 2000)

On that occasion, the need for sustainable sport tourism must be taken into account in order to create a quality product and attract tourists who increasingly understand the importance of sustainable development and creation of such a tourist product. In general, sport tourism is influenced by numerous trends. They are sometimes quite contradictory and act in different ways on different market segments. Destination organization management (DMO) should be aware of these trends and guide the development of the tourist destination keeping in mind trends that may directly or indirectly influence consumer choices and their behavior. We will list only some of the most important trends that have emerged and that can affect the success of the offer of one destination in the tourist market. Demographic changes, due to their importance, play an exceptional role in the trends on the tourist market, which are reflected in various trends (Prdić, 2018).

The age structure in developed sport tourism markets such as Europe and North America shows an increasing share of the 'third age'. The population is aging, but it remains that it has an exceptional advantage for the development of health sport tourism. The younger population has more money to spend and is becoming a more significant segment. This is a specific case with "new countries of tourist demand" (such as China, Russia, Poland, the Czech Republic). Growth in these markets creates a chance for active / adventure sport tourism. Leisure is on the rise globally, but it is becoming more and more valuable for rich people. The concepts of time-rich, time-poor and money-rich will be increasingly important in segmentation and the way markets market products. Travels are getting shorter. But there is also the opposite trend of "saving time", ie. take a short break or go on a dream trip. The main trend is individual travel, unlike traditional package deals. However, the time that is valuable directs tourists to intermediaries from whom they buy a set of services.

Environmental problems are becoming increasingly important with regard to global overpopulation as well as climate change (Štetić S. (2009)).

## **CHANGING NEW TYPES OF SPORT TOURISM ON A GLOBAL LEVEL**

Globalization has affected changes in the sphere of economy and political domination, as well as, above all, in terms of information technology. All this affects the sport tourism market, as well as changes in consumer behavior, primarily in the secondary needs sector. Tourists are changing their habits, which is reflected in the reduction of mass sport tourism, the search for a new tourist product, segmenting the demand for specific products and creating special forms of sport tourism (Ristić et al., 2020).

These forms of sport tourism cannot be fully viewed and studied as 'classic' forms of sport tourism. It is a complex phenomenon that is determined by the market through the high influence of technological development on the choice of these types of tourist movements, strong market segmentation and the creation of specific management and distribution of special forms of sport tourism. Sport tourism of special interests and different types of movements is extremely developed. form of sport tourism (Kostić and Mihajlović, 2021). Here are just a few that are most often mentioned: alternative sport tourism, sustainable sport tourism, green sport tourism, cultural sport tourism, heritage sport tourism. business sport tourism, event sport tourism, congress sport tourism, nautical sport tourism, religious sport tourism, third age sport tourism, urban sport tourism, sports sport tourism, local community sport tourism, wine sport tourism, gastronomic tours, festivals and customs, ethical sport tourism, rural sport tourism, spa sport tourism, hunting sport tourism . (Hamović V., Cvijanović D., Arsenijević Ž., 2009).

These forms of sport tourism are specific in that the space in which they take place must have specific resources, but also in that tourists are directed towards meeting certain specific needs within such spaces. This means that space and needs are the two basic determinants of these forms of sport tourism, so that the basic forms of specific movements that are directed towards the environment, culture, events stand out. In order for a specific sport tourism product to be competitive in the sport tourism market, it is very important to know its characteristics: strengths, weaknesses, threats and its opportunities. Selective forms of sport tourism are developing in countries that have attractiveness and quality for the development of these forms of sport tourism. realized that this is the future of sport tourism development. In addition, the development of all forms of sport tourism requires human resources that could recognize the opportunities for the development of specific forms of sport tourism and

develop them in accordance with the qualities of tourist destinations. The tourist offer of specific forms of sport tourism has its unique values that can be used. The specific tourist product of these destinations must emphasize the authenticity, uniqueness, the role of the local factor. Therefore, the tourist offer for this segment of tourist demand must be researched and studied, and tourist designed according to the requirements of specific customers (Štetić S., Šimičević D. 2011).

The development and expansion of the tourist market influences the increasing heterogeneity of tourist demand and the diversification of the tourist offer. In the middle of the 19th century, the motto "return to nature" (Jean Jacques Rousseau) appeared, when the perniciousness of air pollution caused by the industrial revolution was realized. Today we can say that this movement is extremely present and developing. This is supported by the data on the large number of tourists who turn to this type of specific forms of sport tourism. Therefore, we should include our specificity in the development of sport tourism, primarily because selective forms of sport tourism are developed in an area that has the quality for the development of these forms of sport tourism. Within the tourist movements, various forms of sport tourism have stood out, conditioned by changes in the way of life of a person, performing, improving and organizing his business activities. In this context, a significant place belongs to business travel whose expansion and importance are evident on the basis of many indicators. Sport tourism is experiencing constant and rapid changes, both internationally and domestically. (Jeločnik M., Cvijanović D., Claudia Cicea, 2007)

Today, tourists are sophisticated, eager for new events, fun, excitement, but also education, getting to know the cultural and historical heritage and the like. Sport tourism theorists are faced with many new types of sport tourism trends and offerings, which have the consequence of creating various forms of sport tourism that have not even been talked about in the past. The development of mass sport tourism in the second half of the twentieth and the beginning of the twenty-first century leads to the development of different types of sport tourism. The terms that denoted sport tourism at the beginning of its mass, such as sun, sea and sand, are now complemented by specific forms of sport tourism, sustainable development, environmental protection, rural sport tourism, urban sport tourism, nautical sport tourism, canyoning and at least seventy different types sport tourism that is increasing every day. If we want a tourist destination to have a prominent place in the tourist market, and to be highly ranked, we must know and recognize all its attributes. Observing and highlighting attractive factors of a tourist destination will also affect the degree of possibility of its placement (Štetić S., Dragičević, V. Plavša J., Stankov U., 2011).

# INNOVATIVE TENDENCIES OF SPORT TOURISM ON THE WORLD MARKET

Sport tourism is undoubtedly a very important economic, sociological and ecological factor of society, which brings incredible changes to the environment. The basic key to successful business of the sport tourism sector is the ability to notice changes that occur in all its segments. 53 The 21st century is a century of changes, which are reflected in changes in the sphere of economy and political domination, as well as, above all, in terms of information technology. All this affects the changes in consumer behavior, primarily in the secondary needs sector. (Vojnović, B., Cvijanović, D., Stefanović, V., 2012).

Demographic changes in their importance play an exceptional role in trends in the sport tourism market, which are reflected in various trends: In developed sport tourism markets such as Europe and North America, the population is aging, but remains active in old age. The chance lies in health sport tourism. The younger population has more money to spend and is becoming a more significant segment. This is a specific case with "new countries of tourist demand" (such as China, Russia, Poland, the Czech Republic). Growth in these markets creates a chance for active / adventure sport tourism. Free time is on the rise globally, but it is becoming more and more valuable for rich people. The concepts of time-rich, time-poor and money-rich will become increasingly important in segmentation and the way markets market products. Travels are getting shorter. But there is also the opposite trend of "saving time", ie. take a short break or go on a dream trip. The main trend is increasingly independent travel, unlike traditional package deals. However, time-poor customers prefer to look for a "set of products" that they buy at once. Environmental problems are becoming increasingly important with regard to global overpopulation as well as climate change. Therefore, increased environmental and social responsibility are becoming key trends(Lukinović et al., 2020).

The consequences of this development of humanity on sport tourism include: 1. Increased costs for conservation of natural resources 2. Changes in tourist flows and seasonality 3. Increasing the demand for eco-sport tourism and nature vacations 4. Increasing connection of the environment with legislation and prices. Tourists are leaving the established paths of tourist movements and solving their tourist needs.

This is reflected primarily through: (Štetić S., 2007), 1. reduction of mass sport tourism ... 2. substitution of famous with potential tourist destinations ... 3. search for a new tourist product ... 4. active involvement in the creation of a tourist product ... 5. demand segmentation for specific products ... 6. creating a realistic price for the right product ... direct communication with a potential consumer ...

The speed of change in the sport tourism market requires a new strategic concept that will be able to withstand competition in the world sport tourism market. The classic division into countries of tourist offer and countries of tourist demand has already been overcome, considering that many countries of tourist demand (USA, Germany, Great Britain ...) earn much more from sport tourism than countries of tourist offer (Italy, Greece, Portugal ...)(Vukolić, 2020).

Changes in consumer behavior are reflected in the restructuring of tourist movements towards new destinations. The current directions of tourist movements have been dominated by 'long-haul' trips from west to east, from America to Europe. These movements are increasingly replacing the north-south direction in Asia (towards Australia and the Pacific Islands) as well as in America. Mexico, Central and South America), while the movements of the European population are directed towards the Middle East and Africa. The regional redistribution of tourist movements with the increasing participation of Asia and the Pacific is also obvious (Panov N., Štetić S., 2008) Special changes have occurred in the duration of tourist movements. There are more and more frequent and shorter trips that replace one long trip. This affects the development of closer and 'smaller' destinations as well as the segmentation of tourist demand according to specific forms of sport tourism that are in real expansion. This type of market segmentation and directing demand to specific forms of sport tourism is one of the chances for the development of Yugoslav sport tourism.

The development strategy of countries that see a chance in new forms of sport tourism development must have clear goals and directions, because competition reasonable price. Therefore, the tourist offer must focus on: 1. New markets (Asia, Pacific, Eastern Europe), 2. Creation of specific products, 'short breaks' or 'short visits' at the regional level, 3. Create a marketing strategy and direct it at the 'right time' so that the information reaches the desired consumer, 4. Make the tourist offer in the destination interesting and tempting, so that the tourist stays longer or wants to come again. The attractiveness of a particular space, place, region or country can be seen as a primary or secondary destination. The primary destination is one whose attractiveness is sufficient as a motive for the arrival and stay of tourists. In these destinations, a longer period of time is usually spent, because there are all the conditions for the complete satisfaction of tourist needs. As secondary destinations, those places and spaces appear which, with their characteristics, can attract the tourist audience to visit them for a couple of hours a day or two with the aim of enriching the tourist content. (Štetić S., Šimičević D., Nicić M., 2009).

## **KONCEPCIJE INTELEKTUALNOG KAPITALA**

The turbulence of world sport tourism trends indicates changes in the sport

tourism market in favor of the introduction of new technologies and their increasing use in all segments of the sport tourism industry. The question arises, is this the opposite of the technology and intercultural positioning of the national hotel house? Given the connection between marketing communication and consumer behavior towards the sport tourism product, it is certain that there is no collision. As the dominance of distributors over producers begins in the commodity market, so the use of new technologies in favor of tourists is growing in sport tourism(Ristić i dr., 2021).

Trends in the world sport tourism market show the following trends: 1. Globalization of sport tourism, 2. Accelerated changes in sport tourism markets, 3. Introduction of new technologies in the sport tourism industry, 4. Development of 'one to one' marketing, 5. Connecting on a horizontal and vertical level within the sport tourism market, Creating websites and direct communication with sport tourism consumers by the sport tourism industry.

According to the forecasts of the World Sport tourism Organization (UNWTO), global sport tourism trends will be constantly increasing. Considering the events on the global world stage: terrorism, wars, natural disasters, additional insurance and long-term checks at airports, etc. It is obvious that this affects sport tourism as a whole. Advanced technology enables leisure travel that will be used for business purposes at the same time, so that the traveler can be connected at any place and at any time. A businessman will log in to his company's business network, and: 1. It will check the situation on the stock exchange, 2. Will control the entire work of the company as well as individual sectors, 3. Give guidelines for further work, 4. Check completed projects, 5. Write and send business letters, 6. Send offers to business partners ...

The emergence of cheap, complex world computer and telecommunication networks for the transmission of information gives a significant impetus to the once rather abstract notion of a "connected world". The economic potentials of the "network of all networks" - the Internet - have become the basis of business connections in the world. Today, there are millions of Internet servers in the world and hundreds of thousands of companies present. The market of goods and services through catalogs has already been developed. Specialized services are available: stock exchanges, purchases, banking transactions, travel, etc. Using the Internet for the sport tourism industry has multiple advantages. The benefits that the sport tourism economy has are reflected in: lowering costs, increasing the market (the whole world) and the possibility of constant communication with potential tourists(Majstorović i dr., 2020). In addition, unlike traditional information transmission media, the Internet offers many new possibilities. The presence of tourist information and tourist marketing on the Internet was also noticed. In addition to well-known tourist destinations, the Internet is very interesting and provides great opportunities for the promotion of other tourist areas that with the help of this computer network

can start their business globally. The tourist economy has become dependent on the global network and its opportunities. effects through direct reservations and sale of own capacities.

## **TRENDS AND INNOVATIONS IN SPORT TOURISM DEVELOPMENT THROUGH E-SPORT TOURISM SERVICES**

Looking at the future development of sport tourism, it is inevitable to include e-business and the impact of e-business on the development of tourist destinations. We will show this only briefly, because this part of the business in sport tourism is yet to be developed (Štetić S, Šimičević D. ,, Nicić M., 2009). Let's look at how the Internet affects the positioning of sport tourism as one of the most important economic activities at the global level: 1. Increased popularity and capabilities of the Internet with a wide range of applications for electronic services in sport tourism, make distribution channels less dependent on traditional CRS / GDS airlines. 2. The Internet and support services with further new intermediaries will significantly change, if not eliminate, the role of traditional travel intermediaries (travel agencies, etc.) 3. Virtual tourists will demand more multi-media tourist information. 4. Interactive TV and mobile devices will be increasingly used for the distribution of sport tourism products and services. 5. Most sport tourism organizations will use Intra networks. 6. Various types of smart agents will appear that support both sport tourism service providers and users. 7. Products and services will reach a much higher level of personalization along with corresponding demand. 8. Further growth of the share of the population with little time and a lot of money will cause great demand for short vacations, while on the other hand, all comprehensive vacations will be requested from people with a need for complete, unburdening relaxation and reduction of workload. 9. Special uses of electronic technologies will include smart cards for various functions, including destination management schemes (discounts in exchange for user data and his loyalty), various bonuses for positive behavior towards the natural environment of the destination, etc. 10. Internet vuido telephony will enable customers to take test tours of certain destinations through camera recordings distributed in different places of holiday destinations forwarded by the Internet. 11. Efforts to create central databases of travel information will be continued to gain extensive insights into individual preferences and patterns of behavior so that this information can be used for active advertising. 12. Mobile city guides will be widely distributed and electronic brochures in the form of CD-ROMs will increasingly replace paper editions 13. Sport tourism providers will more easily and often form strategic partnerships, offering complementary offers. 14. SMEs will be forced to take a more strategic approach to

business, new market intermediaries will help, ....(Đorđević & Krstić, 2020)

The future of e-sport tourism will significantly depend on the availability and accessibility of Internet services for the majority of the domestic population, the development of the general environment for sport tourism (including transport infrastructure, general economic situation), awareness of tourist destinations abroad, adoption of new technologies and the will of entrepreneurs and local rural population to invest in sport tourism-related areas. The need for sustainable sport tourism to attract the best tourists will be recognized. Wider availability of mobile web access at affordable prices will significantly increase the number of Internet users and launch more personal and intensive marketing of travel services. As e-sport tourism services save both time and money, they will probably soon become popular forms of individual sport tourism. New digital technologies leave a deep mark through providing global connectivity and interactivity (Štetić S., Šimičević D., Nicić M., 2009).

The ability of the tour operator to solve problems and gain conditions for progress, crucially depends on the recognition of appropriate trends and their timely incorporation. The future of sport tourism will significantly depend on the availability and accessibility of Internet services for the majority of the local population, the image of tourist destinations, the adoption of new technologies. On that occasion, the need for sustainable sport tourism must be taken into account in order to create a quality product and attract tourists who increasingly understand the importance of sustainable development and the creation of such a tourist product.

## **CONCLUSION**

The perspective of the development of international sport tourism in the world (according to the UNWTO) is the growing influence of new destinations in developing regions, and the effects of globalization and emerging technologies, as well as increasing competitiveness through lower prices of sport tourism services and products. in the sphere of economy and political domination, thus, above all, in terms of information technology. All this affects the sport tourism market, as well as changes in consumer behavior, primarily in the secondary needs sector. Tourists are changing their habits, which is reflected in the reduction of mass sport tourism, the search for a new tourist product, segmenting the demand for specific products and creating special forms of sport tourism. These forms of sport tourism cannot be fully viewed and studied as 'classic' forms of sport tourism. The development and expansion of the tourist market influenced the growing heterogeneity of tourist demand and the diversification of the tourist offer. Today we can say that this movement is extremely present and developing. This is supported by the data on a large number of tourists who turn to this type of specific forms of sport tourism.

The speed of change in the sport tourism market requires a new strategic concept that will be able to withstand competition in the world sport tourism market. The attractiveness of a particular space, place, region or country can be seen as a primary or secondary destination. The primary destination is one whose attractiveness is sufficient as a motive for the arrival and stay of tourists. In these destinations, a longer period of time is usually spent, because there are all the conditions for the complete satisfaction of tourist needs. As secondary destinations, there are places and spaces that with their characteristics can attract the tourist audience to visit them for a couple of hours a day or two with the aim of enriching the tourist content. In addition to well-known tourist destinations, the Internet is very interesting and offers great opportunities for the promotion of other tourist areas that with the help of this computer network can start their business on a global level.

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