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## New Forms of Tourism and New Tourism Management on the Balkans

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### Abstract

Today, the Balkans is one of the most attractive tourist destinations in Europe. The evidence is the number of tourists visiting it, new forms of tourism discovered on the Balkans as a target of the interest of modern tourists. That is why Balkan countries: primarily Bosnia and Herzegovina, Croatia, Montenegro and Serbia, are increasingly becoming the centre of new forms of tourism, and thus can become a unique tourist destination with a complementary offer of new and desired forms of tourism, among which the most attractive are: tourism on water and around water; pilgrimages; sports and recreational tourism; health and spa tourism; mountain tourism (winter-continental); ethno tourism; transit tourism and congress tourism.

At present, tourism in this region is at a low level of development and international competitiveness, but according to the UNWTO projections, it should become a strategic economic branch in the coming period, which will contribute to economic prosperity, economic growth and the development of the national economy. UNWTO predictions and some studies show that by 2020 these countries will be at the top of the scale of interest of new generations of global village and new tourists. Whether this will happen to a large extent depends on the quality of marketing and management processes that should follow this trend and respond by the appropriate management strategies of individual countries and integrated communications at the regional and global level.

**Keywords:** Balkans, tourism, new forms of tourism, management, marketing

### Introduction

In the area of the Balkan Peninsula, located in the southeast of Europe, nature formed an incredible mosaic of content and attractions that stand as "untouched nature", but also as a new treasure, such as the discovery of oil or ore sources. The entire territory of this region makes a unique and complex natural, and a touristic motive. Natural beauty and richness, historical and cultural treasure, the position at the intersection of roads, mountains and rivers, spas, hunting grounds, all along with traditional hospitality, local food and culinary skills, attracted thousands of tourists for decades. Existing conditions such as geographical position, climate, preserved ecological balance, wealth of flora and fauna create opportunities for the development of various forms of tourism. What attracts tourists to our region are all kinds of diversities such as: climatic, relief, geographical, cultural, national, religious, customs, etc.

Speaking about the tourism potentials of this region, primarily it is necessary to emphasize the significance of its geographical position. The Balkans is located on one of the three major tourist routes in Europe connecting Eastern Europe with the Mediterranean and the Adriatic Coast. Bosnia and Herzegovina is at the very centre of these routes, connecting all sides, and on the other hand it is in the range of highly attractive continental and developmentally prospective destinations, with significant advantages over other areas in the region. Tourism can significantly contribute to the overall economic and social development, raising the standards and quality of life of the population of the Republic of Srpska, BiH and Serbia, as countries that are at the very bottom of development, living and social standards. The condition for this single way and the shift into the development is the development itself and positioning as a tourist destination based on contemporary, scientifically grounded, and in the practice of developed tourist countries, proved elements of development. Today, the Republic of Srpska and Serbia have only comparative advantages in tourism, because they

have a diverse structure of tourist offer, are located near traditional and new tourist markets, have a long history and general recognition, preserved natural resources, relatively good communication and possess great human potential. The process of transforming comparative into competitive advantages in Serbia's tourism is part of the overall reform process, as well as the political relation to tourism as an important creator of national well-being.

In addition to numerous tourist potentials, tourism products are not adequately developed, nor are they commercialized in the world tourism market. Due to the closure of the market, the process of restructuring and privatization was delayed, there were no significant investments, neither domestic, nor international, so there was no development of new forms of tourist offer.

### **Tourist Destination Management and Its Sustainability**

As a modern concept, sustainability on the market is a competitive advantage and can represent in the future the basic component of any product or service, depending on the results of the analysis of tourist demand. Such tourist demand will affect the creation of tourism products, and tourism as a leading driver of lifestyles can be an essential component in spreading ecological awareness at global, national and local levels. The introduction and application of the principle of sustainability does not just mean meeting the requirements of existing regulations. According to Lipman and Vorster, "it is also about market leadership, consumer satisfaction and competitiveness" (Vorster and Lipman, 2011). In addition, "the prosperity of the tourism industry is directly dependent on healthy ecosystems and the many services they provide, whether these are related to ecotourism, beach holidays, skiing, or visiting national parks" (Vorster and Lipman, 2011). There is a growing awareness in the economy that for the effective and efficient contribution of tourism in the achievement of territorial development, physical or historical-cultural situations are not enough, but they are more than welcome and needed to the space, with quality services and success with great professionalism both by the companies and the population as a whole; which should create opportunities for strengthening the tourist season; then, first of all, the preservation of landscapes and natural resources (Lugonja, 2012b: 638).

Among the main trends in tourism is the development of tourism based on natural resources that emphasise returning to contact with nature and the spirituality of contact with nature, and tours in natural environments become an integral part of conventional holidays, all as a product of increased urbanization. Interesting is the definition of Marton - Lefevre and Borges according to which "there is a growing market demand for responsible tourism products and services, and such products and services will be rewarded with increased market differentiation and competitiveness ... The destinations and trend-setting companies will surely gain competitive advantage" (Marton-Lefevre and Borges, 2011: 83). In addition, as a trend there is a desire of consumers to acquire authentic experiences, especially through the development of tourism based on contact with local communities at destinations and with culture and customs. It is important to emphasize that for the purpose of sustainable development of a tourist destination, an effective system of planning and management of tourism in destinations is of crucial

importance. Many negative impacts of tourism occur where the control and management of tourism development is insufficient and poor. Environmental conservation and improvement programs are now an integral part of many development strategies, and such considerations are treated with much greater respect than in the first two thirds of the last century (Cooper et al., 2005: 196). The basic variables and factors of attractiveness of any destination and main elements of the tourist product and its further development as a tourist destination are: accommodation elements, attractiveness of tourist destinations, ecological elements, socio - cultural elements, elements of offer, infrastructure facilities, local participation in tourism; marketing etc., (Lugonja, 2012a: 855).

The Balkans is a relatively new tourist market, which can take advantage of this opportunity by creating a modern tourist product in order to gain a competitive advantage in the modern tourism market. Significant role in achieving such a goal may be the development of sustainable and responsible tourism products, while the benefits can be doubled - the preservation of natural resources and the creation of tourism products based on them. All the responsibility of this concept is on a quality, first and foremost strategic management of a tourist destination, and then to individual segments of destination management as a whole with a unique vision: to make use of the attractiveness of the destination in the interest of bringing as many tourists as possible, but strategically taking care of the load capacity of the destination, so as to preserve it as a destination and as long as possible to leave it lives and remains at the service of both tourists and the domicile population. Valorisation of comparative advantages is a condition and task of marketing in tourism, and these comparative advantages are mainly related to natural and constructed resources. Porter lists the basic elements of comparative advantages in 5 categories (Porter, 1990:75) and each has its major role in promoting the tourist destination:

1. Human resources
2. Physical resources
3. Knowledge Resources
4. Financial resources
5. Infrastructure

**Human resources** the quality, quantity and price of human resources available to the tourism industry and affect the destination competitiveness. The tourism industry employs a wide range of staff of various profiles, and their availability, their knowledge, price, work ethics, standards of working conditions both for managers and employees are very important in service activities such as tourism.

**Physical resources** are a fundamental factor of the attractiveness of tourist destinations, especially their diversity, uniqueness, abundance, accessibility, scenic, ecological and recreational attractiveness of natural phenomena, such as mountains, lakes, deserts, canyons.

**Knowledge resources** are very important, although the tourism industry is not as demanding in terms of knowledge, such as high technology, health services or education. There are major differences between developed and less developed destinations that are often forced to import knowledge related to management, strategic planning, marketing and other activities.

**Financial resources** - the ability of the destination with the supply of necessary financial resources is very important for the development of tourist superstructure.

**Infrastructure** represents the basis for economic development and it is the responsibility of the state and its institutions, for example roads, health system, electricity, water, public services, police, airports, libraries ... Tourist superstructure is an additional set of infrastructure upgrades such as hotel accommodation, restaurants, theme parks, resorts, golf courses and the like.

Due to the specificity of tourist activities, it is necessary to add historical and cultural resources as an additional category to the above categories. These can be desirable resources such as archaeological sites, monuments, ruins, architectural buildings, art galleries, etc. In addition, there are also intangible resources such as tradition, lifestyle, values of the population, customs, literature, kindness and hospitality. The number and condition of these resources depend on how a nation worth, appreciates and nurtures these values. Finally, it should be noted that the strength of the domestic economy is also important for the comparative advantage. Stronger economy creates greater local demand, higher demand reduces resource costs, creates greater competitiveness leading to increased supply and better quality of services and products.

Destination resources change over time, and therefore the comparative advantages of the destination change. Some of these resources are renewable, others are not. Wise resource management is a prerequisite for the long-term competitiveness of a tourist destination. For human resources education and training, special strategies are needed, for the preservation of physical resources needed are special protection, dissemination and acquisition of knowledge, investment and capital growth, construction and maintenance of infrastructure and tourist superstructure, as well as the preservation and promotion of historical and cultural resources.

### **Balkans and Modern Forms of Tourism**

#### **Tourism on water and around water**

The Balkans countries, primarily the Republic of Srpska (as an integral part of BiH) and Serbia are important Danube countries, since more than 2/3 of the water potential of BiH ends in the Danube. The main rivers of Serbia also end up in the Danube, and merging the Danube and Vardar plains it will connect most of Europe through tourism on water and around water – sports tourism in wild waters (rafting, kayaking, canoeing, fishing). Water is also a tourist resource and wealth, and therefore it is necessary to emphasize the importance of planning in the area of water and sustainable management as a strong asset for tourism development, as well as the importance of environmental protection in the tourism sector. The European Water Directive, which BiH has accepted as an obligation under the Stabilisation and Association Agreement, stresses the need for further integration of protection and sustainable

water management in the tourism sector. According to the World Bank for 2012, Bosnia and Herzegovina, with 9.461 cubic meters of water per capita, is the country with the largest quantities of drinking water in the region, it is the seventh in Europe, and by water resources it is richer than many countries in the world, including China, France, Germany, Japan and the United States of America. Bosnia and Herzegovina also has many natural and thermal resources, among which are very rare mineral resources known in the professional circles and the whole world, such as Crni Guber, Kulaši and Gračanica. There is a significant number of sulphur sources, and the most famous of them are Ilidža thermal sulfur source, thermal radioactive water of Fojnica and healing thermal water of Spa Vrućica. Numerous natural resources are processed in geological, hydrogeological and physico-chemical terms, and near them there are stationed facilities for health tourism (Kulaši, Dvorovi, Višegrad, Kladanj, Tuzla, Olovo and other spas). As rarely in Europe, nature has been extremely generous towards the watercourse in the Republic of Srpska. With its cleanliness, clearness and attractive areas and unspoiled nature of the rivers and the lakes, it is a true paradise for sports and recreational fishermen (Table 1). The rivers Una, Sana, Vrbas, Bosna, Sava, Drina, Neretva and other smaller rivers and lakes Bardača, Bočac, Balkana, Bilečko, Drenova and Klinja are extremely rich in fish. Fish-rich rivers and lakes, natural and artificial lakes, of which Bardača and Balkana are particularly distinguished as ecological rarities, and the rivers Drina and Tara known for rafting, are a real chance for the development of tourism in calm and fast waters. Bardača near Srbac is surrounded by rivers Sava and Vrbas, with 11 natural lakes. In this environment, the flora and fauna world have been developed. There are 180 species of birds nesting in Bardača, and that much is also temporarily settled in Balkana Lake in Mrkonjić Grad, which also offers swimming in the lake, walks, hiking, hunting, fishing, skiing, and sledding.

The Danube unstopably clears the borders and it seems that it will have the fate of the Rhine River, which has become the pillar of reconciliation and economic development of the countries through which it flows. It turned out that tourism as an economic branch could play a key role in economic development and attracting investors. The Danube is one of the main traffic arteries in Europe. Much of its course is floated and the Rhine-Main-Danube channel links the river ports of Rotterdam in the Netherlands to the Black Sea. The Danube Basin is inhabited with more than 80 million people. Today there are as many as seventeen natural reserves protected by law in the Danube River Basin - three in Germany and Austria, two in Hungary, one in Croatia, four in Romania, two in Bulgaria and five in Serbia. The Danube has seventeen large river islands and has a habitat for more than 2000 plant and 5000 animal species.

**Table1:** Existing and possible forms of evaluation of rivers gravitating to the Danube basin

<b>Water</b>	<b>Existing forms of tourism valorisation</b>	<b>Tourism possibilities</b>
Thermo-mineral water		Sports, wellness, fitness
Vrućica	Health	Sports, wellness, fitness
Slatina	Health	Sports, wellness, fitness
Mlječanica	Health	Sports, wellness, fitness
Kulaši	Health	Sports, wellness, fitness

Dvorovi	Health	Sports, wellness, fitness
Guber	Health	
Vilina Vlas	Health	Sports, wellness, fitness
Lješljani	Health	Sports, wellness, fitness
Srpske Toplice	Sports and recreation	Health, educational
Lakes	Existing forms	Possibilities
Klinje	Excursion, fishing, stationary	Health, eco, educational
Gorica	Fishing	Health, eco, educational
Zvorničko	Fishing, eco, excursion	
Rivers	Existing forms	Possibilities
Mountain: Drina	Rafting, fishing, education, adventure, ecotourism	
Mountain: Janj, Pliva, Vrbas	Eco, excursion, fishing, educational, rafting	
Una, Sana, Vrbas, part of the Drina	Fishing, eco, excursion	
Sava, part of the Drina, Bosna, Una	Fishing, eco, excursion	Vessel, river

Source: Co-author paper

The general orientation of modern tourists is returning to nature, searching for sources of drinking water, healthy food and untouched nature, which is less and less in Europe and the world, and this is our key competitive advantage in the region.

### Health Tourism

Includes temporary change of place of permanent residence for health prevention, rehabilitation, use of various wellness treatments, as well as the most complex medical treatments. On this basis, in time, conditionally speaking, three groups of users of services were formed, which most often in different ways meet their health needs. The first group consists of consumers of traditional health tourism related to environmental factors (healing properties of water, mud, wave, climate, etc.), the second group consists of clients of wellness tourism, which is a set of procedures for achieving physical and psychological well-being with the use of natural factors and others kinds of activities, and the third group consists of patients with serious health problems which require complex medical treatments that use the services of specialized medical institutions and top medical personnel to improve their health. Therefore, according to the level of health services clients' use, conditionally, as special forms of health tourism, distinguished are treatment with natural factors (balneo-therapy, mato-therapy, wave-therapy, etc.), wellness and medical tourism. Health tourism in the world is in full swing. The Republic of Srpska has all the necessary capacities for the development of this young branch. With joint efforts we can become the leader of medical tourism in the region and beyond.

The World Tourism Organization (UNWTO) has defined health tourism as "tourism linked to a trip to healthcare or resorts, the primary purpose of which is to improve the health of the passenger through a specific physical exercise and therapy regimen, food control and medical services related to the maintenance of health."

Potentials for health tourism in the Republic of Srpska and Serbia are:

- ✓ an abundance of untouched nature,
- ✓ Unpolluted natural environment (relative!),
- ✓ drinking water,
- ✓ Plenty of spas: terrestrial and airborne.

*Wellness Tourism.* More and more trendy is the wellness tourism that is at the service of good health tourists. The wellness was created from two words: well-being and

fitness (movement, movement), and it is a term that appeared in America some 30 years ago, as a name for a lifestyle that helps every person to maintain and promote holistic understanding of health. Wellness offers include:

- ✓ Spa wellness (world of water, sauna world, world of massage, fitness and relax space);
- ✓ Medical wellness (thermo-mineral water and medical mud);
- ✓ Spa beauty (faces and body care).

Spa wellness tourism can be classified in health tourism. Nevertheless, unlike the classic spa health tourism, spa wellness is in relation to clients who have good health and want to maintain it. Spa wellness is a term that stimulates and is connected with various sources and concepts related to the use of water for medicinal purposes. Spa is the name of the place in Belgium with the source of medicinal water, and Spa is also an abbreviation of Latin compound "Sanus per aquam", which means "Health through the Water". Spa philosophy implies a return to nature that is why medicines used in treatments are purely natural. It can be said that wellness represents the opposite of the disease, i.e. it represents a positive component of good health (Bartolucci et al., 2007: 312).

In most cases, tourists seek dental services, and then they need an orthopaedic, cardiologist, cardiac surgeon and neurosurgeon, and in many cases a procedure of aesthetic surgery. What should be done? Draft a strategy for the development of health tourism in the Republic of Srpska and as soon as possible integrate BiH with the global development of medical tourism in the Balkans and beyond. Regulations are in state hands, so lobbying is needed to make reaction as quick as possible. In this regard, as soon as possible, the following should be done:

- ✓ begin the tradition of holding medical tourism conferences where the leading experts in medical tourism from the country and abroad will gather in order to continuously exchange knowledge and experience and improve the domestic tourism product,
- ✓ promote the global phenomenon of medical tourism,
- ✓ represent the potentials of the Republic of Srpska, Serbia and the region on the international market,
- ✓ demonstrate how to implement medical tourism services in existing medical capacities,
- ✓ Connect providers of medical tourism services with international insurance companies and medical tourism agencies.

### Spa recreation tourism

Spa Vrućica near Teslić is the leading balneo-climatic health resort in our area and it can be an example of how a spa in the "heart of nature" can be put into the function of health, tourism and economic development. It is the largest and most modern equipped spa resort in the Republic of Srpska, with an accommodation capacity of 1000 beds in 4 hotels: Kardial, Posavina, Hercegovina and Srbija. Natural medicinal properties of thermo mineral water have a beneficial effect in the rehabilitation of cardiovascular, rheumatologic and neurological diseases. Višegrad Spa Vilina Vlas is located at an altitude of 460 m, and the climate is moderately continental. According to the radioactivity of water, the Višegrad Spa is in the first place of BiH, and in the second in the territory of ex-Yugoslavia. Water temperature is 34°C. Water contains: sodium, potassium, calcium, magnesium, aluminium, lithium, strontium, manganese, iron, ammonium – hydrocarbons, chlorine, sulphates, nitrates, iodine, silicon dioxide, aluminium oxide and iron oxides and other metals which make it healing. In the water of the Višegrad spa there is a *radon* that slows down the aging process. The degree of radioactivity is therapeutically optimal, with no possibility of accumulation and possible adverse effects. Radon reduces pain, raises general resistance of the body, works well on some skin, endocrine, respiratory, allergic diseases. In addition to water, as the basic physical agent, the therapy programme includes electrotherapy, sono-therapy, magneto therapy, thermotherapy, kinesis and mechanic-therapy. Spa Dvorovi is located in Semberija, surrounded by spacious parks, promenades and sports fields. Spa Dvorovi has a capacity of 100 beds. With thermal water temperature of 75°C, successfully supervised by top experts, it heals all forms of rheumatic diseases and is effective in posttraumatic rehabilitation, diabetes, etc. Spa Laktaši is located in the valley of the Vrbas River below the slopes of Kozara Mountain. The positive features of its water are also testified by written German documents, which called natural sources in Laktaši "heilige wasser-holy water". Spa Laktaši successfully treats heart disease, blood circulation, psychoneurosis, arterial thrombosis, reduces blood pressure. Spa Guber near Srebrenica is the centre for the treatment of anaemia. Due to its specific mineral water, spa Guber is specialised in the treatment of anaemia, lack of appetite, general weakness, skin disorders, and alike. Spa Mlječanica near Kozarska Dubica has mineral water that is successfully used in the treatment of rheumatic diseases, neurological diseases, gynaecological diseases, gastrointestinal diseases, post-traumatic conditions. Spa Kulaši near Prnjavor with centuries-old tradition based on sources of extremely healing thermo mineral water which is bacteriologically completely sterile and high alkaline. Spa Slatina near Banja Luka is a spa centre with a tradition of over 120 years and thermo mineral water temperature of 43 degrees. Spa Šehher in Banja Luka is characterized by extremely healing properties in the treatment of rheumatic diseases.

Mountain tourism. Mountain climatic factors are one of the key factors in the tourist offer of the Republic of Srpska. To man and his health, the mountain works physiologically by the synthesis of a number of factors:

- ✓ the geological composition of soil and water, which are important for the constitution and character,
- ✓ the components of the atmosphere,

- ✓ the content of oxygen and pressure reduction,
- ✓ clean air (no dust, moisture and fog),
- ✓ the abundance of sun and light, and the particular composition of light,
- ✓ Mountain climate, as a product of all meteorological elements.

### Mountain tourism

Is characterized by the existence of several very valuable mountain sites with cable cars and other tourist infrastructure. Climatic elements of Jahorina are beneficial for chronic lung diseases, closed TB, anaemia, and clean air rich in oxygen and ozone has a calming effect on easier nervous diseases and has a beneficial effect on the recovery of severe diseases. Jahorina has hotel complexes (Bistrica, Košuta, Rajska dolina, etc.) with large accommodation capacities. There are over 20 km of well-trained alpine ski trails connected with modern ski lifts and ski lifts with a capacity of 7.500 skiers per hour. Dinaric mountains in the length of 300 km, to which mountains around Sarajevo belong, are the limit of the influence of the Mediterranean and continental climate, as well as the watershed of the Adriatic and Black-sea basin. Some studies have found that rare mountain air reduces the sense of hunger and helps with the loss of excess pounds. By natural beauties, Romania can be equated with Jahorina. The untouched nature reserve is characterized by a spacious forest complex, plateaus, and numerous caves, an ideal area for hunting tourism and attractive for nature lovers with numerous mountain trails. In the eastern part of the Republic of Srpska, near Vlasenica, the Javor Mountain is spreading. The richness of forest cover and the attractiveness of the wilderness are the main features of this area. Apart from centuries-old beech, maple, pine and spruce, here are some examples of the rare and famous Pančić's omelette. It has Ski Center Igrište. Mountains Borja, Kneževo on the slopes of Vlašić, Manjača, Sutjeska National Park (Perućica rainforest, Volujak, Maglić, Zelengora, Lelija) have outstanding natural potentials such as centuries-old forests, rivers, canyons and pastures. A special charm is given by the forests of spruce and fir with increased ionization and clean air, which is why they are considered as aerial spas.

### Pilgrimage tourism

Nowadays, it is very popular as a combination of religion and sports and recreation in tourism. Pilgrimage tours/shrines: Međugorje, St. Ivo, Pyramids in Visoko, "Ratko Mladić's Roads", and alike. There are only different stories for tourists. War and war events as a tourist offer by the Republic of Srpska and Serbia – the most important thing is to form war stories, since events are important and desirable stories for new tourists. Spiritual pilgrimage tours as sports-recreational tours/hiking: to important spirituality destinations and accompanying contents: e.g. barefoot, no food and water, and so on. In the basic guidelines for the development of tourism in the Republic of Srpska, a firm commitment to the development of religious tourism has been established. The organization and promotion of tourist religious sites, with a few exceptions, is mainly a concern of religious communities and municipalities.

The most visited shrine, or the most attractive destination in the field of this type of tourism in the territory of BiH, is Međugorje. Pilgrim groups are coming from all over the

world on a daily basis, and statistics show that Međugorje is visited by more than a million people every year.

Sport and recreation tourism. Tourism approached the lower layers of society and it is so "massive" in a new way. Recreation (renewal of energy and vitality) is becoming more and more important for modern life.

Leisure is becoming an increasingly important topic of many sciences, because it is more and more necessary to fill it. Leisure becomes a "problem" of the modern man. The population of the Earth is getting older (it is estimated that by 2040 more than half of the population in the developed world will be older than 50). What do data on investing in sports tourism say? The European Commission (2004) stated that 35% of EU citizens were engaged in some sports activity at least once a week (European Commission, 2004).

### **Eco tourism**

The ecologically healthy area that the hunters care for is inhabited by the indigenous wildlife of this region with high trophy value that, along with a long and rich tradition of hunting tourism, gives pleasure to a true hunter. The Kozara National Park was proclaimed a forest of historical significance in 1959 and is called green beauty of Krajina because of thick coniferous and deciduous forests, planes and meadows, clear springs, orchards. Sutjeska National Park is surrounded by mountain massifs of the Pivska planina, Zelengora, Maglić, Volujak and Bioča. The Perućica rainforest is unique in beauty and the largest preserved in Europe.

### **Ethno tourism**

Rural tourism should contribute to preserving the rural environment and cultural heritage. The rural settlements in the mountainous regions, the traditional hospitality of the rural population, folklore and the rich gastronomic offer give the tourists an ambience of relaxation. The preserved ambience and untouched nature in the greater part of the Republic of Srpska are ideal preconditions for the development of ethno tourism. Healthy environment and home-made food, and countless opportunities for an active holiday attract more and more guests. Three kilometres from Bijeljina to the Pavlovića Bridge, on the surface of five hectares, Stanišić family built the ethno village Stanišići. Ethno village Stanišići is a village with twenty wooden houses, a water mill, a blacksmith's house, an old house and a large restaurant house, which are transferred from the village Brgule (near the town of Vareš), the birthplace of the owner of this village, Mr. Boris Stanišić. The ethno village includes a traditional-style restaurant – "Konoba", a large restaurant and apartment complex, Hotel Piro, St. Nicholas Monastery, a bridge that replicates "Kozja ćuprija" in Sarajevo, a mini horse stable, an amphitheatre near the lake and an amusement park for children.

### **Transit Tourism**

Contemporary literature that partially or fully deals with transit tourism issues sees transit tourism as a special form of tourism activity (Jovičić, 1986:35-76; Stanković, 1994:78; Štetić, 1999:145; Štetić, 2007:189). Snežana Štetić further states that transit tourism is very widespread in practice, but that there is still no clear definition of what is meant by this type of tourism, both theoretically and

methodologically. The Republic of Srpska as a transit station with favourable natural and anthropogenic resources has all the predispositions for this type of tourism. With its hotel catering facilities and amenities it can satisfy the most ambitious guests.

### **How to Respond To the Needs for the Forms of Tourism for Which We Have Predispositions?**

This is a key issue for all managers who are concerned with tourism, sustainable development and tourism economics. Communication development base. The involvement of the local community and its stakeholders in the sustainable development of tourism is one of the key tasks of tourism management at a specific destination. But the local community is not enough, because tourism is a wider concept: tourism is not local, tourism is a regional aspect, approach and regional marketing. Relations of different stakeholders must be balanced, both at the local and the wider level, because, as much as the Balkans is a large space, space of diversity and attractions, it is not sufficient for perfect tourists. It must be part of a wider tourist area, tourism management in the Balkans is just a segment of tourism management in South East Europe or Europe. Especially, tourism should not be guided by the personal interests but by the entire local community and its stakeholder's interests, and then the environment and the region. It is necessary, through the analysis of the stakeholders, and by defining the key ones, to determine which individuals or groups should be targeted by development and which ones to include in the development process. According to Bojan Zečević, from the Faculty of Economics in Belgrade, the involvement of stakeholders in the development of tourism is a tool for creating and delivering experiences, at the same time for tourists and members of the local community (Zečević, 2004:76). The initial step is to identify all stakeholders. Mapping of the stakeholder includes: classification of stakeholders and defining their characteristics, and their role in the implementation of certain decisions. Viewed from the aspect of the roles, the following stakeholders are the priority, which must be the direct basis for the sustainable development of the region, because they are, in the nature of things, directed to the region:

- ✓ "Role of the Saver" – RRA, LTO, hotels;
- ✓ "Role of the Friend" – RTO, regional tourism agencies;
- ✓ "Role of the Acquaintance" – chambers of commerce;
- ✓ "Role of the Sleepy Titan" – local administration.

### **Sustainable Tourism**

Sustainable tourism management implies the management of all resources in such a way that economic, social and aesthetic needs are met with the preservation of cultural integrity, essential ecological processes, and biodiversity and life support systems. It is not a type of product, but an *ethos* that supports all tourism activities. The term "sustainability" is most often referred to as:

- ✓ Economic sustainability based on the economic prosperity of all layers of society.
- ✓ Social sustainability i.e. the realization of human rights and the equal treatment of all members of society, as well as the equivalent reallocation of benefits.
- ✓ Environmental sustainability, which implies continuous preservation and management of natural resources, minimization of pollution and devastation.

Long-term goals are an essential aspect of economic, social and environmental sustainability.

### **Sustainable tourism growth factors**

The northern tributary of the Danube – Tisa – is already a significant factor of cooperation between Serbia and Hungary in the fields of water management and ecology. With about 2.500 km of naval rivers and channels, we come up with potentials that significantly exceed similar systems in the Netherlands or France. Navigational potential: nature reserves, archaeological sites from ancient epochs and fortification systems from the middle Ages. With the offer of natural food, freshwater fish and gastronomy, Serbia can achieve European significant results in riverside tourism.

Traditional Renewable Energy Sources: Green technologies continue to evolve mostly due to the increase in the cost of exploitation and the cost of conventional energy sources. Growth awareness of climate changes, with modern tourists, is manifested by selecting ecological destinations and tourist products. Internet role is communicating the principle of sustainability and transparency of the common tourist product.

### **Integral Knowledge – The Key of Development of Human Resource Management in Tourism**

Intelligent business is increasingly dominant, given the exceptional dynamism and complexity of the changes. Special complexity is reflected in the developmental changes due to the complexity of the development management system. We know that development has always been the most complex human activity, because it deals with the future, and the future is always uncertain. With new understanding of development (sustainable development), almost simultaneously the era of learning and knowledge emerged. It has triggered new rapid changes, which have affected the ability of organizations to properly respond to the challenges and demands of the environment. These changes are very numerous and significant and may briefly be reduced to the following:

- ✓ Knowledge is a critical factor in the performance of business organizations. Linking employees who have specific skills and knowledge becomes an imperative for managers in their endeavour to provide a sustainable competitive advantage.
- ✓ Time for decision making is shorter. The speed of the organization's reaction to the turbulence of the environment and its change is a key factor of its competitiveness, survival and development. An additional problem is the need to make decisions in the present that will have consequences in the future. Making decisions about economic activities should consider their impact in the future on the environment.
- ✓ Relations between employees are much more complex. A new type of business relationship between businesses requires the development of skills that emphasize independence, communicativeness and the ability to build and maintain strong relationships between employees.
- ✓ Information and communication technology is embedded in a large number of interpersonal interactions and business transactions. People have become technologically dependent more than ever before.

Key strategic resources of the organization are no longer natural wealth or capital, but knowledge. Knowledge of the organization determines its economic strength and the ability to develop other resources and increase the efficiency of their use. Knowledge is a set of facts, information and skills acquired through education or experience, with the aim of theoretical or practical understanding and problem solving. It becomes valuable assets necessary in all spheres of decision-making. It contributes to the development of an individual, organization and society. Knowledge is dynamic because it arises with complex social interactions between individuals and organizations. If it is properly adjusted to the circumstances and effectively developed, it can be a key factor in achieving sustainable development.

The principles of the new economy are based on the acquisition of knowledge and learning how to use it and how to manage it. Sharp competition on the global market forces organizations to reject the traditional way of doing business and create a creative work environment that encourages its employees to exchange ideas and knowledge and create a knowledge-based culture. Modern organizations are transformed into knowledge creators, their employees into knowledge workers, and knowledge management becomes the basic organizational framework for modern business. It is necessary to overcome the notion that the world is composed of separate unconnected elements. When it is overcome, a learning organization is created – an organization where people continuously expand their creative capacities according to the results they really want to achieve, where a new way of thinking is supported, where common goals are freely set, and people are constantly learning how to work together. The learning organization should constantly be improved taking into account the following disciplines:

- ✓ Individual development - is the key foundation of the learning organization as it learns through individuals who learn. Learning means increasing the ability to create the desired results. The learning organization is not possible until there are employees who study at all levels of the organization.
- ✓ Mental models - are deeply ingrained assumptions, images that affect our understanding of the world and, accordingly, taking certain action. The way in which mental models shape our perception is also important in management. In traditional organizations, the basic principles of functioning are management, organization and control. In the organization that learns these are vision, basic values and mental models. Businesses will be successful if their employees develop mental models that will enable them to deal with any situation.
- ✓ Common vision - is the ability of the organization to build, adopt and maintain a common image of the future it wants to achieve. Creates a sense of connection between all activities in the organization. The learning organization cannot exist if there is no common vision. Vision brings a new way of thinking and acting and supports risk taking and experimentation.
- ✓ Team learning - is the process of steering and developing the team's ability to achieve the desired results. It is important for the organization because teams are not organizations of the basic unit of

learning in modern organizations. It is based on a common vision and personal development, as successful teams comprise successful individuals - employees.

- ✓ Systemic thinking - deals with the changing way of thinking from observing people as helpless individuals to people who are active participants in creating their own future, from acting in the present to creating the future.

In order to use systems of excellence, people who have the ability to integrate technological and managerial knowledge are needed. Do we have that?

Yes, in a very small number. We must build them, again by the system of integration and development of the science of management, in particular human resources management (HRM). We need to develop a teamwork model. We are small countries, even smaller economies; we have to go together in the future, because this will make everything cheaper: research, promotion, development. Serious development of tourism must follow serious developmental changes (Blanke and Chiesa, 2015:76). From the theory of change, it is known that the change has to meet certain conditions such as:

- ✓ We must be dissatisfied with the current situation.
- ✓ We need to design a new state, or know what we want.
- ✓ We need to know how to move from existing to projected state.

So, we need resources for change, and these resources are people, managers who have this new knowledge, or people who can be creators and bearers of the necessary knowledge. We need knowledgeable personnel, and above all those who are able to integrate knowledge, or who are capable of integrating people with knowledge. Do we have such people? Do we have institutions and educational institutions that can produce them? A difficult question. We certainly have the potential, but from this potential of young personnel, we still need to build tourism managers. We must be prepared for change; we must see our changes as challenges, as chances and opportunities, and not as problems. We need to learn more and learn to keep learning. We need to put in management people who are capable, first to change themselves and then others. It is young people to whom opportunities need to be given. Because if we do not give them, we have a reality where they go somewhere where they are offered these opportunities. Young people must be creators of development strategies for future generations, because they certainly better see and know better what future tourists want. They are part of them and therefore we have no right to take them space and time. They should be helped to achieve and prove here in the Balkans, because "the sun of the foreign sky will not shine as it shines here, the bites of bread are bitter in the place where there is no own people and where luck is not ...."

### Conclusion

So, the Balkans is a part of Europe, and any strategy for its development should be an integral part of the Regional Development Strategy, primarily of the Danube and Adriatic-Ionian regions, since these regions are already recognized as important tourist potentials and have their own developed strategies. The Balkans are connecting

these two global tourism regions, and the development of tourism in the Balkans can be expected as a consequence of tourism movements through these regions. The expected enhanced tourism development of the Balkans will reflect back to the wider region, Danube and Adriatic-Ionian, positively or negatively, depending on the position of the policy holders of tourism. The attitude depends on the development of: "responsible tourism" "ecological awareness" and "sustainable development". This policy is created, carried and directed by the strategic tourism management, which must have the priority of integrated marketing and management of communication in a wide area. From this approach, new, unique strategies, missions and visions of certain countries are emerging, which are of little importance to tourists, because the tourist does not see the state, he sees only tourist destinations. Tourists are interested in attractions, facilities, diversity of all kinds and possibilities for experience, because modern tourists are just experiencing. This attitude should be taken by all the countries of the Balkans for the common goal: to preserve what we have first from us, and then from the growing number of tourists who are interested in our region, but which will put great pressure on our competitive advantages – the space, people, and culture. We must protect ourselves from this if we want to live longer as a tourist destination.

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