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TEMA BROJA

COVER STORY

## TIM BILDING TEAM BUILDING

ISTRAŽIVANJE:

**KOLIKO JE ZASTUPLJEN  
TIM BILDING  
U KOMPANIJAMA U REGIONU**

PRIMERI IZ PRAKSE:

**TIM BILDING PROGRAMI**

RESEARCH:

**HOW FREQUENT IS  
TEAM BUILDING  
IN THE REGIONAL COMPANIES**

EXAMPLES FROM PRACTICE:

**TEAM BUILDING PROGRAMMES**

PRONAĐITE IDEALNU LOKACIJU ZA VAŠ SLEDEĆI  
**KONGRES**    **KONFERENCIJU**    **SEMINAR**  
**TEAM BUILDING**    **INCENTIVE PUTOVANJE**  
**SASTANAK**



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**N**e postoji ništa moćnije od do-  
brog tima. I u životu i u poslu.

Svi mi, koliko god da smo samosta-  
lni i sigurni u svoje sposobnosti i  
ciljeve, smo u određenom trenutku  
ranjivi, pred nekom preprekom po-  
stajemo nesigurni, potrebna nam  
je podrška i potvrda da idemo u do-  
brom pravcu.

A nekad jednostavno nije naš dan,  
a moramo da završimo jako bitnu  
stvar.



Ohrabrujuće je znati da ima ljudi koji mogu biti i jesu, naš oslonac.  
Neko uz čiji rad i zalaganje, naš rad dobija mnogo veći smisao i značaj.  
Neko ko nas razume. Neko ko će nam pružiti ruku ukoliko se sapletemo  
i padnemo, čak i ako zbog toga zaostane u trci do cilja. Neko ko će nas  
pogurati kad nam ponestane snage. Ohrabrujuće je i motivišuće znati i da  
mi isto možemo učiniti za drugog.

Zaista je sjajan osećaj da imamo sopstveni tim i da smo deo njega.

Dobar tim, koji se međusobno poštuje, poznaje sopstvene i tuđe veštine,  
znanja i sposobnosti, ali i slabosti i mane, i uz sve to ima postavljene zaje-  
dničke ciljeve i ume međusobno da komunicira, jeste srž uspeha svake  
ideje i projekta.

Za kraj, biću slobodna da citiram velikog Stiva Džobsa, sa željom da Vas  
ovaj broj SEEbtm-a inspiriše da osnažite ili kreirate sopstveni tim, ili da Vas  
makar podseti koliko ste srećni ukoliko već jeste deo uspešnog tima.

„Moj biznis model su Bitlsi. Četvorica momaka koji su čuvali jedni druge od  
negativnih tendencija. Činili su jedan drugog uravnoteženim i zajedno su  
činili nešto bolje od prostog zbira delova. Tako ja vidim biznis - sjajne stvari  
u poslovanju nikad ne radi jedan čovek, nego tim ljudi.“ – Stiv Džobs

**Miona Šljivančanin,**  
glavni i odgovorni urednik





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*There's nothing more powerful than a good team in both, life and work.*

*All of us, no matter how independent and sure of our abilities and goals, are sometimes vulnerable or become insecure when facing a hurdle and that's when we need support and the second opinion as to whether we're moving in the right direction.*

*And sometimes it's just not our day, but we have to finish something really important.*



*It's encouraging to know there are people who can be, or already are, someone you can rely on; someone whose work and efforts make your own work much more meaningful and important; someone who understands us; someone who will give us a hand if we stumble and fall, even if it means they will lag behind and struggle to the finish line; someone to push us through when we run out of strength. It's encouraging and motivating also to know that we can do the same for someone else.*

*It's a terrific feeling indeed to have your own team and to be a part of it.*

*A good team with mutual respect among members, aware of own and other people's skills, knowledge and abilities, but also weaknesses and faults, which at the same time has common goals and good communication is the key to success behind any idea or project.*

*Finally, I will be free to quote the great Steve Jobs as my wish is for this issue of SEEbtm to inspire you to boost or create your own team or at least remind you how happy you are if you are already a part of a successful team.*

*"My business model is The Beatles: They were four guys that kept each other's negative tendencies in check; they balanced each other. And the total was greater than the sum of the parts. That's how I see the business - great things in business are not done by one person, they are done by a team of people." - Steve Jobs*

**Miona Sljivancanin,**  
Editor-in-Chief



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## SEA STAR KAO IZLETNIČKA JAHTA ALI I EKSKLUZIVNA SALA ZA SASTANKE



Kao deo ponude za ovo leto, višenamenski brod Sea Star u svojstvu izletničke jahte, nudi je program pod nazivom Lopud Fun Cruise. S obzirom

na kraj letnje sezone koja ujedno označava i početak kongresne sezone, vreme je da Sea Star ponovo preuzme funkciju ekskluzivne sale za sastanke. M/B Sea Star, ukupnog kapaciteta do 400 osoba, u potpunosti je klimatizovan i opremljen sa modernim osvetljenjem, rasvetom, video projektorom i projekcijskim platnom, a nudi i usluge hrane i pića. Glavni salon broda raspoređen je na dva sprata, a manji salon koji se nalazi prema pramcu broda može se odvojiti i koristiti kao ekskluzivni prostor - VIP soba za sastanke. Glavna dvorana broda, prilikom poslovnih skupova prilagodljiva je za različite postavbe poput pozorišta, učionice ili U oblika. Sea Star je jedini objekat ovakvog tipa na Jadranu sa kojim se može ploviti istovremeno uživati u čarima mora i učestvovati na predavanju, prezentaciji ili sastanku.

## HOTEL SPLENDID - UTOČIŠTE SVETSKOG JET SET-A



Hotel Splendid Conference & Spa Resort nastavio je i tokom sezone pozitivan trend poslovanja u znaku u kom je počeo kalendarsku 2011. godinu. Tako je prvi crnogorski

hotel sa pet zvezdica ovog leta bio popunjen gotovo 100 odsto. Najviše noćenja, čak 98 odsto, ostavili su inostarni gosti. Među njima su najbrojniji bili gosti sa tržišta Zapadne Evrope, Rusije i Srbije. Hotel u kojem je do sada boravilo oko 40 šefova država ili Vlada i čiju slavu već godinama iz regionalnih u svetske okvire prenose pripadnici svetskog jet seta, poput Madone, Roling Stonsa, Anđeline Džoli i Bred Pita, Rejfa Fajnsa, Hulia Iglesiasa, Kevina Spejsija... i ovog leta je bio omiljeno utočište bogatih i slavni. Među njima su bili Tamara Melon, kreatorka čuvene linije cipela brenda Jimi Choo, zvezda blokbastera Avatar Misel Rodrigez, te glumica popularne turske tv novele Ajcha Verlier, ali i sve popularniji Magento iz blokbastera „X man: prva generacija“. Majkl Fasbinder koji se sa roditeljima odmarao u bečkom hotelu nakon promocije najnovijeg filma Džejn Er na Srajevskom filmskom festivalu, tokom boravka je rado utiske podelio sa medijima i naglasio da je prijatno iznenađen otkrićem zvanim Crna Gora, navodeći da svih 5 zvezdica hotela Splendid mogu da sijaju punim sjajem i na svetskom turističkom nebu.

## DIREKTAN LET BEOGRAD - DUBAI

Niskotarifna kompanija „Flydubai“ najavila je da će od 10. novembra 2011. godine uvesti direktan let na liniji Beograd - Dubai,



a letovi će se odvijati četiri puta nedeljno. Prema rečima generalnog direktora kompanije, „Flydubai“, očekuje se velika potražnja kada su avio karte u pitanju, kako iz Srbije ka Ujedinjenim Arapskim Emiratom (UAE), tako i onih putnika koji su u potrazi za pristupačnom vezom ka jednom od najdinamičnijih gradova u svetu. On je dodao i da je Srbija preduzela brojne korake da razvije svoj turistički potencijal u poslednjih nekoliko godina, na osnovu čega je usledio dolazak nekolicine evropskih niskotarifnih avio prevoznika, što je dalje dovelo do priliva evropskih turista u region. Beograd će biti 46. član rastuće „Flydubai“ mreže u svetu. Cena karte u jednom pravcu Dubai - Beograd će se kretati od 160 evra, dok će u pravcu Beograd - Dubai iznositi oko 170 evra.

## PRVI SAJAM FITNESSA, WELLNESSA I ZDRAVOG ŽIVOTA WELLFIT 2011 U HOTELU HOLIDAY INN BEOGRAD

Belexpocentar hala beogradskog hotela Holiday Inn, bila je mesto održavanja prvog Sajma fitnessa,



wellnessa i zdravog života WELLFIT 2011, od 16. do 18. septembra. Ulaz na izložbeni deo WELLFIT-a je bio potpuno besplatan, dok se za učešće na Wellfit konvenciji plaćala kotizacija. WELLFIT 2011 je zvanično otvoren u petak 16. septembra kada su gosti bili poslovni ljudi iz ove oblasti, dok su subota 17. i nedelja 18. septembar bili rezervisani za sve zainteresovane posetioce.

Osim što poslovnim ljudima nudi mogućnost sklapanja brojnih poslova iz područja fitnessa, wellnessa i prevencije zdravlja, WELLFIT 2011 zadovoljava čitavu lepezu različitih interesa običnih posetilaca bilo da su u potrazi za stručnim savetom iz područja ishrane i treninga ili žele da se aktivno opробaju u nekim novim tehnikama vežbanja.

WELLFIT nije zamišljen samo kao izložbeni prostor, već i kao mesto razmene znanja i obrazovanja o zdravom životu, te je stoga organizovan niz aktivnih prpratnih događanja koja su održana paralelno sa izložbom, pa su se posetioći tokom tog aktivnog vikenda mogli oprobati u Spinning-u, Zumbatonu, Crossfit-u i drugim fitness tehnikama. Više informacija možete naći na [www.belexpocentar.rs](http://www.belexpocentar.rs) i [www.wellfit2011.rs](http://www.wellfit2011.rs)



## 10. SVETSKI KONGRES SESTARA ANESTEZIOLOGA 2012

Od 26. do 29. maja 2012. godine će se u Ljubljani, Slovenija, održati 10. Svetski kongres sestara anesteziologa. Mesto održavanja kongresa je Cankarjev dom, kulturni i kongresni centar, smešten u srcu grada u neposrednoj blizini svih velikih hotela, prodavnica, restorana i glavne znamenitosti u Ljubljani. Na kongresu se očekuje prisustvo 1.500 delegata. Glavne teme na kongresu će biti: Višestruke traume pacijenta; Simulacija; Transfuzija; Bol kod dece pacijenata (upravljanje bolom u pedijatriji); Nove tehnike i lekovi; Praćenje tokova; Anestezija za stare; Ekologija; Nega zasnovana na dokazima; Menadžment i organizacija.



## DRUGA MEĐUNARODNA NAUČNA KONFERENCIJA O BOSANSKIM PIRAMIDAMA – ICBP 2011



U Visokom, Bosna i Hercegovina, je od 4. do 11. septembra 2011. godine održana Druga međunarodna naučna konferencija o Bosanskoj dolini piramida - ICBP 2011. Na konferenciji je učestvovalo 25 arheologa, geofizičara, antropologa, historičara, fizičara, arhitekata i inženjera iz SAD, Velike Britanije, Italije, Nemačke, Austrije, Srbije, Slovenije, Hrvatske, Finske i Bosne i Hercegovine.

Još na prvoj Međunarodnoj naučnoj konferenciji o Bosanskoj dolini piramida (ICBP 2008), održanoj u Sarajevu, pedeset pet naučnika iz 13 zemalja zaključilo je da je „Bosanska dolina piramida važna arheološka lokacija koju treba intenzivno istraživati.“

Cilj ovogodišnje naučne konferencije - ICBP 2011, bio je da odgovori na pitanje koja je svrha gradnje Bosanskog piramidalnog kompleksa i praistorijskog podzemnog lavirinta Ravne, koji se pruža desetinama kilometara.

## EVROPSKI KONGRES O UPRAVLJANJU SISTEMIMA – EUROMAINTENANCE 2012

Evropski kongres o upravljanju sistemima, koji uključuje konferencije i sajmove, održaće se u Beogradu, Srbija, od 14. do 16. maja 2012. godine. Euromaintenance 2012 je idealna prilika da se čuju razna iskustva najvećih svjetskih predavača i da se podeli znanje sa njima. Ovaj međunarodni događaj će doneti važna pitanja za našu zajednicu sa ciljem da podstakne razmišljanje i debatu o izazovima i rešenjima. Ovo nije samo informativni skup, već i značajna prilika za poslovno povezivanje.



## SAMIT 100 BIZNIS LIDERA JUGOISTOČNE EVROPE – DOGOVOR ZA NOVO DOBA

Samit 100 biznis lidera iz Srbije, Slovenije, Hrvatske, Bosne i Hercegovine, Makedonije i Crne Gore je prvi i jedinstven skup ovakve vrste u regionu koji za cilj ima da postane snažna koheziona sila budućeg privrednog povezivanja i da doprinese političkim naporima koji se već čine radi unapređenja odnosa i života u regionu.



Samit je održan u periodu od 06. do 08. oktobra 2011. godine u hotelu Izvor u Aranđelovcu, Srbija.

Samit 100 je zamišljen kao tradicionalni godišnji skup biznis lidera koji se svake godine održava u drugoj zemlji regiona.

Conference Republic je Event Management Partner Samita 100.

## SAJAM MEDA U PLOVDIVU U BUGARSKOJ



Plovdiv, drugi grad po veličini u Bugarskoj, mesto je održavanja tradicionalnog Festivala meda od 13. do 22. septembra 2011. godine, koji organizuje Udruženje pčelara Acacia 1899.

Organizatori su objavili da je, od 10.000 tona proizvedenog meda tokom 2010. godine, oko 8.000 izvezeno.

Ova statistika još jednom potvrđuje da su proizvodi od meda proizvedeni u Bugarskoj izuzetno dobrog kvaliteta, ali se oni nedovoljno koriste u samoj zemlji.

Cifre pokazuju da Bugari konzumiraju samo 300 grama meda godišnje.

## PRVI MEĐUNARODNI KONGRES O ETICI I TURIZMU 2011, MADRID, ŠPANIJA



Prvi međunarodni kongres o etici i turizmu organizovali su španski Generalni sekretarijat za turizam i unutrašnju trgovinu i Svetska turistička organizacija, 15. i 16. septembra 2011. godine u Madridu sa vodećim ličnostima kao govornicima iz raznih zemalja sveta. Generalna skupština Svetske turističke organizacije (UNWTO) je usvojila Globalni etički kodeks za turizam na svom 13. zasedanju održanom u Santjagu, Čile, 1999. godine. Kod pokriva različite oblasti primene uključujući zaštitu potrošača, korporativnu odgovornost, zaštitu dece i najugroženijih delova stanovništva, kulturnu i ekološku održivosti, dijalog među kulturama, kao i svoju viziju turizma kao faktora razvoja i zalaže se za promociju osnovnih ljudskih prava, a u skladu sa Programom Ujedinjenih nacija za milenijumske ciljeve razvoja.

## 15. JAZZ FEST SARAJEVO – INTERNACIONALNI MUZIČKI FESTIVAL

U Bosanskom kulturnom centru, održaće se šestodnevni 15. Jazz Fest Sarajevo 2011. Festival će od 1. do 6. novembra 2011. godine ponuditi nastupe vrhunskih umetnika, a osim koncerata ove godine će u ponudi biti i novi program, pod nazivom „Talk with...“, odnosno biće organizovani razgovori sa učesnicima festivala. Festival će i ove godine predstaviti umetnike iz različitih delova sveta: iz Kameruna, Sjedinjenih Država, Australije, Egipta, Holandije, Senegala, Benina, Norveške, Francuske, Španije, Velike Britanije, Bugarske, Urugvaja, Nemačke i Bosne i Hercegovine, a svi koncerti Jazz Festa bez izuzetka predstavljaju umetničke projekte i vrhunske instrumentaliste. Za ovogodišnji festival je takođe pripremljen i poseban program za najmlađe, koji obuhvata koncert i radionicu namenjenu deci uzrasta od 4 do 14 godina.



## JESENJA SEZONA NA NOVOSADSKOM SAJMU

Jesenja sezona na Novosadskom sajmu, počela je 28. septembra, gotovo tradicionalno, međunarodnim sajmovima LORIST, Sajmom turizma i Sajmom konjarstva „Horseville“ koji počinje dva dana kasnije. Posetioci su imali prilike da se do nedelje, 2. oktobra, upoznaju sa novitetima lovačkog i ribolovačkog pribora i opreme vrhunskih brendova, ponudom turističkih aranžmana i vrhunskim grlima iz najjemenitijih odgajivačnica u zemlji i Evropi, što ovu grupu sajмова već čini prepoznatljivim i cenjenim u čitavom regionu. Poslednjih dana septembra, Novosadski sajam bio je stecište ljubitelja lova, ribolova, sporta, turizma, ekologije, hortikulture i konja, podsećajući da su priroda i čovek neraskidiva celina. Bogat izlagački deo pratio je i veliki broj aktivnosti u Kongresnom centru Novosadskog sajma.



## SVETSKI DAN TURIZMA – „TURIZAM – POVEZIVANJE KULTURA“



Svetki dan turizma se svake godine obeležava 27. septembra u organizaciji Svetske turističke organizacije UN. Glavni cilj Svetskog dana turizma je razvijanje svesti međunarodne zajednice o važnosti turizma i njegovih kulturnih, društvenih, političkih i ekonomskih vrednosti.

Ovogodišnja centralna proslava Svetskog dana turizma održana je u Asuanu u Egiptu, pod parolom „Turizam - povezivanje kultura“. Tim povodom, generalni sekretar UN je pozvao na primenu principa Svetskog etičkog kodeksa za turizam, koji treba da posluži kao vodič za održivi i odgovorni razvoj te delatnosti, a turizam ima veliku ulogu u izgradnji međunarodnog razumevanja i međusobnog poštovanja, tako da nema boljeg načina da se nauči nešto o nekoj novoj kulturi. Svetska turistička organizacija (UNWTO) je objavila da je u prvoj polovini ove godine zabeleženo rekordnih 440 miliona turista u međunarodnom turizmu, što predstavlja porast od 19 miliona ili od pet odsto, u odnosu na isti period prošle godine, čime je nastavljen oporavak turizma na svetskom nivou.

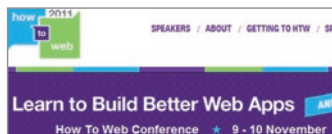
## MEĐUNARODNA KONFERENCIJA SAVREMENE TENDENCIJE U TURIZMU I HOTELIJERSTVU – „DUNAVOM, GLAVNOM ULICOM EVROPE,“

Na konferenciji koja je održana 29. i 30. septembra 2011. godine na Novosadskom sajmu, Srbija, bile su zastupljene sledeće teme: prirodno i kulturno nasleđe u turizmu, motivacija, ponašanje turista i ljudski resursi u turizmu, razvojna politika i regionalni razvoj u turizmu, tematske rute, gastronomija, marketing i e-turizam, edukacija i inovacije u turizmu i lovni turizam. U okviru konferencije, u petak 30. septembra, održana je i međunarodna studentska radionica „Od teorije do prakse – na pravom putu“, čiji je cilj razmena praktičnog znanja iskusnih profesionalaca i predavača i izgradnja profesionalnih kompetencija i veština kroz međusobnu interakciju studenata i eksperata iz svojih oblasti, koji su govorili na skupu.



Organizator konferencije je Departman za geografiju, turizam i hotelijerstvo, Prirodno-matematičkog fakulteta, Univerziteta u Novom Sadu. S obzirom da su, od 14 podunavskih zemalja njih osam članice Evropske Unije, integrisani razvoj turizma bi mogao doprineti boljem pozicioniranju svake podunavske države na turističkoj i ekonomskoj karti Evrope.

## „HOW TO WEB 2011“, BUKUREŠT – TREĆA I DO SADA NAJVEĆA KONFERENCIJA



Konferencija How to Web posvećena je web preduzetništvu, i predstavlja najveći događaj ovog tipa u Istočnoj Evropi. Ovogodišnja konferencija How to Web 2011, održaće se 9. i 10. novembra 2011. u Bukureštu (Rumunija) a organizatori očekuju oko 750 učesnika.

Za sada je potvrđeno 35 vodećih biznis i tehničkih web stručnjaka među kojima će se naći vodeći ljudi iz Seedcampa, Soundclouda, Prezija, HTTPoola i Nordeusa. Predavači će govoriti o mobilnom i društvenom web-u, evropskim biznis modelima, biznis analitici, inovaciji i tehnološkom razvoju.

## KONFERENCIJA RAČUNARSTVO U OBLAKU NA BIZTECH SKOPLJE 2011



BizTech Skoplje 2011, koji će biti održan od 6. do 8. decembra 2011. godine u Skoplju, okupiće poslovne ICT korisnike na klasičnom sajmu. Takođe, u okviru tih aktivnosti, biće organizovana konferencija Računarstvo u oblaku (Cloud Computing). Uvođenje „Oblaka“ je bilo pravo čudo u poslovnom svetu i najbolja moguća alternativa svakom ranijem rešenju. Koncept konferencije o računarstvu u oblaku jeste da osigura da će prisutni delegati, kroz zgušnjut raspored osnovnih teza, opštih i probojnih seansi, otići odavde sa obiljem resursa, ideja i primera koje odmah mogu da primene na kontrolu Oblaka, što će im pomoći da maksimalno uvećaju performanse, umanje troškove i poboljšaju ukupne rezultate svog rada i poslovanja.

## DINOSAURUSI ŠETAJU NA UŠĆU U BEOGRADU



Neobična postavka, izložba u kojoj može da uživa cela porodica, je atraktivna evropska izložba koja na površini od 16.000 kvadratnih metara predstavlja ogromne životinje iz drevnih vremena. Replike dinosaurusu u prirodnoj veličini krasi prostor na platou kod Muzeja savremene umetnosti na Ušću od 3. septembra do 1. novembra 2011. godine. Ova postavka sadrži 52 eksponata, a svaki je rekonstruisan prema poslednjim naučnim otkrićima nemačkog paleontološkog istraživačkog centra i pod nadzorom paleontološkog muzeja iz Hanovera. Ispred svakog eksponata nalazi se tabla sa informacijama o određenoj vrsti tako da svi posetioci mogu da saznaju dosta toga o nekadašnjim bićima ove planete.

## MEĐUNARODNI FILMSKI FESTIVAL U BARU

Veće filmova Međunarodnog televizijskog festivala u Baru biće organizovano u sklopu ovogodišnjeg Podgoričkog kulturnog leta. Festival se održava od 26. do 30. oktobra u hotelu „Princess“ u Baru.



Međunarodni stručni žiri prošlogodišnjeg TV Festivala u Baru složilo se da film „Mesec u tebi“ (The Moon Inside You) predstavlja sjajno, multikulturalno, humorističko istraživanje jednog globalnog problema koji pogađa polovinu stanovništva celog sveta, dok je „Posao koji cveta“ (Blooming business) nagrađen za izvandredno umetničko dostignuće, snažan film koji istražuje jedan od najvažnijih savremenih problema planete: eksploataciju ljudskih i prirodnih resursa nerazvijenih zemalja da bi se bogati snabdevali luksuzom.

Barski TV festival ima veliki publicitet u preko 50 zemalja sveta sa pet kontinenata, čije produkcijske i televizijske kuće na festival iz godine u godinu apliciraju sa više stotina programa iz različitih TV žanrova.

## AGENCIJA EURES TIM – UVRŠTEN U XV IZDANJE „ZLATNE KNJIGE“



Na temelju rezultata poslovanja preduzeća Eures Tim Uslužni Obrt u protekloj godini, svojim uspešnim radom, uspeali su se plasirati među 10% najboljih hrvatskih preduzeća prema kriterijumu novostvorene vrednosti čime su nominovani za uvrštenje u XV izdanje Zlatne knjige najboljih hrvatskih preduzetnika i menadžera.

## NAGRADA EDU – BIZNIS PARTNER ZA 2011. GODINU – UNIVERZITET SINGIDUNUM



Veliko interesovanje za upis na studije kao i značajan broj nekadašnjih studenata koji zauzimaju visoke pozicije u vodećim kompanijama u zemlji i inostranstvu, potvrđuju odluku prema kojoj je Univerzitetu Singidunum dodeljena nagrada EDU - BIZNIS PARTNER za 2011. godinu. Ova nagrada ima za cilj da istakne kvalitet obrazovnih ustanova koje su pružile veliki doprinos u prenošenju znanja i veština mladih ljudi u Srbiji i regionu. Ponosan što ih je poslovni sektor prepoznao kao instituciju koja razvija kvalitetne buduće stručnjake, rektor Stanišić je istakao da je nagrada motiv za dalje stvaranje vrednosti koja treba da obezbedi bolju i svetliju budućnost regiona. Univerzitet Singidunum kao naučna i obrazovna ustanova poštuje visok stepen profesionalnosti i vodi računa kako o studentu kao pojedincu tako i o širim društvenim interesima. Potrebno je da sve obrazovne institucije teže ka kvalitetnijem sistemu obrazovanja kako bi omogućili mladim ljudima da budu uspešni, a država na taj način dobija kadrove po najvišim standardima i prema potrebama privrede, zaključuje rektor Univerziteta Singidunum prof. dr Milovan Stanišić.



### SEA STAR AS CRUISE YACHT AND CONGRESS CENTRE



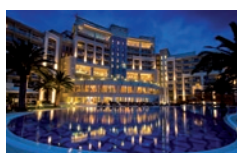
As part of their offer this summer the multi-purpose ship Sea Star as a cruise yacht offered also a programme called Lopud Fun Cruise.

As the end of the summer season also announces the beginning of the meetings industry season, it was time for the Sea Star to take up again its role as an exclusive hall for meetings. M/B Sea Star, with total capacity of up to 400 persons, is fully air-conditioned and equipped with modern sound system, lighting fittings, video projector and the projection screen, and offers food and beverage services. The ship's main salon is on two levels, and the smaller one is towards the bow. It can be separated and used as an exclusive facility - the VIP meeting room. The ship's main hall, beside its use as a business meeting place, is adaptable for various purposes, such as a theatre, a classroom, or U-shape. Sea Star is the only facility of this type in the Adriatic, the one you can use to sail and enjoy the pleasures of the sea and at the same time take part in a lecture, presentation or a meeting.

### DIRECT FLIGHT BELGRADE – DUBAI



The "Flydubai" low-budget company announced that on 10<sup>th</sup> of November 2011 they will inaugurate a direct flight Belgrade - Dubai, with four flights a week. As "Flydubai" general manager said, they expect great demand for the air tickets, both from Serbia to United Arab Emirates (UAE), so also by those voyagers looking for an affordable line connecting one of the most vibrant cities in the world. He also added that in the last few years Serbia has undertaken numerous steps in order to develop her touristic potentials, and in the aftermath several European low-budget airline companies arrived to the country, thus increasing the number of European tourists coming to the region. Belgrade will be the 46<sup>th</sup> member of the growing "Flydubai" network around the world. One-way ticket from Dubai to Belgrade will be around € 160, and it will cost around € 170 from Belgrade to Dubai.



### HOTEL SPLENDID – REFUGE OF THE WORLD'S JET SET

Hotel Splendid Conference & Spa Resort has continued through-

out the season the upward business trend in which it started the calendar year 2011. Thus, the occupancy rate of first Montenegrin five-star hotel has nearly 100 percent this summer. Most of overnights, the whole 98 percent, were made by guests from abroad. Among them, most were tourists from the Western Europe, Russia and Serbia. The hotel, visited so far by about 40 heads of state or governments, glory of which has for years been spread by global celebrities such as Madonna, the Rolling Stones, Angelina Jolie and Brad Pitt, Ralph Fiennes, Julio Iglesias, Kevin Spacey has been the favourite resort of the rich and famous. Among them were Tamara Mellon, the designer of famous Jimi Choo shoe brand, the star of the blockbuster Avatar, Michelle Rodriguez and actress of the popular Turkish TV series, Ayca Varlier and the increasingly popular Magento from the blockbuster "X man: First Class". Michael Fasbinder, who together with his parents resided in this hotel in Becici following the promotion of his latest movie, "Jane Aire" at the Sarajevo Film Festival, during his stay, he gladly shared his impressions with the media and underlined that he was pleasantly surprised with discovering Montenegro, stating that all five stars of the Hotel Splendid could shine in their full glory at the global tourism sky.

### FIRST FITNESS, WELLNESS AND LIFESTYLE FAIR WELLFIT 2011 AT HOTEL HOLIDAY INN BELGRADE

Belexpocentar Hall of the Belgrade hotel Holiday Inn was the venue for the First Fitness, Wellness and Lifestyle Fair WELLFIT 2011, held from September 16<sup>th</sup> to 18<sup>th</sup>.

Entrance to the exhibition WELLFIT was free of charge, but one had to pay registration fee in order to participate at the Wellfit convention. WELLFIT 2011 was officially open on Friday, September 16<sup>th</sup>, with the trade businessmen as guests, but Saturday 17<sup>th</sup> and Sunday 18<sup>th</sup> were dedicated to all interested parties. Besides offering a possibility for businessmen to make numerous business deals in the field of fitness, wellness and health and prevention, WELLFIT 2011 catered to the wide gamut of various interests of common visitors, whether they searched for an expert advice concerning nutrition and training or if they wanted to try out certain new training techniques. WELLFIT was not only developed as an exhibition facility, but also as a place to exchange knowledge and education on living healthily, so that a string of active additional events was organized, held at the same time with the exhibition, so that during this active weekend the visitors could try out Spinning, Zumbaton, Crossfit, and other fitness techniques were all about. More info can be found at [www.belekspocentar.rs](http://www.belekspocentar.rs) and [www.wellfit2011.rs](http://www.wellfit2011.rs)



### 10<sup>TH</sup> WORLD CONGRESS OF NURSE ANESTHETISTS (WCNA) 2012

From 26 to 29 May, 2012 will be held 10<sup>th</sup> World Congress of Nurse Anesthetists in Ljubljana, Slovenia. The congress will be held at the Cankarjev dom, Cultural and Congress Centre, located in the heart of the city within walking distance to all major hotels, shops, restaurants and main sights of Ljubljana. At the congress is expected presence of 1,500 delegates. Main topics will be: Multiple trauma patient; Simulation; Transfusion; Pain management in the pediatric patient; New techniques and drugs; Flow monitoring; Anesthesia for the elderly; Ecology; Evidence-based nursing; Management and organisation.

## SECOND INTERNATIONAL SCIENCE CONFERENCE ON BOSNIAN PYRAMIDS - ICBP 2011



The Second International Science Conference on the Bosnian Valley of Pyramids - ICBP 2011 was held from September 4<sup>th</sup> to 11<sup>th</sup>, 2011 in Visoko, Bosnia and Herzegovina.

At the conference took part 25 archaeologists, geophysicists, anthropologists, historians, physicists, architects and engineers from the USA, Great Britain, Italy, Germany, Austria, Serbia, Slovenia, Croatia, Finland, and Bosnia and Herzegovina.

Back at the First International Science Conference on the Bosnian Valley of Pyramids (ICBP 2008), held in Sarajevo, fifty five scientists from 13 countries concluded that "the Bosnian valley of pyramids is an important archaeological site which is to be explored thoroughly."

The goal of this year's Conference - ICBP 2011, was to give an answer as to what was the purpose of erecting the Bosnian pyramidal complex and of the prehistoric underground labyrinth of Ravna, stretching over dozens of kilometres.

## EUROPEAN MAINTENANCE CONGRESS - EUROMAINTENANCE 2012

European Maintenance Congress including Conference and Exhibition will take place in Belgrade, Serbia, from May 14<sup>th</sup> to 16<sup>th</sup> 2012.

Euromaintenance 2012 is the ideal occasion to listen to various experienced top speakers and to share knowledge with them. This international event will brought on important issues of our community with purpose to stimulate reflection and debate on both the challenges and the solutions. It is not only an informational gathering, but strong opportunity for business networking.



## SUMMIT 100 BUSINESS LEADERS OF SOUTHEAST EUROPE - A NEW DEAL FOR A NEW AGE

Summit 100 business leaders from Serbia, Slovenia, Croatia, Bosnia and Herzegovina, Macedonia and Montenegro is the first and unique collection of its kind in the region which aims to become a strong cohesive force of the future economic connections, and to contribute to political efforts that are already doing to improve relationships and life in the region. The Summit was held from October 6<sup>th</sup> to 8<sup>th</sup>, 2011 at the Hotel Izvor in Arandjelovac, Serbia. Samit 100 is designed as a traditional annual meeting of business leaders. Conference Republic is Event Management Partner of Summit 100.



## HONEY FEST IN PLOVDIV, BULGARIA



Plovdiv, Bulgaria's second largest city, is the venue of the traditional Honey Fest held from September, 13<sup>th</sup> to 22<sup>nd</sup> 2011, organized by the Acacia 1899 Apiculture Association. The organizers announced that from the 10,000 tons of honey produced in 2010, some 8,000 have been exported. This statistics once again proves that the honey product made in Bulgaria is of exceptionally good quality but it is not consumed widely enough within the country. Figures show that Bulgarians consume only 300 grams of honey per year.

## FIRST INTERNATIONAL CONGRESS ON ETHICS AND TOURISM 2011, MADRID, SPAIN

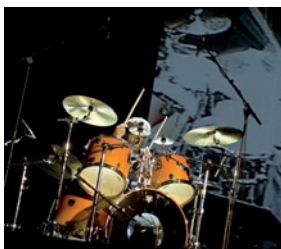


First International Congress on Ethics and Tourism jointly organized by the Spanish General Secretariat of Tourism and Domestic Trade and the World Tourism Organization on September 15<sup>th</sup> and 16<sup>th</sup> 2011 in Madrid, featuring international speakers of the highest level. The General Assembly of the World Tourism Organization (UNWTO) adopted the Global Code of Ethics for Tourism at its 13<sup>th</sup> session held in Santiago, Chile, in 1999. The Code covers various areas of application including consumer protection, corporate responsibility, the protection of children and of the most vulnerable segments of the population, cultural and environmental sustainability, dialogue between cultures, as well as its vision of tourism as a factor for development and for the promotion of fundamental human rights, in line with the United Nations Millennium Development Goals.

### 15<sup>TH</sup> SARAJEVO JAZZ FEST – INTERNATIONAL MUSIC FESTIVAL

The Bosnian Culture Centre will hold a six-day 15<sup>th</sup> Jazz Fest Sarajevo 2011.

The Festival will take place from 1<sup>st</sup> to 6<sup>th</sup> November, 2011, offering performances by renowned artists, but beside live music, this year they will also offer a



new programme called “Talk With...”, i.e. discussions with festival participants will be organized. The Festival will again present this year artists from various parts of the world: from Cameroon, the United States, Australia, Egypt, Holland, Senegal, Benin, Norway, France, Spain, Great Britain, Bulgaria, Uruguay, Germany, and Bosnia and Herzegovina.

Each of the Jazz Fest concerts are with no exception art projects presenting top instrumentalists. This year’s festival also prepared a special programme for children, including a concert and a workshop for children aged 4 to 14.

### NOVI SAD FAIR AUTUMN SEASON

The autumn season at the Novi Sad Fairgrounds started on September 28<sup>th</sup> with now traditional fairs LORIST, Tourism Fair, and the Horse Show “Horseville” which started two days later.



Until Sunday 2<sup>nd</sup> of October, the visitors had the opportunity to get acquainted with novelties in hunting and fishing tackle and equipment of top brands, to review offers related to tourist packages, and with the superb horses from the most eminent stables in the country and Europe, making this group of fairs recognizable and appreciated throughout the region. During the last days of September the Novi Sad Fairgrounds was the meeting point for all devotees of hunting, fishing, sports, tourism, ecology, horticulture, horses, reminding us that man and nature are inseparable entity. The rich exhibitions were accompanied by a great number of activities at the Novi Sad Fairgrounds Congress Centre.

### WORLD TOURISM DAY – “TOURISM – CONNECTING CULTURES”



The World Tourism Day is celebrated each year on September 27<sup>th</sup> organized by the UN World Tourist Organization. The main goal of the World Tourism Day is to develop awareness of the international community on the importance of tourism and its cultural, social, political and economic benefits. This year’s central

celebration was held in Aswan in Egypt, under the slogan “Tourism - Connecting Cultures”. On that occasion the UN General Secretary called for the World Ethical Code principles for tourism to be applied, as it should serve as guidelines for a sustainable and responsible development of the branch, and tourism has a great role in building international understanding and mutual respect, so that there is no better way to learn something about a new culture. The World Tourist Organization (UNWTO) announced that the first half of this year marked a record of 440 million tourists at the international market, which is a growth of 19 million or five percent in relation to the last year, thus continuing the tourism recovery at the world level.

### INTERNATIONAL CONFERENCE ON MODERN DEVELOPMENTS IN TOURISM AND HOTEL INDUSTRY – “VIA DANUBE, THE EUROPEAN MAIN STREET”



At the Conference held on September 29<sup>th</sup> and 30<sup>th</sup> at the Novi Sad Fair in Serbia, the following topics were presented: natural and cultural

heritage in tourism, motivation, conduct of tourists and human resources in tourism, development policy and regional development in tourism, thematic tours, gastronomy, marketing and e-tourism, education and innovations in tourism, and hunting tourism. On Friday the 30<sup>th</sup> of September, as part of the Conference, they organized an international student workshop “From Theory to Practise - On the Right Path”, the goal of which was to exchange practical knowledge of experienced professionals and lecturers and build-up of professional competencies and skills through mutual interaction of students and experts in their respective fields who spoke at the meeting. The Conference was organized by the Geography, Tourism and Hotel Industry Department of the Natural-Mathematical Faculty of the Novi Sad University. As eight out of 14 Danube countries are members of the European Union, integrated development of tourism could contribute to a better position of each Danube country on the tourist and economic map of Europe.

### “HOW TO WEB 2011”, BUCHAREST – THIRD BIGGEST CONFERENCE SO FAR



The “How to Web” Conference is dedicated to web entrepreneurship and is the biggest event of its kind in Eastern Europe. This year the How to Web 2011 Conference will be held in November 9<sup>th</sup> and 10<sup>th</sup> 2011 in Bucharest (Rumania), with about 750 participants expected by the organizers. So far 35 leading business and technology web experts confirmed their participation, among them top leaders from Seedcamp, Soundcloud, Prezi, HTTPool and Nordeus. The lecturers will speak about mobile and social web, European business models, business analytics, innovations and technological development.



## CLOUD COMPUTING CONFERENCE AT BIZTECH SKOPJE 2011



BizTech Skopje 2011, which will be held in Skopje from 6<sup>th</sup> to 8<sup>th</sup> December 2011, will bring together business users of ICT in the classic fair. Also, within fair activities, will be organized Cloud Computing Conference.

The introduction of the cloud was definitely mind-blowing in the business world and best possible alternative to any previous solution. The concept of the Cloud Computing Conference is to ensure, through an intensive schedule of keynotes, general and breakout sessions, that attending delegates leave with plentiful resources, ideas and examples they can apply immediately to leveraging the Cloud, helping them to maximize performance, reduce cost and improve the overall results in their work and business.

## DINOSAURS WALKING AT THE BELGRADE CONFLUENCE



An unusual setting, the display to be enjoyed by the whole family, is the attractive European exhibition on 16,000 square metres which represents gigantic animals of ancient times. Dinosaur replicas in their natural sizes decorate the space on the

plateau near the Museum of Modern Arts at the river confluence from 3<sup>rd</sup> September to 1<sup>st</sup> November 2011.

The show contains 52 exhibits, each is a reconstruction according to the latest scientific findings of the German Paleontological Research Centre and under the auspices of the Paleontological Museum of Hannover. In front of each exhibit there is a plate giving information on a certain species so that all visitors can learn much about the former inhabitants of our planet.

## INTERNATIONAL FILM FESTIVAL IN BAR



As a part of this year's Podgorica Summer of Culture a night of feature films of the International Television Festival in Bar will be organized. The Festival is taking place from 26<sup>th</sup> to 30<sup>th</sup> October at the hotel "Princess" in Bar.

Last year's International TV Festival jury in Bar agreed that the film "The Moon Inside You" is a splendid, multicultural funny research into a global problem affecting one half of the total world population, and "Blooming business" was awarded as an excellent art work, a powerful film exploring one of the most important modern problems of our planet: exploitation of human and natural resources in underdeveloped countries so that the rich could be supplied with luxury.

The Bar TV Festival is well publicized in more than 50 countries on all five continents, with their producing and television companies applying each year with several hundred programmes in various TV genres.

## EURES TIM AGENCY IN XV EDITION OF "THE GOLDEN BOOK"



Based on successful business results in the last year of the company Eures Tim Uslužni Obrt (Eures Team Service Business), they managed to enter the list of 10% of the best Croatian companies according to criteria related to the newly created value, and thus were nominated to be included in the XV edition of the Golden Book of the best Croatian entrepreneurs and managers.

## EDU - BUSINESS PARTNER 2011 AWARD - SINGIDUNUM UNIVERSITY



A great interest in enrolling the studies and a considerable number of former students who now take up high positions in leading companies at home and abroad, confirmed the decision to present the EDU - BUSINESS PARTNER 2011 award to the Singidunum University. The award is aimed at emphasizing the quality of educational institutions which made a large contribution to transfer of knowledge and skills onto young people in Serbia and the region. Proud to have been recognized by the business sector as an institution developing future high quality experts, rector Stanišić pointed out that the award is a motive for further improving the values which are to secure a better and more prospective future for the region.

The Singidunum University, as a scientific and educational institution, respects a high level of professionalism, taking care both of the student as an individual and of the wider social interests. It is necessary for all educational institutions to strive for a quality system of education, so that they could enable young people to be successful, thus the state would get work force of the highest standards and according to the economic needs, concludes the Singidunum University rector Professor Milovan Stanišić.

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### Emir Kusturica gradi još jedno „utopijsko naselje“

Emir Kusturica, proslavljeni reditelj, na proleće sledeće godine, započinje izgradnju Ruskog sela. Ovo će biti poklon velikog umetnika Republici Srpskoj, ali i doprinos multikulturalnosti u celom regionu. Rekonstruisano rusko selo će se prostirati na tri i po hektara. Idejno rešenje za ovaj projekat je završeno, otkup zemljišta je u toku, a izgradnja sledi...

Ovde je reč o partnerstvu dve firme: jedna je od Emira Kusturice, sa 51% učešća, a druga pripada bivšem ruskom generalu Alanu Glazovu, čoveku koji se danas uspešno bavi biznisom u Moskvi. Selo će biti izgrađeno na 1.600 m nadmorske visine na planini Trebević, odakle se pogled prostire na rodno mesto Emira Kusturice - Sarajevo.

Rusko selo će svakako obogatiti sarajevsku okolinu.



### Terme Tuhelj gradi novi hotel za 2012.

Zbog zahteva tržišta, sve većeg broja gostiju, kako poslovnih tako i gostiju orijentisanih ka wellness i spa ponudi, a sa ciljem da se zadrži vodeće mesto na domaćem tržištu te podigne kvalitet ponude, kako samog resorta tako i regije u celini, Terme Tuhelj u 2011. godini krenule su sa novom investicijom izgradnje novog hotela sa 4\*, kao i preuređenjem dela postojećeg hotela.

Novi smeštajni kapaciteti hotela 4\* superior uključuju 124 dvokrevetne sobe (od čega 6 apartmana), koje će biti povezane toplim hodnikom sa novom recepcijom, bazenima i wellness centrom SpaeVita. Posetiocima koji žele spojiti ugodno s korisnim sklapajući poslove u opuštenu atmosferu, nudi se savremeno opremljen Kongresni centar koji može da prihvati 450 osoba, sa dnevnim svetlom, polivalentnim i multifunkcionalnim dvoranama te spoljnom terasom.

U sklopu hotela izgrađiće se i podzemna garaža sa 80 parking mesta. Završetkom ove investicije u proleće 2012. godine, Terme Tuhelj zaokružiće svoju ponudu za poslovne goste i kao takvi potvrditi primat u kategoriji wellness hotela u ovoj regiji.

### U Baile Felix-u, Rumunija, krajem 2012. godine se otvara prvi hotel sa 5 zvezdica

Okrug Rumunije, Bihor, ulaže 20 miliona evra u turizam, za izgradnju prvog hotela i spa centra od 5 zvezdica u okviru Baile Felix termalnog i spa kompleksa.

Ovaj luksuzni hotel će biti otvoren krajem sledeće, 2012. godine. Dvesta dvadeset soba Lotus hotela će biti namenjene lečenju reumatizma i post-traumatskih oboljenja.

U okviru ovog kompleksa se takođe nalazi i jedan hotel od 4 zvezdice, dva hotela sa 3 zvezdice i četiri hotela sa 2 zvezdice.



### Meliá Hotels – šesti hotel u Bugarskoj

Meliá Hotels International, najveći hotelski lanac u Španiji i treći po veličini u Evropi sa preko 350 hotela, potpisao je ugovor o upravljanju novim hotelom u vrhunskom bugarskom crnomorskom resortu Nesebaru.

Španski lanac hotela prethodno poznat pod imenom Sol Meliá preuzima upravu nad hotelom sa četiri zvezdice Marina Palace u Nessebaru, koji će se time preimenovati u Sol Marina Palace.

Sol Marina Palace, hotel sa četiri zvezdice na obali Crnog mora pridružiće se 2012. godine Meliá hotelima. To je letovalište sa modernom i privlačnom građevinom na plaži, koja odaje unutrašnji komfor sa opuštenom atmosferom. Pored 126 soba, na gornjem spratu naći ćete Spa, a takođe i saunu i sobe za masažu, đakuzi, bazen za plivanje i prostor za fitness sa solarijumom.

Poslovni putnici za to vreme mogu birati između dve sale za sastanke, kapaciteta od 97 i 140 ljudi, sa svom potrebnom opremom.

### Bohinjsko ECO odmaralište 2864

Bohinj Park ECO Hotel se proširuje pod jedinstvenom firmom Bohinj ECO Resort 2864. Ovaj istorijski broj predstavlja nadmorsku visinu Triglav, najviše planine u Sloveniji, i označava jedinstvenu zaštićenu poznatu stazu. Simbolička vrednost istaknutog planinskog vrha služi kao trajna inspiracija za istinsku viziju, koju je kompanija prikazala 3-minutnim filmom, sa glavnim glumcem direktorom hotela Anžeom Čoklom koji se popeo na Triglav (može se već videti na [www.2864.si/en](http://www.2864.si/en)).

Još od kada je izgrađen 2009. godine, Bohinj Park ECO Hotel je bio proglašavan za najnagrađivaniji hotel.

Među istaknutim priznanjima od strane javnosti i profesionalaca nalaze se: Zeleni uzor u turizmu (STO, 2009), Turistička prizma za inovacije u turizmu (Novi Sad, 2009), Energetska zgrada i Energetski upravnik godine (IJS and Finance magazine, 2010), sertifikat Zeleni globus (Green Globe Society, 2010), Zlati Sejalec (STO, 2010), Conventa nagrada za inovacije u kongresnim aktivnostima - primena upravljanja održivim događanjima u širem regionu jugoistočne Evrope (Conventa Academy, 2011). Bohinj ECO Resort 2864 je ekološko odmaralište: Pored hotela, kongresnog centra, wellness, sauna parka i akvaparka sa zatvorenim i otvorenim bazenima, sada je započeta gradnja jednog eko ski-odmarališta 2864 i biciklističkog parka sa najdužim skijaškim pistama u Sloveniji, na samo 200 metara udaljenosti od hotela.





## Detaljna rekonstrukcija hotela Kragujevac

Hotel Kragujevac, koji posluje u sastavu preduzeća Nova Sicilijana d.o.o., smešten je u strogom centru grada, na ekskluzivnoj lokaciji u pešačkoj zoni. Hotel Kragujevac je godinama prvi izbor u turističkoj ponudi grada.

Prepoznatljiv je i kao tradicionalni centar društvenih zbivanja, domaćin brojnih kulturnih manifestacija, slavlja, poslovnih okupljanja, seminara, prezentacija. Trenutno se nalazi u fazi detaljne rekonstrukcije, kojom je predviđena dogradnja 9. sprata gde će biti restoran vidikovac sa prohodnom terasom, dva panoramska lifta (za goste i maloteretni), promena stolarije, spoljašnje i unutrašnje, izolacija celog objekta i promena fasade koja će biti od granitne keramike.

Takođe je isplanirana i dogradnja kongresne sale za 600 učesnika, deljiva po potrebi na tri dela mobilnim pregradama. Sala će biti u staklenoj polustrukturalnoj fasadi. Predviđena je rekonstrukcija i proširenje ulaznog hola i recepcije sa posebnim lobijem zimsko letnje bašte, inteligentne sobe kao i neki sadržaji u podrumskim prostorijama hotela. Radovi su počeli od 5. aprila 2011. godine, a po dinamici generalnog izvođača bi trebali biti završeni do kraja novembra tekuće godine.



## Nove investicije potvrda kvaliteta hotela Croatia

U stalnom nastojanju za podizanjem kvaliteta hotelskih usluga, Hotel Croatia nedavno je u potpunosti obnovio obalnu zonu prekrasne plaže s pogledom na staro jezgro Cavtata koje je poslednjih 8 godina nagrađivano visokim međunarodnim ekološkim priznanjem Plavom zastavom, te na toj fantastičnoj lokaciji obnovio riblji restoran Spinaker jedinstvenog ambijenta. Okružen borovima i čempresima, na samoj obali mora i pored moderno uređene hotelske plaže, Spinaker je idealna lokacija za organizaciju posebnih događaja kojih u Hotelu Croatia ne manjka. Višestruko nagrađivana gastronomska umeća kuvara spoj su modernih i tradicionalnih uticaja, a kombinujući kreativnost, jedinstven ugođaj i stil, svaki od pet restorana Hotela Croatia pruža nezaboravno gastronomsko iskustvo.

Smešten u Cavtatskom zalivu, nasuprot istorijskih zidina Dubrovnika, Hotel Croatia je vodeći hotel i kongresni centar na jadranskoj obali. Od otvaranja, 1973. godine, do danas hotel je usavršio vlastitu poslovnu kulturu i imidž, član je međunarodnih organizacija ICCA i ASTA, nosilac sertifikata za upravljanje kvalitetom ISO 9001:2008 i ISO 22000:2005, te dobitnik brojnih nagrada. Izgrađen po najvišim standardima i savršeno uklopljen u prirodnu okolinu, Hotel Croatia je idealno odredište za odmor, kao i organizaciju poslovnih sastanaka, a pruža sve pogodnosti luksuznog zdanja sa pet zvezdica.

## Novi, sofisticirani enterijer hotela Norcev

Hotel „NORCEV“ sa 3 zvezdice je najnoviji objekat na panonskoj lepotici Fruškoj gori u Srbiji. Svojim položajem i predivnim pogledom na okolinu, okružen raskošnom šumom pruža izuzetne uslove za aktivan odmor u prirodi.

U ovom hotelu, tokom proleća 2011. godine, izvršeno je renoviranje smeštajnih kapaciteta hotela. Renovirani su kako apartmani tako i sobe. Obnavljanjem sveukupnog enterijera apartmana-soba (draperije, zaves, posteljina, frižideri, klima, peškiri itd.) i kupatila dobio se svežiji, sofisticiran izgled koji ujedno doprinosi boljem odmoru u unutrašnjosti hotela, ali i u prirodi.



## MK Mountain Resort u osveženom izdanju za predstojeću zimsku sezonu



MK Mountain Resort priprema brojna iznenađenja za predstojeću zimsku sezonu na Kopaoniku.

U hotelu Grand završena je rekonstrukcija velikog dela smeštajnih kapaciteta, čime je gostima omogućen veći komfor i udobnost u 73 superior sobe, 55 standardnih soba, 25 family soba, 10 premium apartmana, 1 Executive i 1 Predsedničkom apartmanu. Ski sezona će početi simbolično, drugim po redu Ski Openingom, koji će biti održan od 08. do 11. decembra, u organizaciji MK Mountain Resorta.

Rezervišite Vaše zimovanje na vreme i ostvarite specijalni popust za rane uplate.

Više informacija potražite na [www.mkresort.com](http://www.mkresort.com)

## Renoviranje apartmana u hotelu Hyatt Regency – Elegantno i luksuzno!

Hyatt Regency Beograd, najpoznatiji, renomirani i luksuzni hotel sa pet zvezdica u Beogradu, sa zadovoljstvom objavljuje da će uskoro biti završeno veliko renoviranje apartmana, koje obuhvata kompletnu adaptaciju i potpunu promenu enterijera.

Sve apartmane karakterisaće savremena, elegantna i luksuzna dizajnerska rešenja.

Renoviranje obuhvata arhitektonske radove kao i potpunu promenu enterijera.

Nova klizna vrata koja će biti postavljena u neke od apartmana, omogućić će gostima da po potrebi odvoje dnevni boravak od spavaće sobe. Novi savremeni nameštaj, fine tkanine i vrhunska finalna obrada pojačaće utisak svežeg, svetlog i elegantnog enterijera.

Najveći obim radova planiran je u Diplomatskom i Predsedničkom apartmanu.

Postavljeni su novi drveni podovi, zidovi su obloženi drvetom, dnevni boravak oplemenjen kaminom a parno kupatilo će biti sastavni deo kupatila.

Krajnji izgled ovih apartmana će biti spoj savremene elegancije i luksuza koji se i očekuje od apartmana ove kategorije.





### Emir Kusturica to Erect Another "Utopian Settlement"

The world renowned film director Emir Kusturica is to start erection of the Russian Village next year. It will be presented by the great artist to the Republic of Srpska, but also his contribution to multiculturalism in the entire region. The reconstructed Russian Village will stretch over three and a half hectares. Conceptual solution for this project is completed, land acquisition is underway, and construction is to follow...

This involves partnership of two companies: one is owned by Emir Kusturica, with 51% participation, and the second one belongs to the former Russian general Alan Glazov, who is today a successful businessman in Moscow.

The Village will be constructed at 1.600 m above the sea level on the mountain Trebević, wherefrom one can see Emir Kusturica's birthplace – Sarajevo. The Russian Village will certainly enrich the Sarajevo surroundings.

### Terme Tuhelj Constructing New Hotel in 2012

Due to market demands, an ever growing number of guests, both businessmen and those seeking wellness and spa facilities, aimed at keeping the leading position at home market by upgrading the quality of their offer at the resort and in the whole region, Terme Tuhelj will start in 2011 a new investment by constructing a new hotel with 4 stars, and by renovating part of the existing hotel.

New accommodation facilities of the 4-star superior hotel include 124 double rooms (with 6 suites), which will be connected by a corridor with the new reception, swimming pools and SpaeVita wellness centre. Visitors who wish to combine business with pleasure having entered into business in a relaxed atmosphere, are offered a modern Congress Centre that can accommodate 450 people, with day light, multi-purpose and multi-functional halls, and an outdoor terrace. An underground garage with 80 parking spaces will be built within the hotel.

Upon completion of this investment in spring 2012, Terme Tuhelj will realize the offer to business guests and thus confirm the primacy in the category of wellness hotels in this region.



### The first 5 star hotel in Baile Felix, Romania opens 2012

The Bihor, county of Romania, invests 20 million euros in tourism for the construction of the first 5 star hotel and spa center within the Baile Felix Thermal and Spa Resort.

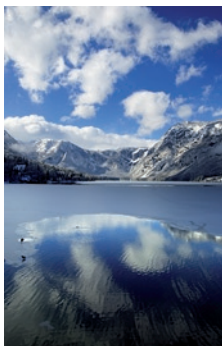
This luxury hotel will be inaugurated late next year, 2012. Two hundred twenty-room Lotus hotel will benefit from a rheumatism and post-traumatic treatment base.

Within this complex is located the 4 star hotel, two 3 star hotels and four 2 star hotels.

### The sixth hotel in Bulgaria by Meliá Hotels

Meliá Hotels International, the largest hotel chain in Spain and the third largest in Europe with over 350 hotels, has signed a contract to manage a new hotel in Bulgaria's top Black Sea resort Nessebar.

The Spanish-owned chain formerly known as Sol Meliá is taking over the management of the four-star Marina Palace hotel in Nessebar, which is going to rebranded as Sol Marina Palace as a result. Sol Marina Palace, a four star in the best of the Black Sea coast that will join in 2012 Meliá Hotels. It is a holiday resort with a modern and attractive building on the beach that gives away inside comfort and a relaxed atmosphere. Beside 126 rooms, on the top floor you can find the Spa, also a sauna and massage rooms, jacuzzi, swimming pool and fitness area and solarium. Travelers on business, meanwhile, can choose between two meeting rooms with capacity of 97 and 140 seats, respectively, and with all the necessary equipment.



### Bohinj ECO Resort 2864

Bohinj Park ECO Hotel is expanding under the unifying brand named Bohinj ECO Resort 2864. The historical number represents the altitude of Triglav, Slovenian highest mountain and signifies a unique, protective, familiar path. Symbolic value of the prominent mountain peak serves as a lasting inspiration for a genuine vision, communicated by the company through a 3-minute film, starring the Hotel director Anže Čokl himself, who is climbing the Triglav mountain (may already be seen at [www.2864.si/en](http://www.2864.si/en)). Since it was built in 2009, Bohinj Park ECO Hotel has been proclaimed as the most frequently awarded Hotel. Among noticable recognitions from general and professional public are: Green role model in tourism (STO, 2009), Turistička prizma for innovation in tourism (Novi Sad, 2009), Energetic building and Energetic manager of the year (IJS and Finance magazine, 2010), Green Globe certificate (Green Globe Society, 2010), Zlati Sejalec (STO, 2010), Conventa Award for innovation in congress activities - implementation of sustainable events management on broader South-East European area (Conventa Academy, 2011). Bohinj ECO Resort 2864 is an ecological resort: Apart from the hotel, congress center, wellness, sauna park and aquapark with indoor and outdoor swimming pools, it has now started to build an eco ski-resort 2864 and bike park with the longest ski pistes in Slovenia, only 200 meters away from the Hotel.



### Hotel Overhaul in Kragujevac

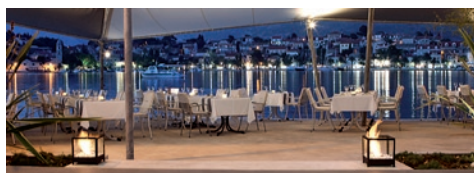
The Hotel Kragujevac, operating within the company Nova Sicilijana d.o.o., is situated in the very centre of the town, at an exclusive location in the pedestrian zone. The Hotel Kragujevac has been the first choice for many years in the tourist offer of the town. It is recognized as the traditional centre of social events, host to numerous cultural manifestations, celebrations, business meetings, seminars and presentations.

It is now undergoing a complete reconstruction, with the ninth floor to be built over with a restaurant-belvedere and a spacious terrace, two panorama elevators (for guests and small freights), with both external and internal carpentry replaced, the isolation of the whole building, and with a changed facade made of granite ceramics. An annexe is also planned to be used as congress hall for 600 participants, which can be divided by mobile partitions into three parts if necessary. The hall will be constructed with the glass semi-structural facade. Reconstruction and enlargement is also planned for the entrance hall and reception desk, with a separate lobby – a winter-summer garden, an intelligent room, and certain facilities in the cellar space of the hotel.

The construction began on the 5<sup>th</sup> of April 2011, to be completed until November next year, according to the general executor's dynamics.

### New Investment Confirm Quality of Hotel Croatia

In a constant attempts to improve the quality of hotel services, the Hotel Croatia recently renovated completely the coastal zone of the beautiful beach with a view onto the old town Cavtat, which was awarded in the last 8 years with a top international ecological prize – the Blue Banner. They have also reconstructed the fish restaurant Spinaker with its unique ambience at the same location. Surrounded with pines and cypresses, located at the sea shore with a modern and equipped beach, Spinaker is



an ideal spot to organize special events, not lacking at the Hotel Croatia. Gastronomic skills of our cooks awarded many times are a blend of modern and traditional influences, and each of the five restaurants of the Hotel Croatia, combining creativity with a unique mood and style, offers an unforgettable culinary experience. Situated in the Cavtat cove, facing the historic walls of Dubrovnik, the Hotel Croatia is the leading hotel and congress centre on the Adriatic coast. Since it was opened in 1973 until today the hotel has perfected its own business etiquette and image, it is the member of the international organizations ICCA and ASTA, awarded with quality management certificates ISO 9001:2008 and ISO 22000:2005, along with numerous other prizes. Constructed according to the highest standards and embedded perfectly into its environment, the Hotel Croatia is an ideal destination for holidays, but also to organize business meetings, with all the maneities of a luxury edifice with five stars.



### New Sophisticated Interiors of Hotel Norcev

The 3 star Hotel „NORCEV” is the newest building on the Pannonian beauty the Mt. Fruška gora in Serbia. With its position and its beautiful view onto the surroundings, encircled with a splendid forest, it offers exceptional conditions for an active holiday in nature.

In spring 2011 they renovated the accommodation capacities at the hotel. Both the suits and rooms were refurbished. With this renovation of all the interiors, the suits-rooms and bathrooms (draperies, curtains, linens, refrigerators, air-conditioners, towels, etc.), the hotel got a refreshed sophisticated looks which makes a holiday better both inside the hotel and out in the nature.

### MK Mountain Resort refreshed for the coming winter season

MK Mountain Resort has prepared the whole world of surprises for the upcoming winter season at Kopaonik. Hotel Grand has undergone the refurbishment program of major part of rooms providing ultimate comfort at 73 Superior rooms, 55 Standard rooms, 25 Family rooms, 10 Premium suites, 1 Executive suite and 1 Presidential suite.

The upcoming winter season at Kopaonik will start with the Ski Opening, second in a row, to be held on December 8<sup>th</sup> - 11<sup>th</sup>, 2011.

Book your winter holiday now and benefit from the special early booking discount.

For further information visit [www.mkresort.com](http://www.mkresort.com)



### Suite Refurbishment in Hyatt Regency Hotel - Elegant and Luxurious!



Hyatt Regency Belgrade, the most famous and renowned 5 star luxury hotel in Belgrade, is pleased to announce that the extensive renovation, which features a complete remodelling and transformation of the hotel suites, is almost completed.

The suites will offer a remarkable combination of new, fresh, light and elegant interiors.

The scope of the renovation includes architectural finishes and fixtures, as well as custom furniture items. New sliding doors have been added to some of the suites, which will now able guests to separate the living area from the bedroom if so desired.

The Diplomatic and Presidential suites are to receive a far more extensive make-over with the introduction of new timber floors, timber panelled walls, fireplaces, and bathrooms with steam rooms as well as new furniture and fixtures.

The overall feel of these suites will be of contemporary elegance with a luxuriousness that one expects of suites of this stature.



Prvi put u Jugoistočnoj Evropi

## 40. MEĐUNARODNA EDTNA / ERCA KONFERENCIJA U LJUBLJANI

40<sup>th</sup> EDTNA/ERCA

INTERNATIONAL CONFERENCE  
10 - 13 September 2011, Ljubljana, Slovenia



Evropsko udruženje medicinskih sestara za dijalizu i transplantaciju / Evropsko udruženje za negu bubrežnih bolesnika (EDTNA/ERCA) je osnovano 1971. godine da bi se bavilo posebnim potrebama medicinskih sestara i drugih profesionalaca koji leče pacijente koji pate od otkazivanja bubrega.

Od tada, udruženje je preraslo u jedan od najvažnijih evropskih foruma za razmenu informacija i iskustava za sve članove tima za negu bubrežnih bolesnika koji leče pacijente koji pate od otkazivanja bubrega.

EDTNA/ERCA je multidisciplinarna organizacija individualnih članova.

Članstvo u udruženju je otvoreno za medicinske sestre, tehničare, socijalne radnike, dijetetičare, menadžere jedinica, koordinatoru transplantacija, i sve druge profesionalce koji rade sa bubrežnim pacijentima.

EDTNA/ERCA ima 3.000 članova iz 65 zemalja. Svake godine, od 1972. godine, EDTNA/ERCA organizuje Međunarodnu konferenciju koja okuplja oko 3.000 delegata i više od 40 izlagača.

Proslava 40 godina objedinjavanja medicinske nege, nauke, inženjeringa i obrazovanja u EDTNA/ERCA radi unapređenja brige o pacijentima bila



je u fokusu ovogodišnje konferencije, kao posebna godišnjica i priznavanje velikih dostignuća udruženja. Tema konferencije „Poboljšanje zdravlja i kvalitet nege“ naglasila je vrednost neprekidne edukacije i napretka postignutog u poslednjih 40 godina za najbolju multidisciplinarnu kliničku praksu i profesionalni razvoj svih radnika u nezi bubrežnih bolesnika.

Prethodno održane konferencije su bile u sledećim gradovima: Dablin – 2010. god., Hamburg – 2009. god., Prag – 2008. god., Firenca – 2007. god., Madrid – 2006. god., Beč – 2005. god., Ženeva – 2004. god., Birmingem – 2003. god., Hag – 2002. god., Nica – 2001. god., Lisabon – 2000. god., itd.

Konferencija je 2011. godine prvi put održana u nekoj od zemalja regiona Jugoistočne Evrope. Održana je u Ljubljani, glavnom gradu Slovenije, u periodu od 10. do 13. septembra 2011. god., u ljubljanskom Kongresnom centru Cankarjev Dom (CD), prostoru koji poseduje sve pogodnosti poput sala, tehnologije, izložbenog prostora i pristupa prelepom gradu Ljubljani. Tom prilikom, imali smo čast da razgovaramo sa g-đom **Majom Vidergar** iz Cankarjevog doma i sa predsedavajućom lokalnog organizacionog komiteta g-đom **Mirjanom Čalić**.

**1. Ljubljana je bila prvi grad iz regiona Jugoistočne Evrope koji je bio domaćin Međunarodne konferencije EDTNA/ERCA. Koliko je bilo teško dobiti organizaciju ove konferencije u vašoj zemlji?**

Da, bilo je vrlo teško. Cankarjev dom, najveći kongresni prostor u Ljubljani, pobedio je između 3 finalne destinacije. To je kompliment našem stručnom radu na polju dijalize i transplantacije, i višegodišnjem iskustvu.

**2. Koliko učesnika je prisustvovalo na konferenciji i iz kojih zemalja?**

Ugostili smo 43 zemlje i oko 1.500 učesnika.

**3. Postoji li neka PCO agencija koja je podržala organizacioni aspekt konferencije? Ako postoji, da li je to PCO iz Praga ili lokalna iz Slovenije?**

Udruženje EDTNA/ERCA ima sopstveni PCO - Czech-In. Međutim, iz našeg iskustva se pokazalo kako je bitno imati i lokalnog operatera.

S toga su uključeni slovenački i ljubljanski kongresni biro kao i Cankarjev dom, Kulturni i kongresni centar Ljubljane, koji nije samo prostor za dešavanja već posluje i kao in-house PCO.

M. Š.

First time in South East Europe

## THE 40<sup>TH</sup> INTERNATIONAL EDTNA / ERCA CONFERENCE IN LJUBLJANA

The European Dialysis and Transplant Nurses Association / European Renal Care Association (EDTNA/ERCA) was established in 1971 to address the special needs of nurses and other professionals that treat patients suffering from renal failure. Since then, the Association has grown to become one of the most important forums in Europe for the exchange of information and experience for all members of the renal care team who treat patients suffering from renal failure.

EDTNA/ERCA is a multi-disciplinary organisation of individual members. The Association membership is open to nurses, technicians, social workers, dieticians, unit managers, transplant co-ordinators, and any other professionals working with renal patients.

EDTNA/ERCA has 3,000 members from 65 countries. Every year, since 1972, EDTNA/ERCA organises an International Conference gathering some 3,000 delegates and more than 40 exhibitors. Celebrating 40 years of bringing together nursing, science, engineering and education in the EDTNA/ERCA to improve patient care was the focus of this year's Conference, a special anniversary and recognising the great achievements of the Association.

The Conference theme "Health Improvement and Quality Care" emphasized the value of the continuing education and progress achieved in the last 40 years, for the best multidisciplinary clinical practice and professional



onal development of all renal care workers. Previous Conferences were held in: Dublin – 2010, Hamburg – 2009, Prague – 2008, Florence – 2007, Madrid – 2006, Vienna – 2005, Geneva – 2004, Birmingham – 2003, The Hague – 2002, Nice – 2001, Lisbon – 2000 etc.

In 2011 the Conference was held first time in one of the countries of South East Europe region. It was held in Ljubljana, the capital city of Slovenia, 10 - 13 September 2011. The Conference was held in the Congress Centre of Ljubljana Cankarjev Dom (CD), a building that provides all the facilities such as halls, technology, exhibition area and access in the beautiful city of Ljubljana. On this occasion, we had honour to speak with Mrs **Maja Vidergar** from Cankarjev dom and Mrs **Mirjana Čalić**, LOC Chair of Local Organising Committee.

**1. Ljubljana was the first city from South East Europe region which hosted EDTNA/ERCA International Conference. How hard was it to get this Conference to be hosted in your country?**

Yes, it was very hard. Cankarjev dom, Ljubljana's largest congress venue, won among the 3 destination finalists. This is a compliment to our expert work in the field of dialysis and transplantation, and years of experience.

**2. How many participants were at the conference and from which countries?**

We hosted 43 countries and approximately 1,500 attendees.

**3. Is there any PCO agency who supported organizational aspect of the conference? If so, is it core PCO from Prague or local from Slovenia?**

The EDTNA/ERCA Association has an appointed (core) PCO - Czech-In. But in our experience there is also essential to have a local operator.

So Slovenian and Ljubljana Convention Bureaus have been involved as well as Cankarjev dom Cultural and Congress Centre Ljubljana, which is not only a venue but also operates as an in-house PCO.

M. Š.





Samit nesvrstanih

## BEOGRAD DOMAĆIN ZA PREKO 100 DELEGACIJA SVETA

Ministarski skup Pokreta nesvrstanih, jubilarni skup povodom 50. godišnjice održavanja prvog sastanka 1961. u Beogradu, ne računajući Generalnu skupštinu UN najveći skup koji se ove godine održava na planeti, održan je od 5. do 6. septembra 2011. godine u Beogradu.

Beograd je u septembru 1961. godine bio domaćin Prve konferencije nesvrstanih. U glavnom gradu tadašnje SFRJ okupio se niz šefova država i vlada, predstavnici 25 vanblokovskih zemalja. Glavni grad Srbije danima se pripremao za doček delegacija šefova država i vlada 24 zemlje učesnice, ali i oko 850 novinara iz celog sveta, kojima su obezbeđeni, za to vreme, najsavremeniji uređaji i uslovi za rad. Na ulasku u Zemun značajne goste dočekale su zastave, a na ulazu u grad bio je, na nekoliko jezika, ispisan i nezvanični moto konferencije - „Svi ljudi sveta hoće mir“.

Danas, u Pokretu nesvrstanih je 118 zemalja, što je oko dve trećine članica Ujedinjenih nacija (192).

Predstavnici preko 100 zemalja iz celog sveta učestvovali su na dvodnevnom ministarskom skupu Pokreta nesvrstanih, samim tim je i preko 700 diplomata, predstavnika iz celog sveta posetilo glavni grad Srbije. Najluksuzniji beogradski hoteli dobili su priliku da ugoste učesnike skupa



i tim povodom smo vodili razgovore sa predstavnicima najistaknutijih beogradskih hotela. Poznato je da su najveći hoteli u Beogradu bili u potpunosti popunjeni a da su delegati skupa bili smešteni u hotelu Hyatt Regency i Continental Hotelu Beograd.

Na pitanje o popunjenosti kapaciteta iz hotela Continental kažu da se hotel

može pohvaliti da je bio pravi domaćin jubilarnom Samitu nesvrstanih, jer je upravo u hotelu bilo smešteno više od 50 inostranih delegacija.

Pun kapacitet Continental Hotela od 415 soba i apartmana bio je mesecima unapred rezervisan za učesnike Samita. Takođe, velika svečana večera za sve učesnike Samita bila je organi-







„Ovaj događaj je veoma dobra referenca za kongresnu industriju u Beogradu i Srbiji, zato što je Beograd prilično nepoznat kao kongresna destinacija za međunarodne susrete, i ovaj skup je pokazao da smo u stanju da obezbedimo dostupnost Beogradu sa svih strana Evrope. Takođe, u mogućnosti smo da ponudimo različite kategorije hotela i veliki broj prostora za kongrese. Verujem da smo uspjeli da pokažemo svim učesnicima da smo savršeni domaćin ovog sastanka i da je Beograd najbolje mesto za susrete.“

**Hotel Hyatt Regency Beograd**

zovana u ovom hotelu. Hotel Hyatt Regency je tradicionalno bio popunjen i prvi izbor za inostrane diplomate i učesnike skupa. Iz hotela Holiday Inn Beograd ističu da je popunjenost bila na zavidnom nivou tokom trajanja Samita nesvrstanih u Beogradu. Isto se može reći i za Hotele Balkan i Moskva koji su ugostili novinare i ostale učesnike skupa, a postojale su i liste čekanja.

Kad su u pitanju inostrane delegacije celokupan protokol oko njihovog smeštaja mora biti na najvišem nivou. Što se tiče mera bezbednosti, predstavnici hotela kažu da se podrazumevaju direktna saradnja hotelskog obezbeđenja, Ministarstva unutrašnjih poslova i ličnog obezbeđenja gostiju i da je sve proteklo bez ikakvih problema. Isto tako i dodani zahtevi delegata su bili ispunjeni.

Obzirom da su bile u pitanju delegacije sa različitih strana sveta, sa razli-

čitim gastronomskim ukusima, internacionalnim kuhinjama, beogradski hoteli su se pokazali spremnim da izađu u susret u svim situacijama i omoguće gostima prijatan boravak u hotelu.

Delegati su tokom svog kratkog boravka bili izuzetno zauzeti i boravak im je bio najmanje vezan za hotel. Ali sigurno je da su svi, od menadžmenata do osoblja hotela, bili maksimalno posvećeni cilju da dobar glas o Beogradu obiđe svet.

Kao dokaz da je cilj ispunjen ostali su pismeni komentari, naravno pozitivni, i reči da bi svakako voleli da dođu ponovo.

Za kraj, predstavnici najznačajnijih beogradskih hotela su se, svakako, složili oko jednog – organizacija ovakvih konferencija umnogome doprinosi kako kongresnom turizmu Beograda, Srbije tako i regiona.

S. G.

„Ovakav događaj je od velike važnosti za promociju Srbije, posmatrano sa aspekta kongresnog turizma. Kvalitetnom organizacijom ovako složenog i masovnog skupa Srbija markira svoje mesto na mapi određena značajnih za poslovne skupove i stiče realne pozicije da bude što bolje rangirana na listi Svetske asocijacije kongresa.

Dodajući tome rad na poboljšanju kvaliteta usluge i obučivosti kadrova u hotelskom sektoru kao i u ostalim segmentima koji čine kongresnu ponudu, realno je očekivati da će u bliskoj budućnosti Srbija postati značajna destinacija ove grane turizma.“

**Continental Hotel Beograd**

„Značaj ovakvih međunarodnih konferencija je neizmeran za kongresni turizam Srbije i Beograda. Poslednjih godina Srbiji je pružena šansa da se ostvari u oblasti kongresnog turizma.

Ovo je odličan način za promociju naše zemlje i stvaranje poverenja u svetu da Srbija može da odgovori na sve zahteve koje sa sobom nosi organizovanje ovako velikih i značajnih događaja.“

**Hotel Holiday Inn Beograd**

„Smatramo da je kongresni turizam, u Srbiji, jos uvek u razvoju.

Za nas, hotelijere, ovakvi događaji su značajni jer je potražnja veća nego ponuda, bar kada su hoteli u centru grada u pitanju, što za nas donosi visoku, odnosno, stoprocentnu popunjenost.“

**Hotel Balkan**



Izložba „Nesvrstani - od Beograda do Beograda“

Non-Aligned Movement Summit

# BELGRADE HOSTED MORE THAN 100 WORLD DELEGATIONS

Non-Aligned Movement Summit, the jubilee gathering on the occasion of the 50<sup>th</sup> anniversary of the first meeting in Belgrade in 1961 – the largest convention to be held this year in the world – was organized on 5<sup>th</sup> and 6<sup>th</sup> September 2011 in Belgrade.

In September 1961 Belgrade was host to the First Non-Aligned Movement Summit. A large group of heads of states and governments, representatives of 25 out-of-bloc countries, gathered in the capital of the then SFR Yugoslavia.

The capital of Serbia was preparing for days to meet the delegations of heads of states and governments of the 24 countries participating at the Conference, but also to host about 850 journalists from all over the world who were provided with the most advanced devices of the time and good conditions for work. At the entrance in Zemun there were flags waving to greet the guests, and at the entrance to the city the unofficial motto of the Conference was inscribed in several languages – “All People In The World Want Peace”. Today the Non-Aligned Movement numbers 118 countries, which is almost two-thirds of the United Nations member states (192). Representatives from more than 100 countries from all over the world took part at the two-day ministers me-



eting of the Non-Aligned Movement, so that over 700 diplomats, representatives of the whole world, visited the capital of Serbia.

The most luxurious Belgrade hotels got the chance to host members at the meeting and we spoke to several representatives of the most distinguished Belgrade hotels. The fact is that the biggest hotels in Belgrade were completely full with guests, and the delegates mostly were accommodated in the Hotel Hyatt Regency and Continental Hotel Belgrade. Asked about occupied capacities,

the representative of the Continental Hotel stated that the hotel could boast to have been the true host to the jubilee summit of the Non-Aligned Summit, as the hotel accommodated more than 50 foreign delegations. The full capacity of the Continental Hotel is 415 rooms and suites, booked for months in advance for the participants at the Summit. The big ceremonial dinner for the Summit participants was also organized here at the hotel. The Hotel Hyatt Regency was traditionally booked full, it was the foreign diplomats and participants the first choice.

The representative of the hotel Holiday Inn Belgrade point out that the capacities were almost full during the Non-Aligned Summit in Belgrade. The same goes for hotels Balkan and Moskva, where the journalists and other guests stayed, and there were also a few waiting lists. As for foreign delegations, the whole protocol concerning their accommodation had to be at the highest level. Regarding the security measures, the hotel representatives claim that a direct cooperation between the hotel security officers, the Ministry of Inte-



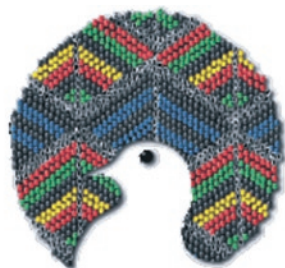




Exhibition "Non-Aligned - from Belgrade to Belgrade"

"This kind of event is of great importance to Serbia in regards to meeting industry. By organizing successfully such a complex and mass convention, Serbia has put herself onto the map of destinations relevant for business gatherings, thus gaining real possibilities to be ranked well on the World Congress Association list. With their efforts in improving the service quality and education of work force in the hotel sector, as well as in other segments of congress offer, it is plausible to expect that Serbia will soon become an important destination for that branch of tourism."

**Continental Hotel Belgrade**



one thing – organization of such conferences greatly contributes both to the meeting industry in Belgrade and in Serbia, but also in the region.

S. G.

"The importance of organizing such international conferences is immeasurable for meeting industry in Serbia and Belgrade. Serbia was given chance to prove herself in the field of meeting industry. This is a perfect way to promote our country and create a conviction that Serbia can meet any requirement related to the organization of such large and important events."

**Hotel Holiday Inn Belgrade**

rior, and the personal body guards of the hotel guests was taken for granted, so that everything went smoothly. Any special request by a guest was also satisfied.

"This event is a very good reference for the meetings & events industry in Belgrade & Serbia, due to that Belgrade is quite unknown as Congress or Event Destination for International Meetings and this meeting has shown, that we are able to offer easy access from all over Europe and Internationally to Belgrade. As well we are able to offer different Hotel Categories and great venues for Meetings.

I believe that we were able to show to all participants that we were the perfect host for this meeting and Belgrade is the best place to meet."

**Hotel Hyatt Regency Belgrade**

"Our opinion is that the meeting industry is still making its first steps in Serbia. For the hoteliers like us such an event is important as the demand exceeds the offer, at least concerning hotels within the inner city limits, which also means that the hotel occupancy is high, i.e. one-hundred percent."

**Hotel Balkan**

As the delegations came from various places around the world, with specific gastronomic tastes and international cuisines, the Belgrade hotels proved to be ready to meet requirements in any situation and enable the guests to have a pleasant stay in the hotel. The delegates were rather busy during their brief sojourn, so they stayed the least amount of time in the hotel. But it is certain that everybody, from the management to the hotel staff, was engaged to the maximum and dedicated to the goal of making the good word about Belgrade go around the world.

As a proof that the goal was reached, there are written comments, all positive of course, and words stating that they would certainly like to come again.

In the end, representatives of the biggest Belgrade hotels agreed upon







HEROJI  
NE MOGU SAMI.



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Timski rad

## IZGRADNJA TIMOVA – FORMULA ZA USPEH



Pojedinac, koliko god bio uporan, vredan, sposoban, samostalan, koliko god da poseduje sposobnost samomotivacije, vrhunskih veština i znanja, nikad neće biti toliko uspešan kao dve ili više osoba, čak i sa prosečnim vrlinama, koje funkcionišu tako da se dopunjuju, međusobno motivišu, njihova znanja i veštine su komplementarne, njihova energija se sabira i rezultati mogu biti nestvarni.

*Zar ne želi svako da bude deo takvog tima?*

*Zar svaka kompanija ne želi da u svom sklopu ima takav tim?*

Vrlo retko se takvi timovi prirodno oforme, oni prvenstveno moraju da se izgrade.

Sistematski, pažljivo, da pojedinci prvo steknu poverenje jedni u druge, upoznaju se kroz razne aktivnosti, druženjem, deljenjem odgovornosti, rešavanjem zadataka, i postepeno stvaranjem svesti o tome koliko su

snažniji, sigurniji i uspešniji kao deo uigranog i dobrog tima.

U njemu je svaki uspeh pojedinca, automatski uspeh svih članova, celog tima, ali zato i svaki pogrešan korak ili proračun direktno utiče na sve ostale i čitav tim. Svaki problem ili zadatak, ma koliko bio naizgled komplikovan i složen, ukoliko se raščlani na dovoljno manjih delova tj. zadataka, može se rešiti. Upravo je to suština tima.

Svaki član tima je zadužen za određene zadatke za koje je on specijalizovan i radi ih najbolje, i tako zajedno,

**Vrhunski timovi su oni koji naprave razliku.**

članovi tima obavljaju i rešavaju neki složen zadatak ili omogućavaju funkcionisanje određene strukturalne celine u okviru neke organizacije.

Treba napomenuti da, savršeno obavljanje posla pojedinca u okviru tima, znači vrlo malo ako ostali članovi ne odrađuju svoj deo posla profesionalno i sa odgovornošću, jer je u tom slučaju samo delić ukupnog cilja i zadatka obavljen, što nije dovoljno za pozitivno poslovanje, a odrađivanje posla u roku i proaktivno razmišljanje i delovanje su nemogući. U tom slučaju, u današnjim oštrim uslovima, konkurencija će mnogo lakše napraviti mesta za sebe na tržištu.

Tim bilding aktivnosti predstavljaju alat pomoću koga se zaposleni okupljaju, učvršćuju se njihovi odnosi, podiže se stepen motivacije i privrženosti organizaciji, smanjuju se inter-

**TIM - Grupa ljudi koja ulaže zajedničke napore da ostvari zajednički cilj.**

**To je sinergija znanja i veština svih članova tima. U timu svi dobijaju, svi postižu više.**

**T - team  
E - everyone  
A - achieve  
M - more**





personalni konflikti na poslu i povećava produktivnost.

Jednom rečju, planiraju se i izgrađuju timovi i razvija timski duh.

Izgradnji timova je, kao što je napomenuto, potrebno pristupiti planski, na strateškom nivou kompanije.

**Koncept četveroetapnog modela izgradnje tima je originalno predložio još B. Nj. Tuchman 1965. godine, koji je identifikovao četiri faze kroz koje prolaze svi timovi u toku svoje transformacije ka efikasnom radnom timu.**

Faze formiranja tima\*:

1. **Formiranje tima** [Forming]
2. **Pobunjivanje tima** [Storming]
3. **Normiranje tima** [Norming]
4. **Delovanje tima** [Performing]

Danas ovaj model uživa široku primenu u svetu, kao moćan model za planiranje razvoja tima. On je najčešće polazna tačka za identifikovanje kritičnih faktora uspeha, potrebnih profila veština, i razvoja članova tima.

Na početku formiranja tima, neophodan je stil upravljanja direktivama i naredbama, dok u dostizanju zrelosti tima, tim postaje samoupravljiv, i vođenje tima dobija sekundarnu ulogu. U fazi **formiranje tima** ključni članovi tima definišu misiju tima. Komunikacija teče uglavnom u jednom smeru, od vođe projektnog tima (project ma-

nager), top menadžmenta ka članovima tima. U ovom momentu, ovo i nije pravi tim, već grupa ljudi sa različitim prethodnim iskustvima, znanjima i stavovima. Sukobi, nesporazumi i zbrka u podeli uloga je visoka u ovoj fazi, dok su poverenje članova jednih u druge, posvećenost i respekt veoma niski. Ova faza zahteva vođstvo koje obezbeđuje jasne direktive, vođstvo, deljenje vizije sa članovima tima, i jak nadzor.

U fazi **pobuna tima**, tim je praktično formiran, članovi tima sve bolje shvataju svoje zadatke, dužnosti i obaveze, kao i ulogu ostalih članova tima i međusobne relacije među članovima. Učesnici sagledavaju proces funkcionisanja tima i daju sopstvene sugestije za poboljšanje funkcionisanja. Sve više, članovi tima stižu sposobnost za samonadzor i upravljanje. Članovi tima generišu norme funkcionisanja. U toku uigravanja tima u ovoj fazi i dalje su prisutni nervoza i napetost, nesnalaženje pojedinaca, a međusobno poverenje je još uvek nisko, ali raste vremenom, kao i posvećenost onih koji nalaze svoje mesto u timu. U ovoj fazi, vođa tima mora povesti mnogo računa o ljudskim aspektima funkcionisanja tima - izboriti se sa konfliktima u timu, načinima interakcije članova tima, obezbeđenjem povratnih informacija od članova tima, izgradnji poverenja i saradnje među članovima tima, itd.

U fazi **normiranje tima** članovi tima počinju da se osećaju udobno na svojim mestima u timu. Razumeju svoju ulogu i zadatke, kao i ulogu ostalih članova i dobro funkcionišu kao članovi tima. Tim kao celina se objedinjuje, i prilagođava svome okruženju.

Poverenje među članovima, poštovanje ostalih članova i posvećenost ostvarenju ciljeva tima jača u ovoj fazi, kao i komunikacija među članovima i komunikacija tima sa okruženjem. Menadžeri i vođa tima sve više svoja ovlašćenja prepuštaju članovima tima koji postaju sposobni za samostalno donošenje odluka na bazi sopstvene ekspertize. Vođa tima i dalje mora voditi računa o međuljudskim odnosima u timu, njegovoj integraciji, jačanju poverenja među članovima tima i okruženja prema timu, merenju performansi tima i ostvarenju zadatih ciljeva.

Konačno, u fazi **delovanje tima** tim je visoko ujedinen i svi članovi su posvećeni postizanju ciljeva tima.

Tim postaje „samoupravljiv“, odnosno postiže sposobnost funkcionisanja bez direktnog upravljanja i nadzora. Vođstvo tima je zasnovano na poverenju, poštovanju, i kredibilitetu. Potreba za spoljnim nadzorom i supervizijom je minimalna. Ova faza najkraće traje.

\*<http://project-management-srbija.com>

M. Š.

Team work

## BUILDING TEAMS – FORMULA FOR SUCCESS

An individual, no matter how persistent, diligent, capable or independent, however much self-motivating incentive he or she possesses, and with all his or her superior skills and knowledge, will never be as successful as two or more persons, even with ordinary virtues, who function in compatibility motivating each other, their knowledge and skills are complementary, their energies are combined, and the results can be extraordinary.

*Doesn't everyone wish to be part of such a team?*

*Doesn't every company want to have such a team?*

Such teams are rarely gathered up spontaneously, they first have to be built up. Members of a team gain trust in each other, systematic and carefully. Through various activities and in companionship, sharing responsibility and solving the problems, members slowly create awareness on how much stronger, self-assured and more successful they are as a part of the trained and good team.

Each success of any individual in team is automatically a success of all the members in the entire team, but also any wrong move or assessment affect directly everybody else and the whole team. Any problem or task, no ma-



ter how complicated and complex it may seem, can be solved if separated into a sufficient number of its smaller parts or tasks. That is the very essence of a team. Each member of a team is charged with certain duties he is specialised in and do it them in a best way, and in that manner the team members perform and solve a complex task jointly or they facilitate functioning of a structural unit as part of an organization. It should be noted that a perfect performance of a duty by an individual within a team means very little in case the remaining members of the team do not perform their duties in a professional way and with

**The best teams are those that make difference.**

responsibility. In that case only a small part of the overall goal is done, which is not enough for a positive business operation, and doing the job in time or thinking and acting proactively is impossible.

In such a case, at present harsh conditions, the competition will gain space on the market much more easily. Team building activities are a tool by which employees are gathered, thus strengthening their relations, the level of motivation and dedication to the

**TEAM - A group of people who dedicate their joint efforts to realize a common goal.**

**It is a synergy or knowledge and skills of all the team members. In a team everyone wins, they all achieve more.**

**T - team**  
**E - everyone**  
**A - achieve**  
**M - more**





organization are heightened, interpersonal conflicts at work are diminished, and the productivity is increased... In short, teams are planned and built up and the team spirit is developed. Team building is to be approached, as mentioned previously, in a planned way, at the strategic level of the company.

**The concept of the four-phase team building model was proposed originally by B. Nj. Tuchman in 1965, identifying four phases that all teams go through in the process of their transformation towards a more efficient working team.**

The team forming phases\*:

1. **Team Forming** [Forming]
2. **Team Storming** [Storming]
3. **Team Norming** [Norming]
4. **Team Performing** [Performing]

This model is widely applied throughout the world nowadays, being a powerful model for team development planning. Most often, it is the starting point to identify critical success factors, the necessary skill profiles needed, and to develop the team members. At the beginning when forming the team, the necessary style of management is via directives and orders, while at the team's coming of age it becomes self-ruled and the

management becomes of secondary importance.

At the **team forming** phase the team members define the team's mission. Communication flows mainly in one direction, from the project manager, the top management, to the team members.

At this stage it is not a real team yet, but a group of people with their different former experiences, knowledge and attitudes. Conflicts, misunderstandings or confusion when distributing roles are rather high at this stage, and at the same time trust of the team members in each other, their commitment and respect, are quite low.

This phase requires leadership to provide for clear directives, guidance, sharing the vision with team members while supervising them strictly.

At the **team storming** phase the team is actually completed, the team members comprehend their tasks, duties and obligations more clearly, and the same goes for the role of other team members and their mutual relations. The participants get a wider picture of the team functioning process and they give their own suggestions how to improve their functioning.

The team members become more capable of self-monitoring and management. The team members generate the norms for functioning. During the team training at this stage there are

still some anxiety and tension, some members still find it hard to get along, and mutual trust is still low, growing in time, just like the dedication of those who find their place in the team.

At this stage the team leader must take great care about human aspects of the team functioning - how to cope with conflicts in the team, how are the team members interacting, how to secure feedback information by the team members, how to build up trust and cooperation among the team members, and so on.

At the **team norming** phase the team members start feeling comfortable at their respective places in the team.

They understand their roles and duties, as well as the role of other team members, so that they function well as team members. The team as a whole is becoming unified, adapting itself to its surroundings. Trust among its members, respect for others and commitment to the realization of goals is strengthened in this phase, and the same applies to the communication among its members and with its surroundings. Managers and the team leader delegate more and more of their authority onto the team members who thus become capable to make decisions independently based on their own expertise. The team leader still has to take care about interpersonal relations in the team, about its integration, strengthening the trust among its members and of the surroundings towards the team, about the measurement of team performances and about the realization of the set tasks.

Finally, at the **team performing** the team is highly unified, all of its members are dedicated to the realization of the team goals. The team becomes "self-managed", i.e. it becomes able to function without direct management or supervision. The team leadership is based on trust and credibility.

The need for external monitoring and supervision is minimal. This phase is the shortest.

\* <http://project-management-srbija.com>

M. Š.

Pozitivni efekti tim bildinga

## KOLIKO JE ZASTUPLJEN TIM BILDING U KOMPANIJAMA U REGIONU?

Tim bilding kroz okupljanje zaposlenih, kroz razne igre i zabavu jeste sa jedne strane vid poslovno-kongresnog turizma, a sa druge, menadžerski alat za upravljanje ljudskim resursima. Za ovaj broj SEEbtm magazina vršili smo istraživanje koliko kompanije - organizacije u regionu Jugoistočne Evrope praktikuju tim building za svoje zaposlene i koliko smatraju da im to utiče na poslovanje.

Tim bilding je dragocen alat pomoću koga se objedinjuju zaposleni, moti- višu ljudi i povećava produktivnost. U mnogim slučajevima tim bilding pomaže da se reše mnogi interperso- nalni konflikti koji se često dešavaju na radnom mestu.

Razne igre, kada se igraju sa ispravnim stavom, prvenstveno su zabavne, a uz to, ako pomognu da učesnici vide je- dni druge kao tim, to je pun pogodak. Zaposleni se ludo zabavljaju dok uče jednostavno pravilo u životu i poslu – a to je da ne postoji „JA“ u timu.

Organizacije često rade na tim bildi- ngu u kombinaciji sa stručnim progra- mima obuke za svoje zaposlene kako bi im na zabavan način omogućili sa jedne strane da saznaju i nauče nešto novo, a sa druge da im približe vešti- ne tima.

Ovi programi ne moraju biti striktno formalni. Uz malo kreativnosti, na taj način, može da se napravi veoma za- bavan korporativni događaj.

Kada se planira događaj za izgradnju tima, treba biti konkretan oko toga šta su ciljevi. Slobodan dan u prirodi je promena za zaposlene koji rade u kancelarijama po ceo dan, ali je dobro imati određene aktivnosti koji će ih ujediniti kao grupu. Redovno organi- zovanje ovakvih aktivnosti rezultira u tome da se učesnici osećaju kao deo tima i da postižu bolje rezultate.

U pomenutom istraživanju o zastu- pljenosti tim bilding aktivnosti uče- stvovala su kompanije iz oblasti farmaceutske industrije, robe široke potrošnje – sportska oprema, prehrambeni proizvodi, proizvođači bele tehnike, kućnih aparata, IT industri- ja, konsultantske kompanije, banke i osiguravajuće kuće, revizorske kuće,



telekomunikacije, agroindustrija itd. Kompanije koje su učestvovala u istraživanju praktikuju team building za zaposlene uglavnom **jedanput godišnje** (60,5%), njih 31% ovu vrstu aktivnosti organizuje 2 puta godišnje, dok njih 8,5% to praktikuje češće, više od 2 puta godišnje.

Čest je slučaj u velikim kompanijama da pojedine organizacione jedinice imaju redovnije (2-3 puta godišnje) tim bilding aktivnosti (kao što je slu- čaj sa odeljenjima prodaje i srednjim i

top menadžmentom), dok ostali ima- ju tu aktivnost jednom godišnje.

Pod tim bildingom u kompanijama u regionu se podrazumeva podjednako bolje upoznavanje i druženje zaposle- nih, kao i organizovane igrice i takmi- čenja ali i razne vrste obuka.

Tim bilding aktivnosti se podjednako odigravaju **i na otvorenom i u zatvo- renom prostoru.**

Tačnije, sportske i druge timske i takmičarske igre organizuju se uglav- nom na otvorenom prostoru, dok se





deo aktivnosti tim bildinga koje obuhvataju održavanje seminara i obuka, organizuju u zatvorenom prostoru (konferencijskim salama i sl.).

Ono što kompanije najčešće navode da najviše dolazi do izražaja nakon tim bildinga jeste **poboljšana komunikacija**. 85% kompanija koje su učestvovala u istraživanju su navele upravo bolju komunikaciju među zaposlenima i između različitih nivoa i jedinica, kao pozitivan post-efekat tim bildinga.

Ostali efekti u ponašanju, atmosferi i radu kod zaposlenih nakon tim bildinga, što kompanije navode jesu: **dobro raspoloženje, jačanje pripadnosti timu, razvijeniji takmičarski duh, porast radnog elana, poboljšanje u saradnji**.

Ljudi se bolje upoznaju i ostvaruju bolji kontakt koji se kasnije reflektuje na timski rad. Takođe, kompanije navode i da se ovi pozitivni efekti primećuju odmah nakon tim bildinga, ali da kasnije jenjavaju. Kompanije koje su učestvovala u istraživanju uglavnom **samostalno organizuju tim bilding** za svoje zaposlene (njih 58%), četvrtina, tačnije, 26% kompanija koriste

spoljne usluge određene agencije za organizaciju, dok njih 16% koristi obe opcije tj. organizuju tim bilding i samostalno i uz pomoć eksterne agencije, u zavisnosti od složenosti konkretnog programa. U slučaju kada

kompanija samostalno organizuje tim bilding, za to su uglavnom zaduženi menadžeri odeljenja ljudskih resursa (Human resources managers) ili marketing odeljenja.

Ne postoje pravila što se tiče same lokacije za tim bilding. Zavisno od budžeta, zastupljene su sve lokacije, od grada u kome kompanija posluje, zbog korporativno socijalne odgovornosti ali i da ne bi zaposleni putovali daleko, do najrazličitijih mesta po zemljama u okruženju. Mada možemo reći da ipak **more i planina** imaju prednost kod organizacije ovakvih skupova.

Takođe, kod izbora hotelskog smeštaja za organizaciju tim bildinga, utiču prateći sadržaji objekata koji omogućavaju realizaciju svih planiranih aktivnosti, kao i mogućnost dodatnih razgledanja i turističkih atrakcija okoline. I na kraju, skoro uvek, zajednički trud i rad kompletnog tima je ono što konačno određuje uspeh ili neuspeh svakog projekta, pa i projekta organizacije samog tim bildinga.

M. Š.



Positive effects of team building

## HOW FREQUENT IS TEAM BUILDING IN THE REGIONAL COMPANIES?

Team building through gathering employees, through various games and fun is, on one hand, a part of meeting industry, and on the other, a management tool for human resource management. For this issue of SEEbtm magazine, we have conducted a survey on how often the companies - organizations in the region of Southeast Europe practice team building for their employees and how significant they consider its influence on their business.

Team building is a precious tool which unites people, motivates employees, and increases productivity. In many cases, team building helps in solving many interpersonal conflicts often arising at workplace.

Various games, played with right attitude, are primarily fun, and in addition, if they help the participants see each other as a team, they hit a bull's eye. The employees have great time while learning a simple rule in life and work – there is no "I" in the team.

Organizations often work on team building combined with professional training programmes for their employees in order to provide them with fun way of discovering and learning something new, and on the other hand, to acquaint them with team skills.

These programmes should not necessarily be strictly formal. With a little creativity, this is the way of making very entertaining corporate event. When planning a team building event, one should be precise regarding the objectives.

A leisure day in the country is a change for employees who work in their offices all day long, but it is good to have certain activities uniting them as a group. Regular organizing such activities results in participants feeling as part of the team and achieving better results.

The mentioned survey regarding the frequency of team building activities included the companies in the field of pharmaceutical industry, consumer



goods – sports gear, food products, manufacturers of home appliances, IT industry, consulting firms, banks and insurance companies, auditing firms, telecommunications, agricultural industry, etc.

Most companies which participated in the survey practice team building for their employees **once a year** (60,5%), 31% of them organize this

type of activity twice a year, while 8,5% organize it more often, more than twice a year.

It is a frequent case in large companies that individual units have more regular (2-3 times a year) team building activities (such as sales departments and medium and top management), while the others perform this activity once a year.



Team building in the regional companies imply equally better acquainting and socializing of the employees, as well as organized games and competitions, but also various types of trainings.

Team building activities are held to the equal extent **indoors and outdoors**. More correctly, sports and other team and competitive games are organized mostly in open air while a part of team building activities including seminars and trainings are organized inside (in conference halls). What the companies most frequently mention as common phenomenon after team building is **improved communication**. 85% companies which participated in the survey mentioned better communication among employees and various levels and units as a positive post-effect of team building. Other effects in behaviour, atmosphere and work of the employees after team building, as stated by the companies, are **good humour, stre-**

**ngthening of sense of belonging to the team, more developed competitive spirit, increase of working enthusiasm, improvement of cooperation**. People get to know each other better and realize better contacts which are later reflected in team work. Also, the companies state that these positive effects are observed right after team building, but that they decline afterwards.

Most companies which participated in the survey **organize team building independently** for their employees (58%), a quarter of them, or more precisely, 26% companies use external services of certain event agency, while 16% of them use both options, i.e. organize team building both independently and assisted by the external agency, depending on complexity of a specific programme. When the company organizes team building independently, human resources managers or marketing managers are in charge of it in majority

of cases. There are no rules as regards a team building location itself, depending on the budget, all locations are used, starting from the city of the company's operations, due to corporate social responsibility, as well as to prevent the employees from travelling far, but also various places in the neighbouring countries, although we might say that **seaside and mountains** prevail in organizing such gatherings.

Also, the accompanying contents of the facility which ensure realization of all the activities planned, as well as a possibility for additional sightseeing and surrounding tourism attractions influence selecting hotel accommodation for team building organization.

In the end, almost always, joint efforts and work of the entire team are something that finally determines success or failure of every project, as well as of the project of organizing team building itself.

M. Š.

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Istraživanje

## TRENDOVI U TIM BILDING AKTIVNOSTIMA

U XXI veku, učestalost organizovanja tim bildinga od strane kompanija je imala tendenciju da prati stanje ekonomije uopšte – masovno se koristio u godinama napretka, a manje u vreme finansijske krize.



**Autor: Elena Simekova**

*Elena Simekova, koja je ove godine magistrirala iz oblasti Upravljanja konferencijama i događajima na Univerzitetu u Vestminsteru, pisala je tezu na temu tim bilding aktivnosti. U ovom broju magazina SEEBtm, ona će podeliti sa nama neke od nalaza svog istraživanja.*

Uspešno poslovanje većine kompanija zavisi od dobrog timskog rada, tako da je za menadžment izazov da napravi timove koji dobro rade zaje-

dno i da motiviše zaposlene da zajedno postignu uspeh.

Zapravo, organizacije i kompanije sa visokim učinkom zasnivaju uspeh na tome što ljudi dobro rade zajedno, iz toga bi efikasan tim bilding trebalo da bude prioritet za sve koji nastoje da postignu uspeh u bilo kom poslu bilo koje vrste.

Istorijat organizovanja tim bildinga datira još od kasnih dvadesetih i ranih tridesetih godinama prošlog veka, sa objavljivanjem klasičnih Hotornovih studija (1927. god. - 1932. god.) koje su istraživale kako grupa radnika i zaposlenih reaguje pod različitim uslovima.

U izdanju časopisa Ekonomist iz 1933. godine, Elton Majo, jedan od prvih istraživača u oblasti tim bilding aktivnosti, naglasio je da su najznačajniji rezultati ove tehnike upravljanja bili građenje osećaja grupnog identiteta; osećaja društvene podrške i povezanosti.

Međutim, opšte je prihvaćeno da od ranih šezdesetih pa sve do ranih

osamdesetih godina prošlog veka preovlađujuća radna kultura nije baš podržavala timski rad, jer su u tom periodu napori pojedinaca nagrađivani više od napora grupa na radnom mestu.

Ali sredinom i krajem osamdesetih godina, desio se nagli porast u organizovanju tim bildinga za svrhe korporativnog razvoja, i stručnjaci za ljudske resurse su sve više prepoznavali njegovu delotvornost.

Bez obzira na to, sigurno je tačno da su određeni oblici tim bildinga tih godina povremeno dobijali kritike štampe, usled prevelikog stavljanja akcenta na aktivnosti koje podižu nivo adrenalina, kao što su hod po užarenom kamenju i paintball.

Često se tvrdilo da takve zanimacije nisu prave tim bilding aktivnosti u izvornom smislu, već da samo ističu ko je najbolji, a ko najlošiji unutar tima.

Kako je naše razumevanje uloge tim bildinga raslo, postalo je jasno da je prava svrha tim bildinga da motiviše;





da identifikuje jake strane članova tima; da poboljša produktivnost i komunikaciju tima; da učini radno mesto prijatnijim; i da pomogne učesnicima da saznaju više o sebi samima.

U XXI veku, učestalost organizovanja tim bildinga od strane kompanija je imala tendenciju da prati stanje ekonomije uopšte – masovno se koriste u godinama napretka, a manje u vreme finansijske krize.

Nedavno je Globalni portal za kongresni turizam Conworld za 2011. godinu ([www.conworld.net](http://www.conworld.net)) izneo da dolazi do ponovnog oživljavanja potražnje za tim bilding aktivnostima, ali da klijenti sve više žele jedinstvene programe unutar ograničenih budžeta.

Nešto „drugačije“, što pruža odgovarajuću vrednost za uloženi novac, jeste ono što sada traži većina kompanija. Najčešće tim bilding aktivnosti i vežbe su na primer: vežbe komunikacije, rešavanja problema, odlučivanja,

planiranja / prilagođavanja i vežbe poverenja. Portal Conworld navodi i da su trenutno aktivnosti poput kulinarskih ili onih zasnovanih na rijaliti TV programima popularnije.

Aktivnosti koje se zasnivaju na popularnoj kulturi (na primer, igre vezane za Da Vinčijev kod ili Džejmisa Bonda) takođe dobijaju na popularnosti, jer stvaraju osećaj uzbuđenja i osećaj izazova između učesnika.

Jedan od organizatora događaja koje sam intervjuisala za svoje istraživanje je rekao:

„Najpopularniji je Lov na blago, jer je to proizvod koji se može priuštiti za nizak budžet, delotvoran, sa mnogo ključnih veština i po pravilu veoma zabavan.“

Još jedan novi trend koji sam otkrila u svom istraživanju jeste kombinovanje korporativne društvene odgovornosti (CSR) sa tim bilding aktivnostima.

Mnoge kompanije svoje zaposlene



šalju u zemlje kao što su Južna Afrika, Nepal ili Kambodža da rade zajedno na projektima CSR, ostvarujući timski rad, poverenje i saradnju.

Takve tim bilding aktivnosti pružaju priliku za promovisanje društveno odgovornih stavova prema korporativnom i životu uopšte, i one su jasan pokazatelj toga da je tim bilding industrija dosegla novu fazu zrelosti.

Research

## TRENDS IN TEAM BUILDING ACTIVITIES

In the 21<sup>st</sup> century, the extent of the use of team building by companies has tended to follow the state of the economy in general – being extensively used in prosperous years, and less used in times of financial crisis.

By Elena Simekova

*Elena Simekova, who graduated this year with a Masters degree in Conference & Events Management from the University of Westminster, wrote her thesis on the topic of team building activities. In this issue of SEEbtm magazine, she shares some of the findings of her research.*

The successful operations of most businesses depend upon good teamwork, so the challenge for management is to build teams that work well together and to motivate employees to achieve success together.

In fact, high-performing organisations and businesses are basically abo-

ut people working well together, and therefore effective team building should be a priority for anyone looking to achieve success in any business of any kind.

The history of organised team building dates back to the late 1920s and early 1930s, with the publication of the classic Hawthorne Studies (1927 - 1932) that investigated what happens to a group of workers and employees under various conditions.

In a 1933 issue of The Economist, Elton Mayo, one of the first researchers in team building emphasized that the most significant results of this management technique were



the building of a sense of group identity; a feeling of social support and cohesion.

However, it is generally agreed that from the early 1960s and up until the early 1980s, the prevailing work culture tended not to be so supportive of teamwork, as in that era the efforts

of individuals were rewarded more often than those of groups in the workplace. But by the mid- to late-1980s there was a boom in the use of team building events for purposes of corporate development, as its effectiveness was increasingly recognized by human resources professionals.

Nevertheless, it is certainly true that certain forms of team building in those years occasionally suffered from press criticism, due to the over-emphasis on adrenalin - producing activities such as walking on hot stones and paintballing.

It was often claimed that such pursuits were not real team building activities in the pure sense, as they only emphasized who was the best and who was the worst within a team.

As our understanding of the role of team building grew, it became clear that the true purpose of team building is to motivate; identify the strengths of team members; improve team productivity and communication; make the workplace more enjoyable; and help participants to learn more about themselves.

In the 21<sup>st</sup> century, the extent of the use of team building by companies has tended to follow the state of the economy in general – being extensively used in prosperous years, and less used in times of financial crisis.

Recently, the Conworld Global Meetings Industry Portal for 2011 ([www.conworld.net](http://www.conworld.net)) suggests that there has been a resurgence in demand for team building events but that clients increasingly want unique programmes within tight budgets.

Something “different”, that provides value-for-money is what most companies are now seeking. The most common activities and exercises for team building are for instance: communication, problem solving, decision - making, planning / adaptability exercises and trust exercises.

Conworld also suggests that activities such as culinary events or activities based on Reality TV programmes are currently more popular. Activities based on popular culture (for example, the Da Vinci Trail or James Bond - related games) are also gaining in popularity, because they create a feeling of excitement and a sense of challenge among participants.

One of the events organizers I interviewed for my research said:

“The most popular are Treasure Hunts because they are affordable, low - budget product, effective, with lots of key skills and classically very entertaining.”

Another new trend discovered in my research is that of combining corporate social responsibility with team building activities.

Many employees are being sent by companies to countries such as South Africa, Nepal or Cambodia to work together on CSR projects, achieving teamwork, trust and cooperation.

Such team building activities provide the opportunity to promote socially responsible attitudes to corporate life and life in general, and they are a clear indication that the team building events industry has reached a new stage of maturity.





Hotel Lone, Maistra

## HOTEL LONE – SRCE MAISTRINE KONGRESNE PONUDE



U junu ove godine, Maistra, vodeća hotelijerska kompanija u Hrvatskoj, otvorila je prvi kongresni hotel s pet zvezdica u Hrvatskoj, član internacionalnog lajfstajl brenda Design hotels. Reč je o hotelu Lone u Rovinju, jednom od najvećih grinfild projekata u hrvatskom turizmu u zadnjih nekoliko godina, čija je investicija iznosila oko 45 miliona evra.

Kongresni turizam važan je deo ukupnog Maistrinog turističkog portfelja a kao deo ponude koja nije isključivo vezana uz glavnu turističku sezonu, jedan je od ključnih poluga za celogodišnje poslovanje.

Važan korak u razvoju tog segmenta dogodio se upravo otvaranjem hotela Lone koji svojim sadržajima ujedno predstavlja i srce Maistrine MICE ponude. Hotel uz fine dining restorane, tematske barove, velnes i sportske sadržaje raspolaže s deset kongresnih dvorana opremljenih najsavremenijom tehnikom od kojih je ona najveća kapaciteta 650 mesta.

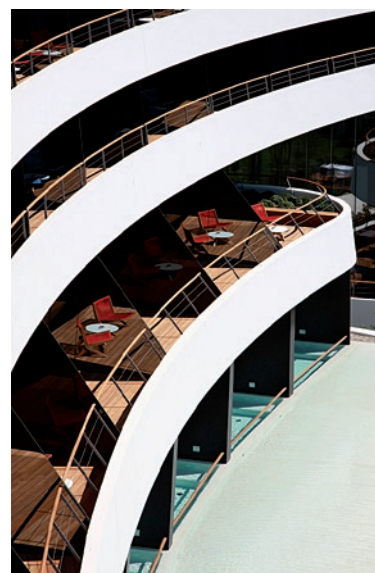
Posebnost destinacije Rovinj kao MICE odredišta, ogleda se u vrhunskoj MICE infrastrukturi, kakvu je teško naći i u daleko većim gradovima, koju vešto kombinuje sa šarmom mediteranskog gradića. Po tome je jedinstvena u širem regionu. Njegovu okosnicu čini 30 višenamenskih

dvorana, kapacitet od 4.000 hotelskih kreveta od kojih je skoro 60% u hotelima kategorije 4 i 5 zvezdica (hotel Lone, Monte Mulini, Eden i Istra), zatim prostor bivše fabrike duvana s brojnim izložbenim prostorima i višenamenskim dvoranama od kojih dve najveće imaju kapacitet od 1.500 sedjećih mesta.

Učesnicima kongresa je na raspolaganju i čitav niz komplementarnih sadržaja i usluga poput velnes i sportskih sadržaja, bogata gastronomska ponuda i mogućnost organizacije prilagođenih izleta unutar destinacije i šire. Sem kvaliteta Maistrinih kongresnih kapaciteta i sadržaja, ono što

karakteriše Rovinj i daje mu veliku prednost, je i geografski položaj destinacije kao jedne od najbližih mediteranskih kongresnih destinacija za zemlje srednje i zapadne Evrope. Kvalitetna drumska povezanost i blizina šest međunarodnih aerodroma su prednost koju cene svi organizatori i učesnici kongresa.

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Hotel Lone, Maistra

## HOTEL LONE – THE HEART OF THE MAISTRA MICE OFFER

In June this year Maistra, the leading hospitality company in Croatia, opened the first 5\* congress hotel in Croatia and was the first one to join the international lifestyle brand Design Hotels AG in the region. The Lone hotel in Rovinj is one of the biggest greenfield projects in Croatian tourism in recent period and an investment worth 45 mil Euros.

Maistra's tourism portfolio relies heavily on the MICE segment which is not seasonal and is therefore vital for year-round operations. The opening of Maistra's flagship hotel is a development milestone as the property featuring high-end conveniences re-



Mulini, Eden and Istra). A spacious venue is the former tobacco factory with an array of showrooms and mu-

feature 30 halls with an extensive range of complementary offerings and services including wellness, sports amenities, world-class restaurants, tailor-made day trips within the destination area and wider.

Guests are offered not only high-end congress facilities and all the modern amenities, but also a convenient geographical location, since Rovinj is one of the closest Mediterranean congress destinations to Central and Western Europe. Good road connectivity and six international airports in the vicinity are appreciated by all the organizers and delegates.



presents the heart of Maistra's MICE offerings. In addition to fine dining restaurants, themed bars, wellness and sporting facilities, the property boasts ten state-of-the-art auditoriums, the largest with a seating capacity of 650.

A special feature of Rovinj as a conference destination is its state-of-the-art MICE infrastructure, hard to find even in much larger towns, elegantly combined with the charm typical of a coastal Mediterranean town. That is why Rovinj is unique in the region and wider. The accommodations at the destination feature 4,000 hotel beds, almost 60% in four and five-star establishments (hotels Lone, Monte

ltifunctional facilities, with the two largest halls offering a seating capacity of 1,500. Maistra's Rovinj hotels

**Hotel Lone, Maistra**  
**Luje Adamovića 31, HR - 52210**  
**Rovinj, Croatia**  
**Phone: +385(0)52 632 000**  
**E-mail: lone@maistra.hr**





Svođenje negativnih uticaja turističke delatnosti na minimum

## ETIČKI KODEKS ZA TURIZAM

Kao jedan od najvećih privrednih sektora na svetu, turizam otvara nova radna mesta i pruža bogatstvo milionima ljudi, ali može da postavi i ozbiljne izazove. Na takvoj podlozi, Globalni etički kodeks za turizam – niz smernica i načela za međunarodni turistički sektor – osmišljen je tako da svede na minimum negativne uticaje turističke delatnosti na destinacije i zajednice - domaćine.



Četrnaest eminentnih španskih turističkih kompanija se potpisivanjem obavezalo da će poštovati Globalni etički kodeks za turizam, niz načela koja podržava Svetska turistička organizacija UN (UNWTO) i koji je osmišljen tako da vodi razvoj industrije dovodeći socioekonomske pogodnosti do maksimuma i svodeći negativne uticaje na minimum.

„Ako društveno odgovorni turizam treba da postane opipljiva stvarnost u našem svetu, od suštinske je važnosti da privatni sektor, poput njihovih kolega u javnim institucijama, prigri načela etičkog, održivog i univerzalno pristupačnog turizma“, rekao je Generalni sekretar UNWTO Taleb Rifai, prema saopštenju za štampu koji je agencija objavila.

Do potpisivanja globalnog etičkog kodeksa je došlo tokom prvog Međunarodnog kongresa o etici i turizmu koji je okupio više od 450 turističkih zvaničnika visokog profila, poslovnih lidera, međunarodnih organizacija i stručnjaka u Madridu, u Španiji. Između ostalog, okupljeni su raspravljali o načinu garantovanja održivog turizma, kao i o njegovoj ulozi u suzbi-

janju siromaštva, jednakosti polova, i borbi protiv eksploatacije u javnom i privatnom sektoru.

Etički kodeks daje ton debatama na Međunarodnom kongresu o etici i turizmu, sa sesijama fokusiranim na odgovorni turizam, sajamski turizam i suzbijanje siromaštva, jednakost i eksploataciju.

Uloga privatnog sektora u odgovornom i održivom turizmu je takođe

Kodeks je sačinila ECPAT International, globalna mreža za eliminisanje dečije prostitucije, dečije pornografije i trgovine decom u seksualne svrhe, koju finansira Dečiji fond Ujedinjenih nacija (UNICEF) a podržava UNWTO.

Do potpisivanja je došlo baš uoči Svetskog dana turizma, čija je ovogodišnja tema bila „Turizam – povezivanje kultura“.



spomenuta, sa sesijom o korporativnoj društvenoj odgovornosti koja karakteriše vodeće turističke kompanije. Većina kompanija je potpisala i Kodeks ponašanja za zaštitu dece od seksualne eksploatacije u putovanjima i turizmu, obavezujući se na preduzimanje konkretnih mera za zaštitu dece.

Gospodin Rifai je prethodno istakao ovo kao priliku za turizam da doprinese ciljevima Saveza civilizacija UN, inicijative pokrenute 2005. godine od strane Španije i Turske pod pokroviteljstvom UN za promovisanje boljih interkulturalnih odnosa širom sveta.

M. Š.



Globalni etički kodeks za turizam je sveobuhvatni niz načela osmišljenih tako da vode ključne igrače u razvoju turizma.

Podjednako namenjen Vladama, turističkom sektoru, kao i zajednicama i turistima, on teži tome da pomogne pri dovođenju prednosti sektora do maksimuma svodeći na minimum njegov potencijalno negativan uticaj na životnu sredinu, kulturno nasleđe i društva širom Zemljine kugle.

Usvojen 1999. godine od strane Generalne skupštine UNWTO, Etički kodeks je zvanično priznat od strane Ujedinjenih nacija 2001. godine.

Minimizing negative impacts of tourism activity

## CODE OF ETHICS FOR TOURISM

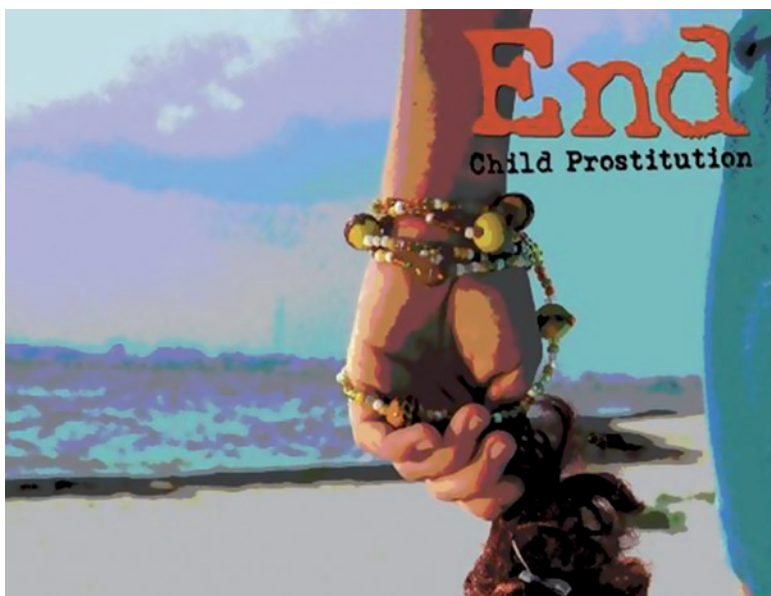
As one of the largest economic sectors in the world, tourism creates new jobs and provides wealth for millions, but can also pose serious challenges. Against this background, the Global Code of Ethics for Tourism – a set of guidelines and principles for the international tourism sector – was designed to minimize any negative impacts of tourism activity on destinations and host communities.



Fourteen prominent Spanish tourism businesses have signed up to follow the Global Code of Ethics for Tourism, a set of principles backed by the UN World Tourism Organization (UNWTO) and designed to guide the development of the industry in ways that maximize socio-economic benefits and minimize negative impacts.

"If responsible tourism is to become a tangible reality in our world, it is essential that the private sector, like their counterparts in public institutions, embrace the principles of ethical, sustainable, and universally accessible tourism", said UNWTO Secretary-General Taleb Rifai, according to a press release released by the agency.

The commitment was made during the first International Congress on Ethics and Tourism which brought together more than 450 high-profile tourism officials, business leaders, international organizations and experts in Madrid, Spain, to discuss how to guarantee sustainable tourism as well as its role in poverty reduction, gender



equality, and fighting exploitation in both the public and private sectors, among other topics.

The Code of Ethics sets the tone for the debates at the International Congress on Ethics and Tourism, with sessions focusing on responsible tourism, tourism fair and poverty reduction, equality and exploitation.

The role of the private sector in responsible and sustainable tourism was also addressed, with a session on corporate social responsibility featuring leading tourism companies. The majority of the companies also signed the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism, committing themselves to concrete measures to protect children. The code was founded by ECPAT International, a global network for the elimination of child prostitution, child pornography and child trafficking for sexual purposes, and is funded by the United Nations Children Fund (UNICEF) and supported by UNWTO. This commitment comes just ahead of World Tourism

Day, whose theme this year was "Tourism – Connecting Cultures".

Mr. Rifai had previously highlighted this as an opportunity for tourism to contribute to the aims of the UN Alliance of Civilizations, an initiative launched in 2005 by Spain and Turkey under UN auspices to promote better cross-cultural relations worldwide.

M. Š.

The Global Code of Ethics for Tourism is a comprehensive set of principles designed to guide key-players in tourism development.

Addressed to governments, the tourism sector, communities and tourists alike, it aims to help maximize the sector's benefits while minimizing its potentially negative impact on the environment, cultural heritage and societies across the globe.

Adopted in 1999 by the UNWTO General Assembly, the Code of Ethics was officially recognized by the United Nations in 2001.



Ujedinjavanje turističkih organizacija UK radi prevazilaženja krize

## DOGAĐAJI SU NASTAVILI DA SE ODRŽAVAJU U LONDONU UPRKOS INCIDENTIMA

Ono što je odjeknulo kao vest u svetu jesu nemiri i nasilje koji su buknuli na ulicama Londona, grada koji u svetu inače nema imidž nesigurnog i problematičnog. Talas nasilja je počeo nakon mirnog protesta zbog ubistva mladića od strane policije a eskalirao je u nasilje u kome su učesnici palili, uništavali, pljačkali sve što im je došlo pod ruku. Policija je, ispostavilo se, bila nemoćna da nasilje i vandalizam zaustavi. Slična priča se desila u Atini, u Grčkoj neku godinu ranije. Svi svetski mediji, elektronski, štampari, radio, televizija, pratili su ovaj događaj i izveštavali o njemu.

Turizam, a naročito kongresni, u velikoj meri zavisi od sigurnosti same destinacije, tačnije od percepcije organizatora i učesnika nekog skupa o tome koliko je ta destinacija bezbedna.

Ta percepcija umnogome zavisi od javnog mnjenja koji kreiraju svetski mediji.

Vrlo često mediji prikazu određena dešavanja preneglašanim od onoga kakvo je bilo realno stanje stvari.

Bar je zemljama u regionu ta činjenica poznata. Moguće da je i incident u Londonu, prikazan nešto većim i strašnjim nego što je zapravo bio.



Britanski muzej

Ali neosporno je uticao na trenutni imidž Londona i dao zadatak predstavnicima zvaničnih turističkih tela iz Londona i Velike Britanije da se ujedine i zajedničkim snagama rade na tome da globalna slika Londona ostane pozitivna i nepoljuljana, naročito za predstojeću Olimpijadu 2012 čiji će domaćin biti ovaj prelep grad.

„U ovom trenutku, povratna informacija od naših ključnih partnera i kon-

takata jeste ta da je broj otkazivanja minimalan, posebno u oblasti kongresnog turizma u kojoj period jul - avgust nije ključan za poslovne susrete. Veliki deo grada je ostao netaknut, posebno ključne poslovne destinacije kao što su Canary Wharf, grad London i West end. London je bio otvoren za poslovanje i funkcionisao je kao i obično“, ističu iz organizacije London & Partners, zvanične promotivne agencije grada Londona.



Stadion Olimpij





Palata Kensington

MOK (Međunarodni olimpijski komitet) je takođe jasno dao do znanja da ima puno poverenje u bezbednost Londona za 2012. godinu.

„Organizacija London & Partners se ujedinila sa ostalim turističkim organizacijama Velike Britanije kako bismo se postarali da ugled Britanije i Londona ostane pozitivan i snažan. Verujemo da će sve imati neznatan dugoročni uticaj na potražnju za Londonom i ostatkom Britanije kao turističkom i poslovnom destinacijom. Obe organizacije iz turizma - Udruženje evropskih turoperatora i udruženje „UK Inbound“ su izvestile da je u periodu posle nereda došlo do minimalnog broja otkazivanja prekookeanskih rezervacija.

Vredno je naglasiti i da je veliki broj međunarodnih događaja nastavio da se odvija tokom kratkog perioda u kome su se dogodili incidenti u Londonu. Među njima je bilo predolimpijsko međunarodno takmičenje u odbojci na plaži, defile konjičke garde u središtu centralnog Londona, londonski 10-kilometarski Međunarodni plivački maraton u idiličnom Hajd Parku, biciklistička trka Klasik na relaciji London - Sari, i međunarodna utakmica između Engleske i Indije u Birmingemu. Tu je bio i početak sezone najvećeg takmičenja u klupskom fudbalu na svetu, Barclays Premijer Lige, čiji su se mečevi igrali u Liverpulu, Londonu, Mančesteru i Zapadnom Midlandsu.“ Organizacija London & Partners ima odličnu priliku da tokom

dvanaest meseci prikaže London svetu i da osigura da poslovni i turistički posetioci dođu i sami iskuse London. Debora Griffin, direktor savetodavnog tima za korporativne finansije za turistička putovanja firme Deloitte, rekla je da će ovi događaji imati negativan uticaj na turističku industriju UK vrednu 100 milijardi funti, ali da nikakvo usporavanje neće biti toliko loše kao što je bilo ono posle terorističkih napada 7. jula 2005. godine.

„Izvesno je da ovo nije dobro. Sve je brzinom munje prikazivano širom sveta i to će odvratiti ljude, ali je ljudsko pamćenje, obično, prilično kratko i to neće imati nikakav dugoročan uticaj“, piše Guardian.

M. Š.

Ispostavilo se da su društvene mreže imale značajnu ulogu u iniciranju i koordinisanju učesnika incidenta u Londonu. Vlada Velike Britanije je sazvala sastanak sa predstavnicima velikih društvenih mreža, kako bi se ovaj problem razmotrio.

Twitter, Facebook i proizvođač BlackBerry RIM potvrdili su svoje učešće na sastanku sa Sekretarom za unutrašnje poslove UK Terezom Mej i drugim zvaničnicima UK u vezi sa ulogom koju su odigrale društvene mreže u nedavnim nemirima u Londonu.

Nakon što je postalo jasno da su neki od buntovnika koristili društvene mreže i Blekberi komunikatore za koordinisanje nasilja, Premijer UK Dejvid Kameron je saopštio Parlamentu da Vlada razmatra da li da zabrani osumnjičenim izazivačima nereda da koriste društvene mreže i druga digitalno komunikaciona sredstva?

„Kada ljudi koriste društvene mreže za nasilje, treba ih zaustaviti“, rekao je premijer, na ogorčenje mnogih aktivista za slobodu govora. „S toga radimo sa policijom, obavestajnim službama i industrijom na tome da razmotrimo da li bi bilo pravedno sprečiti ljude da komuniciraju putem ovih veb-sajtova onda kada znamo da organizuju zavere radi nasilja, nereda i kriminala.“

Sada se postavlja pitanje: Da li bi Vlade trebalo da imaju pravo da zatvore društvene mreže u kriznim periodima?



Trafalgar skver



United UK tourism organizations to overcome the crisis

## EVENTS CONTINUED TO TAKE PLACE IN LONDON AFTER THE INCIDENTS



Queen Elizabeth Conference Centre and Westminster Abbey

What echoed as a worldwide news are riots and violence that exploded in the streets of London, the city which otherwise does not have an image of insecure and problematic city across the world.

The violence wave started after the peaceful protestation due to the murder of a young man by the police which escalated into violence, with the participants burning, destroying and robbing everything they could reach. The police, as it turned out, were incapable of stopping violence and vandalism. The similar story had taken place in Athens, Greece, a couple of years ago.

All world media, whether electronic, printed, radio or television, followed this event and reported on it.

Tourism, especially meetings industry, largely depends on safety of a destination, more precisely of the perception of the meeting organizers and participants regarding the safety of that destination.

This perception largely depends on public opinion created by world media. Very often the media show certain events exaggerating in relation to real state of things. The countries in the region know that fact too well. It is possible that the incident in

London was again shown as more extensive and scary than it actually was.

But it indisputably affected the current image of London and set the task before the representatives of the official tourism organizations from London and Great Britain to unite and work with joined efforts on keeping positive and undisturbed global image of London, especially for the coming 2012 Olympics hosted by this beautiful city. "At the moment feedback from our key partners and

contacts is that cancellations have been minimal especially within the business tourism area when July / August is not a key time for business events. The vast majority of the city remained unaffected and in particular key business destinations such as Canary Wharf, the City of London and the West end. London was open for business and operating as usual", said from London & Partners, the Official Promotional Agency for London. The IOC (International Olympic Committee) has also made it clear that



London Zoo



The Olympic Park

they have complete confidence over safety in London over the 2012 period. "London & Partners are united with other UK tourism bodies to ensure that both Britain's and London reputation remains positive and strong. We believe there will be little long -

term impact on demand for London and the rest of Britain as a tourist and business destination.

The trade bodies ETOA and UK inbound have both reported that in the aftermath of the riots that there were minimal numbers of cancellations to

bookings from overseas. It's also worth highlighting that a large number of international events continued to take place during the short period that the London incidents took place. This included the beach volleyball Olympic test event at Horse Guards Parade in the heart of central London, the London 10 km Marathon Swimming International in the idyllic Hyde Park, the London - Surrey Cycle Classic, and the test match between England and India in Birmingham. It also saw the start of season for the world's top club football competition, the Barclays Premier League, with games played in Liverpool, London Manchester and the West Midlands."

London & Partners have a great opportunity over the twelve months to showcase London to the world and to ensure that business and leisure visitors to come and experience London for themselves.

Deborah Griffin, director of Deloitte's leisure corporate finance advisory team, said the global coverage will have a negative impact on the UK's £100bn tourism industry, but any slow down would not be as bad as in the aftermath of the 7 July terrorist attacks in 2005.

"It's certainly not good. All of it has been flashed around the world and that will put people off, but normally people's memories are quite short-term so it should not have a long-term impact", said Guardian.

M. Š.

It turns out that social networks played an important role in initiating and coordinating the participants of the incident in London. The UK government has convened a meeting with representatives of large social networks, in order to discuss this issue.

Twitter, Facebook and BlackBerry-maker RIM confirmed their participation in the meeting with UK Home Secretary Theresa May and other UK officials about the role social media played in riots earlier in London.

After it became clear that some rioters were using social media and BlackBerry messenger to coordinate violence, UK Prime Minister David Cameron told Parliament that the government was examining whether to ban suspected troublemakers in the riot from using social media and other digital communication tools.

"When people are using social media for violence we need to stop them", he said, to the chagrin of many free speech activists.

"So we are working with the police, the intelligence services and industry to look at whether it would be right to stop people communicating via these websites and services when we know they are plotting violence, disorder and criminality."

Now there is a question:

Should governments have the right to shut down social networks in times of crisis?



Erika Keogan, menadžer za Asocijacije i edukaciju, Reed Travel Exhibitions

## ASOCIJACIJE KAO KUPCI SU KLJUČNI U PROGRAMU GOSTUJUĆIH KUPACA



EIBTM ([www.eibtm.com](http://www.eibtm.com)) je godišnji događaj u kongresnoj industriji na globalnom nivou, koji se održava u Barceloni, u Španiji.

Ovaj događaj okuplja preko 14.200 profesionalaca iz branše radi trodnevnog fokusiranog pristupa dinamičnom poslovnom okruženju, profesionalnoj edukaciji i poslovnoj mreži. Agencija Reed Travel Exhibitions organizuje 12 događaja širom sveta, uključujući Svetsku turističku berzu, Arapsku turističku berzu, EIBTM, AIBTM, CIBTM, GIBTM, AIME, Međunarodnu berzu golf turizma, Međunarodnu francusku turističku berzu - Top Resa, Međunarodnu berzu luksuznih putovanja (ILTM), La Cumbre i ILTM Azija.

EIBTM 2011 se održava od 29. novembra do 1. decembra 2011. godine u Barceloni. Povodom toga, razgovarali smo sa gospođom **Erikom Keogan, menadžerom za Asocijacije i edukacije EIBTM-a.**

**1. Asocijacije su jedan od najvažnijih kupaca u kongresnoj industriji. Možete li nam reći nešto više o očekivanom broju organizatora kongresa raznih svetskih Asocijacija i njihovoj raznovrsnosti na predstojećem događaju EIBTM 2011?**

Asocijacije kao kupci su ključni element hosted buyer programa (programa gostujućih grupa kupaca) i nastojimo da

povećamo njihov broj kao gostujućih grupa kupaca ove godine, i isto tako očekujemo prisustvo značajnog broja viših predstavnika Asocijacija koji će prisustvovati programu Asocijacija kao posebne gostujuće grupe kupaca. Dobijamo prijave za „hosted buyer-e“ (gostujuće kupce) iz čitavog sveta – svaka od njih biva ocenjena prema strogim kriterijumima koji obezbeđuju da samo kupci višeg nivoa sa odgovornošću za budžet budu primljeni kao deo ovog ekskluzivnog programa. Proces registracije za kupce je sada otvoren putem interneta na adresi [www.eibtm.com/hosted](http://www.eibtm.com/hosted) i želeli bismo da pozovemo svakoga ko je zainteresovan da se odmah prijavi.

### 2. Koja je glavna svrha Programa Asocijacija?

Program je osmišljen tako da pruža relevantne edukativne prilike za sve one koji su uključeni u napredno planiranje za Asocijacije i njihove događaje. Program Asocijacija i edukativni sadržaj su posebno dizajnirani tako da omoguću višim predstavnicima Asocijacija da iskoriste najveći deo svog vremena na EIBTM-u istovremeno se fokusirajući

na strateške organizacione pogodnosti koje proističu iz tekućih događaja. Uz to, program nastoji da poveže Asocijacije istog ranga putem specijalnih događaja sa mogućnošću ličnog povezivanja (networking-a) i posebnih sesija tokom programa.

### 3. U prošlogodišnjem Programu Asocijacija pitanje članstva je bilo glavna tema. Na čemu će biti fokus ove godine?

Program Asocijacija se stalno razvija da bi zadovoljio potrebe veoma zaposlenog organizatora događaja pri Asocijacijama.

Sada u svojoj 10-oj godini, sadržaj profesionalne edukacije će se dotaći ključnih problema sa kojima se susreću ovi organizatori osiguravajući maksimalni povraćaj investicija.

Postoje ključni problemi koji su relevantni za udruženja poput porasta članstva i zadržavanja i menjanja kanala komunikacije - ti problemi će biti pokriveni ovim Programom ali će glavni fokus biti na opremanju polaznika veštinama i znanjem radi osmišljavanja delotvornijih i profitabilnijih događaja za njihova udruženja.



**4. Program edukacije je oduvek bio važan deo EIBTM sajma. Šta je ono što se najviše ističe u ovogodišnjem programu?**

Dobili smo odlične povratne informacije o celokupnom sadržaju programa edukacije i svake godine revidiramo taj program kako bismo bili sigurni da će ostati svež i relevantan za prisutne delegate. Razumevanje potreba kupaca u kongresnoj industriji svake godine čini sastavni deo našeg planiranja za taj sektor. Snažan fokus će biti na obezbeđivanju profesionalnih najboljih praksi uključujući i to kako dovesti do maksimuma svoj povraćaj sredstava iz povezivanja i analizirati strateško traženje izvora. A imaćemo i veliki broj sesija fokusiranih na istraživanja iz kongresne industrije - to će zaista pomoći organizatorima i dobavljačima da steknu stvarniji uvid u svet ove industrije.

**5. Biće i edukativnih sesija fokusiranih posebno na tehnologiju?**

Da, biće ih. Ove godine, naše edukativne sesije o tehnologiji će pokrivati te-



me kao što je Tehnološki sat EIBTM-a - prikazivanje najskorijih izuma i inovacija unutar industrije. Druge sesije će razmatrati i korišćenje društvenih medija i delotvornost brojnih novih aplikacija. Takođe, ono što je novo za ovogodišnji EIBTM jeste tzv.

„zona iskustva budućih događaja“, koja će razmatrati kako će se voditi buduće konferencije i sastanci (kongresi) i kako će društvena tehnologija i servisi preoblikovati iskustva posetilaca na događajima.

M. Š.

Erica Keogan, the Associations and Education Manager, Reed Travel Exhibitions

## ASSOCIATION BUYERS ARE A KEY ELEMENT OF THE HOSTED BUYER PROGRAMME

EIBTM ([www.eibtm.com](http://www.eibtm.com)) is the annual global meetings and incentive exhibition held in Barcelona, Spain. The event gathers over 14,200 industry professionals for three days of focused access to a dynamic business environment,

thought provoking professional education and business network.

Reed Travel Exhibitions organizes 12 events worldwide, including World Travel Market, Arabian Travel Market, EIBTM, AIBTM, CIBTM, GIBTM, AIME,

International Golf Travel Market, International French Travel Market - Top Resa, International Luxury Travel Market (ILTM), La Cumbre and ILTM Asia. EIBTM 2011 takes place 29<sup>th</sup> November - 1<sup>st</sup> December 2011, Barcelona. On this occasion we have spoken with Mrs **Erica Keogan, the Associations and Education Manager of EIBTM.**



**1. Associations are one of the most important buyers in meeting industry. Can you tell us something more about expecting number of Association meeting planners and their variety on coming EIBTM show 2011?**

Association buyers are a key element of the hosted buyer programme and we are looking to increase the number of Association Hosted Buyers this year and expect to see a significant number





of senior association delegates attend the Hosted Buyer Association Programme. We receive Hosted Buyer applications from all around the globe - each is reviewed against strict criteria ensuring that only senior level buyers with budget responsibility are accepted as part of this exclusive programme. The Hosted Buyer registration process has now opened online at [www.eibtm.com/hosted](http://www.eibtm.com/hosted) and we would urge anyone who is interested in applying to register now.

## 2. What is the main purpose of Association programme?

The programme is designed to provide relevant educational opportunities for everyone involved in the forward planning of associations and their events. The Association Programme and education content have been specifically engineered to allow senior association delegates to make the most of their time at EIBTM whilst simultaneously focusing on the strategic organisational benefits derived from running events.

In addition to this, the programme strives to connect association peers through dedicated personal connections networking events and break out sessions during the programme.

## 3. The membership issue was the main topic in last year Association programme. What will be this year focus?

The Association Programme is continually evolving to meet the need of

the busy Association meeting planner. Now in its 10<sup>th</sup> year, the professional education content will address the key issues encountered by Association planners ensuring maximum return on investment. There are key issues which are relevant to the associations such as membership growth and retention and changing communication channels - these issues will be covered at the Association programme but the main focus will be on equipping the attendees with tools and knowledge to create more effective and more profitable events for their association.

## 4. Education programme has always been important part of EIBTM show. What are highlights of this year education programme?

We received great feedback on the overall content of the education

programme and we review our programme each year to ensure that it remains fresh and relevant to the delegates attending.

Understanding the needs of the Hosted Buyers is an integral part of our planning for this sector each year. There will be a strong focus on providing professional best practices including how to maximise your return on networking and looking at strategic sourcing, we will also have a large number of sessions focusing on research from the meetings industry - this will really help planners and suppliers to gain more factual insight into the meetings industry world.

## 5. There will be also education sessions focussing specially on technology?

Yes - there will be. This year our Technology education sessions will cover topics such as The EIBTM Technology Watch - showcasing the latest developments and innovations within the industry.

Other sessions will also consider the use of social media and the effectiveness of numerous new applications. Also, new to EIBTM this year - The Future Events Experience feature area will look at how future conferences and meetings will be run and how social technology and services are going to re-shape attendees experiences at events.

M. Š.



Nova snaga – talentovani studenti koji svojim kreativnim idejama unose svežinu

## MICROSOFT SINERGIJA 11 NADMAŠUJE DO SADA ODRŽANE SA „NOVOM ENERGIJOM“

Microsoft Sinergiju, pre svega, čine renomirani predavači, partneri, učesnici, studenti, koji doprinose da ova konferencija svake godine bude kvalitetnija i okupi što veći broj ljudi i ideja. Microsoft vrednuje kreativno razmišljanje, zbog čega je i ove godine, pored uigranog Microsoft tima, organizacionom timu pridružio i mlade, talentovane studente koji svojim kreativnim i izuzetnim idejama unose svežinu u samu srž konferencije.

**Microsoft Sinergija** je već tradicionalno posvećena okupljanju i konstantnom proširivanju IT zajednice u zemlji i regionu. Kao konferencija sa tradicijom dužom od deset godina, Sinergija je izrasla u najveći i najuticajniji IT događaj u Jugoistočnoj Evropi i predstavlja sedište svetskih dešavanja, savremenih tehnologija i trendova. Ideja o objedinjavanju znanja, inovacija i iskustva, u domenu informaciono - komunikacionih tehnologija i njihove primene u poslovanju, postala je prepoznatljiv simbol ove konferencije.

Sinergija teži da doprinose ubrzanom poslovno - tehnološkom napretku i kontinualnom razvoju Srbije i regiona i to postiže kroz integraciju IT zajednice koju čine njeni renomirani predavači, istaknuti partneri, IT entuzijasti koji predstavljaju osnov kvaliteta ove konferencije.

Sinergija 11 se ove godine pojavljuje pod sloganom „**New energy**“ (Nova energija), kojim se na simboličan



način prikazuje globalni trend *Cloud Computing*, odnosno „računarstvo u oblaku“, koji u potpunosti menja način na koji sagledamo dalji razvoj informaciono - komunikacionih tehnologija, te kao takav ujedno predstavlja i centralnu temu ovogodišnje konferencije. Sinergija 11 održaće se **od 18. do 20. oktobra u Sava Centru u Beogradu.**

Gospodin **Tomislav Trajkovski**, direktor konferencije Sinergija 11, istakao je da se značaj Sinergije ne ogleda samo u integraciji znanja i iskustva u oblasti IT-a i njihovoj primeni u poslovanju, već i u konstantnom praćenju i predstavljanju najsavremenijih rešenja iz celog sveta. „Tokom same Konferencije, učesnici Sinergije upoznaju se sa vizijom Microsofta u pogledu smera u kojem će se tehnologije u budućnosti razvijati, kao i o tome na koji način mi doprinosimo razvoju nekih od najznačajnijih trendova koji će stići do nas, u Evropu, odnosno u Srbiju“, naveo je gospodin Trajkovski.

Iskoristili smo ovu priliku da gospodinu Trajkovskom postavimo i nekoliko pitanja vezanih za sâm događaj:

**1. S obzirom na to da se tema Sinergije 11 odnosi na Cloud computing, možete li nam reći kakva su Vaša predviđanja o razvoju ovog trenda kod nas?**

Microsoft Sinergija je prošle godine, svojim jubilejom, obeležila početak







Učesnici Sinergije 11 mogu očekivati sadržaj visokog kvaliteta na temu Cloud Computing-a koji im može pomoći da unaprede svoje poslovanje.

## 2. Kao direktor konferencije Sinergija 11, šta za Vas znači biti u ulozi vođe ovako velikog događaja i koji organizacioni aspekti konferencije za Vas predstavljaju najveći izazov?

Biti direktor najveće konferencije u Jugoistočnoj Evropi pre svega predstavlja veliku čast. Konferenciju Sinergija iz godine u godinu poseti više hiljada učesnika koji, kroz seriju celodnevni predavanja, doprinose razvoju trendova iz domena informaciono - komunikacionih tehnologija i koji direktno učestvuju u formiranju slike o IT-u na ovim prostorima.

Samim tim, ova pozicija nosi i određenu dozu odgovornosti koja se pre svega ogleda u obezbeđivanju kvalitetnog sadržaja koji će ispuniti očekivanja naših posetilaca, sa jedne strane, ali u isto vreme i u organizovanju konferencije koja će po svim parametrima nadmašiti sve do sada održane Sinergije.

Upravo je to osnovni izazov koji se postavlja pred ceo organizacioni tim Sinergije.

Kao što znate, Sinergiju, pre svega, čine naši renomirani predavači, partneri, učesnici, studenti, koji doprinose da ova konferencija svake godine bude kvalitetnija i okupi što veći broj ljudi i ideja.

Microsoft vrednuje kreativno razmišljanje, zbog čega je i ove godine, pored uigranog Microsoft tima, organizacionom timu pridružio i mlade, talentovane studente koji svojim kreativnim i izuzetnim idejama unose svežinu u samu srž konferencije.

## 3. Pomenuli ste uigrani Microsoft tim, kao i studente, kao bitne elemente u celokupnoj organizaciji, pa da li nam možete reći koliko ljudi broji organizacioni tim Sinergije i da li pored navedenih, u organizaciji učestvuju i eksterne event agencije?

Organizacioni tim Sinergije broji više od 50 ljudi, a u celoj organizaciji nam pomoć pruža i eksterna agencija.

S. G.

novog globalnog talasa u IT industriji, Cloud Computing-a, koji, zahvaljujući virtuelizaciji, doživljava svoju naglu ekspanziju i u tom smislu nam donosi novu energiju koja se pozitivno odražava na naše poslovanje.

Ovaj koncept, u kontekstu poslovanja, pre svega se ogleda u mogućnosti preduzeća da ostvari veću fleksibilnost svoje infrastrukture, minimalizuje troškove i poveća kontrolu nad njima, zbog čega ovaj model poslovanja nailazi na veliku prihvaćenost u svetu, a sve više i kod nas.

Sinergija 11 nastavlja da doprinosi razvoju ovog trenda i na našim prostorima, zbog čega je i sadržaj ovogodišnje konferencije posvećen upravo toj temi.



New force – talented students inducing freshness by creative ideas

## MICROSOFT SINERGIJA 11 EXCEEDS FORMER ONES WITH “NEW ENERGY”

Microsoft Sinergija mostly created by the renowned lecturers, partners, participants and students, who all contribute to the growing quality of this conference each year, gathering ever greater number of people and ideas. Microsoft values creative thinking, and that is why they enlarged this year the coordinated Microsoft organizational team with young and talented students, who induced freshness into the very core of the conference by their creative and exceptional ideas.

**Microsoft Sinergija** is traditionally dedicated to gathering and constant enlargement of the IT community in the country and the surrounding region. As a conference with its tradition lasting for more than ten years, the Sinergija grew into the biggest and most influential IT event in the southeast Europe, representing the center of world modern technologies and developments. A recognizable symbol of the conference became the idea of unifying the knowledge with innovation and experience in the field of information - communication technologies and their application in business dealings. Sinergija is aimed at facilitating fast business-technological advancement and to the continual development of Serbia and the region, achieving it through integration of the IT community, made up of the renowned lecturers, distinguished partners, IT enthusiasts, representing the basis for quality of the conference. Sinergija 11 this year appears under the slogan **“New energy”**, which shows symbolically the global trend of *Cloud Computing*, i.e. “computing in the clouds”, which



changes fundamentally the way we view further developments in information - communication technologies, and as such it also represents the central topic of this year's conference. The Sinergija 11 will be held **from 18 to 20 October at Sava Centre in Belgrade.**

Mr **Tomislav Trajkovski**, director of conference Sinergija 11, emphasized that the importance of Sinergija is not reflected only in integrating knowledge and experience in the IT field, but also their application in business operations, and in constant following and representation of the latest solutions from all over the world. *“During the*

*Conference the Sinergija participants are acquainted with the Microsoft vision regarding the course the technology will take in its future development, as well as with the ways in which we contribute to progress of certain most important trends that will reach us in Europe, i.e. in Serbia”*, Mr Trajkovski said. We used this opportunity to ask Mr Trajkovski several questions related to the event itself:

**1. As the topic of the Sinergija 11 is related to *Cloud Computing*, can you tell us what are your expectations regarding development of the trend here in this country?**

Microsoft Sinergija marked last year with its jubilee the beginning of a new global wave in the IT industry, the *Cloud Computing*, which is, due to its virtualization, undergoing an impetuous expansion, thus bringing to us a new energy which is reflected positively onto our business operations. This concept, in the context of business operations, is mostly reflected in the ability of a company to realize greater flexibility of its infrastructure, minimizing expenses and improving control over them, so that this model of operations is largely accepted around the







world, and ever more so with us, too. Sinergija 11 continues to contribute to the development of this trend here in the country, and that is why the contents of the conference are dedicated to this very topic.

Participants at the Sinergija 11 may expect quality contents on the topic of Cloud Computing, which may help them in improving their business operations.

**2. In your role of the Sinergija 11 conference manager, what does it mean to you to be the leader of such a big event, and what aspect of the conference organization is the greatest challenge?**

To be the manager of the largest conference in the southeast Europe is most of all an honour. The Sinergija is visited by several thousand participants each year who in a series of daily lectures contribute to the development of trends in the sphere of information - communication technologies and who take direct part in shaping the IT image in this region. Therefore, this position implies certain amount of responsibility, reflected for the most part in providing quality contents which will meet the expectations of our visitors, on the one hand, and at the same time it concerns the organization of the conference which is expected, according to all relevant standards, to surpass all previous Sinergija conferences. This is the very challenge facing the whole Sinergija organization team. As you

know, the Sinergija is mostly created by our renowned lecturers, partners, participants and students, who make this conference better and better each year, gathering a growing number of people and ideas. Microsoft values creative thinking, which is why they enlarged this year the coordinated Microsoft organizational team with young and talented students, who induced freshness into the very core of the conference by their creative and exceptional ideas.

**3. You mentioned the coordinated Microsoft team, and also the students as an essential element of the overall organization, so can you tell us how many people are involved in the team organizing the Sinergija, and did you engage any external event agency beside the stated ones?**

The team organizing the Sinergija includes 50 people, and the organization is also supported by an external agency.

S. G.

Početna	Vesti	Profil	Članovi	Forum	Blog	Grupe	Dešavanja	Ankete	Video	Albumi
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Motivacija za učešće u aktivnostima

## TIM BILDING IGRE „ZA PROBIJANJE LEDA“

**Nisu svi odrasli zainteresovani za igranje tim bilding igara.** Prilikom motivacije za učešće u aktivnostima ili igrama za tim bilding važnije učesnicima objasniti kako će im ta vežba pomoći. **Tim bilding igre za odrasle** moraju da budu inovativne i orijentisane na rezultat. Dobro osmišljene aktivnosti, dizajnirane tako da dodaju vrednosti, omogućiti će odraslima bolje razumevanje, saradnju i međusobno poštovanje kako bi postigli cilj. Pre tim bilding igara, trebalo bi započeti nekom od igara „za probijanje leda“.

Ove igre su osmišljene tako da ruše barijere i da zbližavaju članove tima. Dobro osmišljena igra za probijanje leda opušta, motiviše, daje energiju i uspostavlja solidan timski odnos.



Idealna igra za početak bi trebalo da uključuje zadatke koji od članova tima traže da slušaju jedni druge i da ulože zajedničke napore kako bi uspeali.

U nastavku sledi nekoliko inovativnih i promišljenih igara za probijanje leda.

M. Š.

### KOLIKO ME DOBRO POZNAJEŠ?

Svaki član dobija set ličnih pitanja, npr. šta voli, šta ne voli, koji su mu hobiji, itd., zapisuje svoj odgovor i pogađa odgovore za svakog člana.

Zatim vođa tima čita svaki set odgovora. Ostali bi trebalo da budu u stanju da prepoznaju osobu na osnovu odgovora.

Pobednik je naravno osoba koja pogodila ko je tajanstveni muškarac ili žena.

Ova igra omogućuje više razumevanja među članovima tima.

### ČEGA SE PLAŠIŠ?

Svaki član tima dobija po parče hartije kako bi napisao ili nacrtao jedan svoj strah na njemu.

Zatim drugi učesnik naglas pročita napisani strah i opiše kako on misli da izgleda živeti sa tim strahom.

Kroz ovu igru članovi tima spoznaju sopstvene i strahove svojih kolega.

Ovo je divna aktivnost koja uči članove tima dobroti, razumevanju i saosećajnosti.

Kada se svako lično upozna sa strahovima drugih, ceo tim će imati više razumevanja i međusobne podrške i postaće emotivno jači.

### SUPERLATIVI

Od učesnika se zatraži da u tišini pročite sastav grupe i da odluče o tome koji superlativ prideva opisuje njih u odnosu na druge (najmlađi, najviši, najuštogljeniji, itd.). Zatim izgovaraju svoje prideve, objašnjavaju ih i, ukoliko je moguće, ispituju njihovu tačnost.

### GDE SI?

Učesnik izabere godinu ili mesec pre sastanka i zatim se svakoj osobi daje prilika da kaže šta je radila na taj datum (januar 2011, leto 2010, itd.).

### UHVATI ME AKO MOŽEŠ!

Igrači bi trebalo da se podele u parove.

Zatim se svi igrači rasporede u dva reda (okrenuta ka unutra), stojeći rame uz rame, tako da se nađu naspram svog partnera. Učesnicima bi trebalo dati oko 30 sekundi da gledaju u svoje partnere, pamteći sve detalje o toj osobi.

Vođa zatim naređuje da se oba reda okrenu na drugu stranu.

Jedan ili oba reda imaju 15 do 20 sekundi da promene nešto u svom izgledu (tj. da premeste sat na drugu ruku, da otkopčaju dugme, da skinu kaiš, itd.).

Promena mora da bude neupadljiva, ali vidljiva za partnera.

Igrači se ponovo okreću jedni ka drugima i imaju 30 sekundi da otkriju fizičke promene koje su izvršene.

Igrači imaju priliku da komuniciraju međusobno i zabavljaju se!

### PAPAZJANIJA

Pre početka aktivnosti, vođa bi trebalo da iseče nekoliko slika u delove kao za slagalicu.

Svaki član grupe zatim izvlači deo slagalice iz kese. Članovi grupe čuvaju svoj deo slagalice za sebe sve dok vođa ne kaže „KRENI!“

U tom trenutku, članovi grupe pokušavaju da pronađu druge članove grupe sa delovima koji formiraju odgovarajuće slike.

Grupa koja to uradi prva, pobeđuje.



Motivating to participate in activities

## ICE BREAKING TEAM BUILDING GAMES

**Not all adults become interested in playing team building games.** It is important that explained in advance how the practice would help them when motivating adults to participate in team building activities or games.

**Team Building Games For Adults** have to be innovative and result oriented. A well-thought activities designed to add values will allow adults to have better understanding, cooperation and respect each others to achieve the goal.

Before team building games, it should start with some of "Ice Breaking games". Ice breaking games are designed to break barriers and bring people closer among team members. A well-designed icebreaker is relaxing, motivating, energizing,



and establishes solid team rapport. An ideal ice breaker should include tasks that require the team members to listen to each other and put in joint

efforts, to succeed. A few innovative and thoughtful ice breaking games are presented below.

M. Š.

### HOW WELL DO YOU KNOW ME?

Every member give a set of personal questions e.g, likes, dislikes, hobbies, etc., write the answer of their own and make a guess for each member.

Then the team leader reads each set of answers. The others should be able to identify the person based on the answers.

The winner is, of course, the person who gets the mystery man or woman right.

This game offers more understanding between team members.

### WHAT DO YOU FEAR?

Each member has been provided a piece of paper to write or draw his / her fear.

Then another participant read out the fear and describe how it feels to live with that fear.

This is a wonderful activity that teaches kindness and understanding to team members.

When each one knows others' fears personally, the team becomes more understanding, supportive, and sensitively strong.

### SUPERLATIVES

Participants are asked to study the composition of the group quietly and to decide on a superlative adjective that describes themselves in reference to the others (youngest, tallest, most uptight, etc.). Then they tell their adjectives, explain and, if it possible, test their accuracy.

### WHERE ARE YOU?

Participants pick a year or a month before the meeting and then give each person a chance to tell what they were doing on that date (January '11, Summer '10, etc).

### CATCH ME IF YOU CAN!

Players should be paired up. All players divide into two lines (facing in) side by side, with partners facing each other.

Participants should be given approximately 30 seconds to look at their partners, taking in all details about the individual. The leader then instructs the two lines to turn and face away from the center.

One or both lines has 15 - 20 seconds to change something about their appearance (i.e. change a watch to different wrist, unbutton a button, remove a belt, etc.).

The change must be discrete, but visible to the partner. The players again turn in to face each other and have 30 seconds to discover the physical changes that have been made.

Players get to interact with each other and have fun!

### MUMBLE JUMBLE

Before the activity begins, the leader will cut up a few pictures into puzzle pieces. Each group member will grab a piece of a puzzle from a bag. The group members will keep their puzzle piece to themselves until the leader says "GO!" At this point, the group members will try to locate the other members of the group with the pieces to form the appropriate pictures. Whichever group does it first, wins!

Primeri iz prakse

## TIM BILDING PROGRAMI

Tim bilding jeste druženje zaposlenih kroz razna putovanja i igre, ima za cilj popravljjanje odnosa u radnom okruženju i omogućava rukovodiocima da sagledaju sve sposobnosti svojih zaposlenih.

Da bi okruženje u kome čovek provodi više od polovine svoga dana bilo prijatnije, da bi zaposleni dolazili na posao puni pozitivne energije, menadžment u jednoj kompaniji treba da investira u stvaranje atmosfere

koja će omogućiti takav pristup i poslu i odnosima među kolegama.

To se često radi pomoću igara, koje mogu biti *igre uspostavljanja poverenja, razvijanje timskog duha, podizanje adrenalina, i još mnoge druge igre na otvorenom, ali isto tako mogu biti i igre na zatvorenom, kao što su: aktivnosti na bazenima, wellness aktivnosti, večernje aktivnosti...*

Ove igrice dovode do poboljšanja komunikacije, definisanja zajedničkih

karakteristika i poboljšanja odnosa u timovima.

Evo i nekoliko predloga od najjednostavnijeg do nekih složenijih primera za korporativno druženje i upoznavanje, podeljenih na aktivnosti na otvorenom (zelenom bojom) i na aktivnosti u zatvorenom prostoru (naranđastom bojom), sa nezaobilaznom uvodnom igrom „Biti ili (čvor) ne biti“.

S. G. / S. J.

### BITI ILI (ČVOR) NE BITI

Formira se krug, od najviše 10 - 12 osoba, tako što učesnici stanu rame uz rame okrenuti jedan prema drugom. Potrebno je da svako svojom desnom rukom uhvati desnu ruku osobe pored sebe. Zatim isto to i sa levom rukom - uhvatiti levu ruku druge osobe pored sebe.

Nijedan učesnik ne sme uhvatiti istu osobu sa obe ruke! Da bi se pridodalo još malo zabavi, učesnici treba da se predstave držeći se tako za ruke. Ni u jednom trenutku se ruke ne smeju raskinuti, a ukoliko neko želi da se dogovori oko položaja ili najboljeg rešenja za rasplet sa nekim drugim iz grupe, mora da koristi ime te osobe! Igra je odlična za učenje imena, što takođe pomaže članovima grupe da rade zajedno, da saraduju i pronađu zajedničko rešenje, jer je

njihova komunikacija preciznija kada se koriste imena. Za ovu igru su uobičajene mešovite reakcije, često uključujući smeh na nervnoj bazi, zabavu, uzbuđenje, strepnju, jaku sumnju u to da li uopšte može nešto da se uradi i sl. Krajnji cilj zadatka jeste da se čvor razmrsi, bez puštanja ruku, u jedan veliki krug, a jedino što je dozvoljeno jeste međusobna komunikacija i saradnja među članovima kako bi se postigao glavni cilj.



### NAPOLJU NA SUNCU - NAPUNI FLAŠU

Igra zvana „Napuni flašu“ je uzbuđujuća i osvežavajuća. Za ovu igru timovi su podeljeni u grupe.

Posuda sa vodom se nalazi na određenoj udaljenosti od prazne flaše.

Svaki tim treba da napuni praznu flašu, prenoseći vodu od jednog do drugog člana ekipe u dlanovima bez ikakvih pomagala.

Tim koji prvi napuni flašu ili koji uspe da sipa najviše vode pobeđuje.

Ovo je zaista sjajan način za poboljšavanje povezanosti tima.





### LJUDSKI STONI FUDBAL

Ljudski stoni fudbal je jedna od najuzbudljivijih takmičarskih igara i najnovija tim bilding pomama. To je džinovska verzija starog klasičnog stonog fudbala na naduvavanje.

Teren je okružen zidom na naduvavanje, sa golom na svakoj strani. Igrači su vezani za šipke koje se pružaju preko terena, dok golmani imaju pričvršćene bandži konopce.

Svaki tim mora da postigne što je moguće više golova i naravno da ih primi što manje, u određenom vremenskom periodu. Baš kao u pravom fudbalu.

Sudija sve vreme kontroliše igru, tj. izbacuje igrače zbog faulova i pokazuje crvene i žute kartone.

### „ITALIJANSKI POSAO“

Film „Italijanski posao“, kao temu, učesnici često opisuju kao najbolju tim bilding aktivnost koju su ikada doživeli. Svaki tim ima Mini Moris automobil i sledi dobro osmišljeni scenario pun obrta tokom dana sa dramatičnom završnom scenom uz pirotehniku pomoću koje timovi dižu u vazduh vrata belog kombija da bi došli do zlata. Timovi se sastaju u hotelu ili na mestu prikladnom za uvodnu scenu koja ih vodi u epsku avanturu.



Zatim ulaze u svoje Mini Morise i slede

tragove i tačke na mapi duž čitave lokacije. Svaki tim dobija aktovku sa opremom od ključne važnosti koja će im pomoći u njihovim izazovima.

Ovaj tim bilding karakteriše neverovatan adrenalin, takmičarski kao i timski duh.

Brza vožnja kroz dobro obeležene staze ali u potpuno očuvanoj prirodi, po očaravajućim predelima, sa zlatnim polugama kao glavnim ciljem, neizostavno predstavlja nezaboravno iskustvo.



### VIDEO IGRICA TOMB RAIDER – PLJAČKAŠI GROBOVA

Ova tim bilding aktivnost obuhvata trening sa oružjem, trening agresivne vožnje i tematske psihičke i fizičke izazove.

Događaj se odvija na legendarnom imanju Kroftovih u Sariju, u Engleskoj, a pojavljuje se i sama Lara Kroft.

Učesnici imaju priliku da otkriju hiljadugodišnju istoriju porodice Kroft, da miljama šetaju divnim, spokojnim šumskim stazama i proplancima i da budu gosti Salona iz 18. veka. Takođe, tim bilding „Tomb Raider – Pljačkaši grobova“ ima za cilj da predstavi prave scene iz video igrice putem treninga učesnika.

Zadatak uključuje streličarstvo, kao veoma popularnu sportsku aktivnost u prirodi, zatim bacanje autentičnih noževa iz video igrice i Pulse Ranger kao uzbudljivu igru, borbu sa laserskim puškama, na otvorenom.





### GLUVI TELEFONI

Takmičari se dele u grupe. Članovi svakog tima stoje u jednom redu, koordinator šapuće dugu poruku prvom članu tima.

Bez pisanja i snimanja poruke, član tima šapuće sledećoj osobi, i tako sve do poslednje osobe.

Poslednja osoba izgovara celu poruku naglas.

Grupa koja najtačnije izgovori poruku sa početka, pobeđuje!

### CRTANJE IZA LEĐA

U ovoj igri, dva člana sede leđima okrenuti jedan drugom.

Jedan od njih verbalno saopštava uputstva za crtanje, a drugi crta neki oblik. Ova vežba iziskuje komunikaciju i tumačenje i uloga oba igrača je podjednako važna.

Uspeh igre zavisi od toga koliko dobro oni odrade svoj deo.



### TIMSKI SLIKARI



Svaki tim radi na posebnom platnu, a na kraju igre se sv platna spajaju, kako bi formirala jedno mozaičko umetničko delo. Tako svako doprinosi jednom podeljenom cilju. Broj platna je nevažan, tako da i velike grupe mogu da učestvuju u ovoj aktivnosti.

Grupa je podeljena na jednake timove. Svaki tim radi na jednom delu slike i nema predstavu o tome šta drugi timovi rade.

Svaki tim veruje da je cilj aktivnosti da se napravi najbolja slika tog jednog dela, ali oni zapravo rade zajedno, a ne jedan protiv drugog.

Krajnji rezultat daje gigantsko umetničko delo u kojem

svaki delić ima jedinstveni stil. Ovo je veoma zahtevan izazov koji promovise povezanost u formatu zabave i rada.

Zbog toga je krajnji proizvod rezultat efikasne komunikacije.

Pokazuje se snaga timskog rada. Krajnji rezultat je uvek impresivan, a učesnici su iznenađeni onim što su postigli, tako da se aktivnost završava uz visoku motivisanost.

### MISTERIOZNO UBISTVO

Ekipa od nekoliko profesionalnih glumaca dolazi na mesto događaja sa kostimima i rekvizitima i postavljaju ubistvo izabrano iz raspoloživih scenarija.

Večera sa misterioznim ubistvom započinje rano uveče prijemom na kome se članovi tima upoznaju sa likovima i dobijaju pakete sa tragovima.

Zatim se prelazi na služenje večere, koja se sastoji od tri jela, dok se radnja zapliće.

Glumci između jela i nabacivanja tragova, među stolovima izvode komične i scene koje postepeno otkrivaju tragove, što daje timu priliku da im postavlja pitanja. Uvode se i igre sa rečima i kvizovi, koji mogu da otkriju tragove do krivca. Kada se stigne do dezerta, vreme je da tim zaključni ko je ubica.





Examples from practice

## TEAM BUILDING PROGRAMMES

Team building is a socialization of the employees through various trips and games, with the objective of improving relations in the working environment and enabling managers to see all the abilities of their employees.

In order for the environment in which one spends more than a half of one's day to be more pleasant, and for the employees to come to work full of positive energy, management of a

company should invest in creating the atmosphere that will ensure such approach to work and to relations among the colleagues.

This is often done with games, which can be *games of establishing trust, of developing team spirit, of increasing adrenaline, and many other open air games, but they can also be indoor games like pool activities, wellness activities, evening activities...*

These games lead to enhancing

communication, defining common characteristics and improving team relations.

Here are some suggestions from the simplest to some more complex examples for corporate socializing and getting to know each other, divided into open air activities (in green) and indoor activities (in orange), with indispensable opening game "To Be Or Knot To Be".

S.G./S.J.

### TO BE OR KNOT TO BE

A circle, of maximum 10 - 12 people, is formed in a way that the participants stand side by side turned towards each other. Everybody should take the right hand of the person next to them by his/her right hand. Then they should do the same with the left hand - take the left hand of another person next to them. Participants should not hold the same person with both hands! To add to the fun, the participants should introduce themselves holding each others' hands in such manner. Hands should not be let go in any moment, and if someone wishes to make agreements regarding the position or the best

solution for splitting with another person from the group, they should use the name of that person! This game is excellent for learning names, which also helps the group work together, cooperate and find common solution, as their communication is more successful when the names are used.

Mixed reactions are usual for this game, often including nervous laugh, fun, excitement, anxiousness, strong doubt about whether something can be done at all and alike.

The end goal of the task is to untie the knot, without splitting hands, in one large circle, and the only thing allowed is mutual communication and cooperation among the participants in order to achieve the main goal.



### OUT IN THE SUN - FILL THE BOTTLE

The game called "Fill the Bottle" is both exciting and refreshing.

Teams are divided into groups to play this game.

A container filled with water is located at a distance parallel to an empty bottle.

Each team has to fill the empty bottle, passing water from one to another with the palms of their hands without any tools.

The team that fills first or the maximum wins.

It really is a great way to enhance team bonding and team building.



### HUMAN TABLE FOOTBALL

Human Table Football is one of the most exciting competitive games and the latest team building craze. It is a giant inflatable version of the old classic Table Football. The pitch is surrounded by inflatable wall, with goal at each end. Players are the harnessed to the bars running across the pitch, whilst the goalies are attached to bungee ropes. Each team has to score as many goals and concede as few as possible into allotted time. Just like real football. The referee is in control of the game at all times, i.e. sending off for foul play and showing of red and yellow cards.



### "THE ITALIAN JOB"

Movie "The Italian Job", as a theme, is frequently described by participants as the best team building event that they have ever experienced. Each team has a Mini and follows a well acted out script that twists and turns over the course of the day and ends with a dramatic final scene featuring pyrotechnics in which teams blow the doors off a white van to get at the gold. Teams meet in a hotel or suitable venue for the introductory scene which leads them into their epic adventure. Then they reach for their Minis and follow clues and map points around the location. Each team is given a briefcase containing vital equipment that will help them with their challenges. This team building is characterized by incredible level of adrenaline, competitive

and team spirit. Fast drive through well marked paths, but in completely preserved nature, through the enchanting landscape, with gold bars as a main goal, inevitably represents an unforgettable experience.



### TOMB RAIDER VIDEO GAME



This team building activity include weapons training, advanced driver training and themed mental and physical challenges. The event hosts at the legendary Croft Manor in Surrey, England and Lara Croft herself made an appearance.

The participants have an opportunity to discover the 1,000-year history of the Croft family, walk through miles of beautiful, tranquil woodland trails and glades and be guests in the 18<sup>th</sup> century Saloon. Also, "Tomb Raider" team building aims to present real scenes from video game by training participants.

Task includes archery, as a very popular country sports activity, than throwing authentic knives from the video game and Pulse Ranger as an exciting outdoor laser combat game.







### PASS A MESSAGE

Competitors are divided into groups. Members of each team stand in one line, the coordinator will whisper a long message to the first member in a team.

Without writing and recording the message, the member of one team will whisper to the next person, continuous pass the message to the last person.

The last person speaks loud the whole message.

The group that more accurately say the message from the start, wins!

### BACK TO BACK DRAWING

While playing this game, the two members sit with their back to each other. One of them verbally communicates the instructions on how to draw and the other one draws the shape.

This exercise requires communicating and interpreting and the role of both the players is equally important. The success of the game depends on how well they do their parts.



### TEAM PAINTERS



Each team works on an individual canvas, all of which ultimately combine to form one mosaic work of art. Thus everyone contributes to one shared goal. There can be almost any number of canvasses, so large groups can take part in this activity.

The group is divided into equal teams. Each team works on a single section of a painting and has no idea what the other teams are doing.

Each team believes the objective of the event is to produce the best drawing of that single section but they are, in fact, working in unison rather than competition. The end result produces a giant artwork in which each section has a unique

style. This is a very engaging challenge which promotes cohesion in both a fun and work relevant format. Because the end product is a result of effective communication.

The power of teamwork is illustrated. The end result is always impressive with participants surprised by what they have managed to achieve, so the event ends on a motivating high.

### MURDER MYSTERY

Team of a few professional actors come to a venue with costumes and props and enact a murder chosen from available scripts.

Murder Mystery Dinner Party begins early evening with a drinks reception where team become familiar with the characters and receives packs with clues.

Next it's through to a three course silver service dinner as the plot unfolds.

The actors perform comedic and clue packed scenes in between courses and table hop dropping clues, giving team the chance to question them. Word-games and quizzes are introduced, which may reveal clues to the culprit.

At dessert time it's time for team to figure out who done it.



# One Place, Whole World

## FEBRUARY

09th - 12th

11th - 12th

23th - 26th

FOOD & DRINKS FAIR

BEEKEEPING FAIR

TOURISM (ITTFA)

## MARCH

08th - 14th

08th - 14th

15th - 18th

27th - 31st

29th Mar - 1st Apr

BG CAR SHOW

MOTOPASSION

NAUTICS

BEOTRUCK (OICA)

HORTICULTURE

## APRIL

06th - 08th

07th - 08th

08th

24th - 28th

CHILDREN'S FAIR

COSMETICS

CACIB

SEEBBE (UFI)

## MAY

14th - 18th

22nd - 24th

25th - 27th

28th - 31st

31st May - 2nd June

TECHNICS FAIR (UFI)

GEB

LADY FAIR

112 EXPO

SCHOOL

## JUNE

07th - 09th

BRAND FAIR

## SEPTEMBER

26th - 29th

26th - 29th

26th - 29th

GRAPHIC FAIR, BUREAU EXPO

PACKTECH EXPO,

CONBAK EXPO, FRUVEG EXPO

## OCTOBER

10th - 12th

11th - 13th

12th - 14th

13th - 14th

22nd - 28th

22nd - 28th

ENERGY FAIR & ECOFAIR

MEDIDENT

CHILDREN'S FAIR

COSMETICS

BELGRADE BOOK FAIR

EDUCATIONAL EQUIPMENT, BELL FAIR

## NOVEMBER

04th

06th - 08th

12th - 18th

25th - 28th

29th Nov - 1st Dec

CACIB

ISEC

FURNITURE FAIR (UFI)

ETHNO FOOD

BUSINESS BASE

## DECEMBER

06th - 09th

09th

15th - 30th

EXPO-ZIM

IWC

NEW YEAR'S FAIR





Definisanje i značaj predprojektnog sastanka

## DOBAR KICK-OFF MEETING = USPEŠAN PROJEKT

Predprojektni sastanak (Kick-off meeting) je prvi sastanak sa projektnim timom i klijentom projekta. Taj sastanak bi trebalo da prati definiciju osnovnih elemenata projekta i drugih aktivnosti projektnog planiranja. Predprojektni sastanak upoznaje članove projektnog tima i klijenta i pruža priliku za diskusiju o ulozu svakog člana tima.

Predprojektni sastanak je obično sastanak tipa radionice i može da traje od 1 do 3 dana. On obično obuhvata nekoliko aktivnosti poput definisanja projekta, pregleda biznis-plana, tim biling aktivnosti, definisanja tima, analize rizika...

Prvi projektni sastanak je prilika za upoznavanje ostalih sa planom za vođenje projekta do uspešnog završetka. To je prednost i prilika za podizanje energije grupe, utvrđivanje odgovarajućih očekivanja i uspostavljanje smernica koje će pomoći da se projekat završi na vreme i u okviru budžeta. Projekti mogu da variraju po veličini, ali najčešće okupljaju ljude iz različitih okruženja, različitih funkcionalnih delova organizacije, pa čak i različitih delova sveta u jedan projektni tim. Okupljanje ove šarolike grupe i njeno usmeravanje i podsticanje na zadatak je svrha predprojektnog sastanka.

Dobro isplaniran predprojektni sastanak daje ton za uspešan projekat, s toga bi trebalo da prođe kroz nekoliko koraka, predstavljenih u nastavku kao saveti za postizanje toga.

Prvi je izgradnja okvira projekta. Definisanje odgovora na pitanja kao što su: *Šta su ciljevi projekta? Ko su zainteresovane strane? Koji su kriterijumi za uspešan završetak? Koji su poslovni ciljevi?*

Drugi korak je identifikovanje članova projektnog tima i njihovih odgovornosti. Potrebe za resursima mogu da variraju na osnovu veličine, složenosti i prirode projekta. Definisanje odgovora na pitanja kao što su: *Ko šta radi? Koje su odgovornosti svakog člana? Koje su procedure izveštavanja?* Takođe, sačinjavanje liste pretpostavki projekta je važno da bi članovi projektnog tima bili svesni glavnih pre-

postavki koje važe za projekat. Na primer, verbalizovanje pretpostavke da je svaki član tima izabran i stavljen na raspolaganje za projekat od strane svog menadžera kako bi osigurao us-

u zadatku i vremenske okvire što se tiče razumnosti, kompletnosti i tačnosti.

Pored poslovnog sastanka, važan deo predprojektnog sastanka jesu tim bil-



peh projekta. Ta pretpostavka znači da zadaci koji su im dodeljeni moraju da imaju prioritet, i da svaki učesnik mora da bude posvećen uspehu projekta ukoliko će učestvovati u njemu. Zatim, sledeći koraci su osmišljavanje preliminarnog projektnog plana i definisanje ključnih faktora uspeha.

Savet je da se uštedi dosta vremena tako što će se unapred osmišljavati zadaci, odgovornosti i vremenski okviri projektnog plana. Prolaženje kroz ovu vežbu će pomoći da se oceni da li postoje pravi resursi, da se prepoznaju rizici, i da se odrede odgovarajući vremenski sledovi za zadatke i etape. Takođe, bitno je i korišćenje svih resursa koji su potrebni kao pomoć za osmišljavanje početnog projektnog plana. Poenta toga je da, kada se ode na predprojektni sastanak, već postoji nacrt plana. To će uštedeti vreme i dovesti do bržeg započinjanja projekta. Kada je tim okupljen i podeljene su jasne odgovornosti, članovi tima bi trebalo da ocene svoje odgovornosti

ding aktivnosti. Dobro poznati razlozi za tim biling obuhvataju poboljšanje komunikacije i produktivnosti tima, što radno mesto čini prijatnijim, uvećavanje efikasne saradnje sa članovima tima itd.

Svrha tim biling aktivnosti jeste da pomognu timovima da postanu kohezivne jedinice pojedinaca koji mogu efikasno da rade zajedno i izvršavaju zadatke.

Ovaj primer za održavanje predprojektnog sastanka može da se prilagodi svakome prema određenim prioritetima. Radi veće efikasnosti, preporučuje se dovođenje eksternih konsultanta za organizaciju sastanka.

Na kraju dobrog predprojektnog sastanka, svi prisutni bi trebalo da razumeju pozadinu i razloge projekta, trebalo bi da razumeju ciljeve projekta, da shvate ulogu koju igraju, vremenske okvire, zajedno sa svim važnim rizicima i problemima koji su poznati u tom trenutku.

S. G.

Definition and significance of kick-off meeting

## GOOD KICK-OFF MEETING = SUCCESSFUL PROJECT

The Kick-off meeting is the first meeting with the project team and the client of the project. This meeting would follow definition of the base elements for the project and other project planning activities. This meeting introduces the members of the project team and the client and provides the opportunity to discuss the role of each team member.

A kick-off meeting is typically a workshop type meeting and it may last from 1 to 3 days. It generally include several activities such as a project charter, a business plan review, team building exercises, a team charter, risk analysis...

ons such as: *What are the project objectives? Who are the stakeholders? What are the criteria for successful completion? What are the business objectives?*

The second step is identifying the project team members and their respo-

timeframes of the project plan. Going through this exercise will help to validate whether you have the right resources, identify risks, and determine the appropriate timelines for tasks and milestones. Also, important thing is using whatever resources are needed as a help to create the initial project plan. The point here is that when you go into the kick-off meeting, you will already have a plan drafted. Doing so will save time and get the project off to a faster start. Once the team is assembled and assigned clear responsibilities, team members should be asked to validate their task responsibilities and timeframes for reasonability, completeness, and accuracy. Beside business meeting, the important part of kick-off meeting is team building activities.

The well known reasons for team building includes improving communication and team productivity, making the workplace more enjoyable, practicing effective collaboration with team members etc. The purpose of team building exercises is to assist teams in becoming cohesive units of individuals that can effectively work together to complete tasks.

This agenda template for kick-off meeting can be adapted to any particular priority. For better efficiency, it is recommended to have an external consultant conduct the meeting.

At the end of a good kick off meeting, everyone present should understand the background to and reasons for the project, they should understand the objectives of the project, understand the role they will play, the timescales, along with any important risks and issues which are currently known.

S. G.



The first project meeting is an opportunity to share plan for leading the project to a successful completion. It is advantage and a chance to energize the group, set proper expectations, and establish guidelines that will help in completing the project on time and within budget. Projects can vary in size but will often pull together people from different backgrounds, different functional parts of an organization, and even different parts of the world under the guise of a project team.

Bringing this diverse group together and getting them focussed and energised on the task ahead is the purpose of the kick-off meeting. A well-planned kick-off meeting sets the tone for a successful project, so it should pass through some steps, presented below as tips for achieving that.

The first one is to build a project framework. Defining answers to questi-

nsibilities. Resource needs vary based upon the size, complexity, and nature of the project. Defining answers to questions such as: *Who does what? What are the responsibilities of each member? What are the reporting procedures?*

Also, developing a project assumptions list is important for project team members to be aware of major assumptions that apply to the project. For example, spelling out the assumption that each team member has been selected and made available to the project by their manager to ensure its success. That assumption means that their assigned tasks must take priority, and each participant must be committed to the success of the project if they are to participate. Then, the next steps are to develop the preliminary project plan and to define key success factors. An advice is to save a lot of time by going ahead and developing the tasks, responsibilities, and



Novi kvalitet stare destinacije

## TUI INSIDE KAMPANJA U HRVATSKOJ

TUI Inside je TUI-jeva najopsežnija prodajna kampanja i najopsežnija kampanja u nemačkom turističkom sektoru uopšte. Ove godine je održana po deveti put, a zbog atraktivnosti, velike medijske pažnje i posebne pažnje putničkih agenata kao i povećanja rezultata prodaje, svake je godine broj destinacija - kandidata veoma veliki. Iako su do sada po pravilu bile odabrane „velike“ destinacije poput Španije, Turske, Egipta, Italije, Kube, ove godine je po prvi put odabrana „mala“ destinacija - Hrvatska, na šta su posebno ponosni iz Gulliver travel-a, DMC agencije koja je bila zadužena za ovaj projekat. Važnost projekta TUI Inside za hrvatski i dubrovački turizam potvrđuje činjenica da su mu podršku,



pored Ministarstva turizma i Glavnog ureda Turističke zajednice, dale i javne institucije Grad Dubrovnik, Dubrovačko-neretvanska županija kao i jedinice lokalne samouprave.

Ciljevi TUI Inside kampanje su veoma značajni za hrvatski turizam i to kada govorimo o ukupnom nemačkom govornom području.

Jedan od najvažnijih ciljeva je bio povećati svest o Hrvatskoj kao savremenoj zemlji različitih mogućnosti kroz transformaciju imidža Hrvatske kao jeftine, masovne destinacije u imidž kvalitetne, moderne destinacije što bi

naravno, u krajnjem cilju trebalo rezultirati značajnim povećanjem prodaje. Projekat je trajao konuturano od novembra 2010. godine, a kroz različite faze je obuhvatio edukaciju o Hrvatskoj i njenoj turističkoj ponudi za preko 9.000 agenata, od kojih je testiranjem odbrano 2.000 agenata koji su ušli u drugi krug obuke koji su tokom februara 2011. godine, u deset nemačkih gradova učestvovali na jednodnevnim radionicama.

Među njima je odabrano 900 najboljih po rezultatima testiranja, ali i po dotadašnjoj prodaji aranžmana za Hrvatsku.

Upravo njih 900 su učestvovali u zadnjoj fazi - pobjedničkom trodnevnom putovanju Insider gde su im bile uručene nagrade. U Dubrovniku je tokom celog maja boravilo šest grupa od po 150 - 180 agenata.

Glavni moto kampanje „Novi kvalitet stare destinacije“ pokušava da promeni imidž Hrvatske iz destinacije prosečnosti u destinaciju izvrsnosti i upravo zato je Dubrovnik i bio destinacija koju je Gulliver travel izabrao.

Pored TUI Nemačke i Gulliver travel-a, koji je deo TUI Travel PLC-a, suorganizatori događanja u Dubrovniku, su bili još i hoteli Valamar i Rixos, kao i aerodrom Dubrovnik. U tehničkom smislu







organizacija događanja u Dubrovniku je bila poverena MICE odeljenju Gulliver travel-a kao i nemačkom preduzeću za dizajn i komunikacije Baader 2.

U svrhu prezentacije svega što dubrovačko područje nudi, osim radnog dela svaka od spomenutih grupa je posetila i lokalitete koji svaki za sebe, zbog svojih specifičnosti, predstavlja deo ponude: Ston, Konavle, Šipan, Lokrum.

Kako bi se grad zaista prezentovao u najboljem svetlu kao najpoznatija hrvatska destinacija, završna večera svake grupe je održana na Lovrijencu.

Tokom četiri dana boravka svake grupe, održavane su radionice odnosno različiti izletnički programi, među kojima su Izlet Karakom, Šipan Island Hiking, Jeep tura, Gebeco tura, Hotelska tura (poseta hotelima: Grand Hotel Argentina, Hotel Radisson Blu, Hotel



Admiral, Villa Vilina), TUI cars (izlet brendiranim automobilima), i drugi. Nekoliko svečanih večera, među kojima su Valamar Night program, zatim Gala večera sa dodelom nagrada i nastupom poznate violončelistkinje Ane Rucner kao i Insider Night večera na Lovrijencu.

„Ukupan rezultat TUI Inside događanja je vrlo pozitivan i rezultati su vidljivi već ove sezone, no prave pomake očekujemo u narednim godinama. Što se tiče realizacije samog Insider programa u Dubrovniku, broj sudionika, organizacija i predviđeni program su bili vrlo zahtjevni te je bila nužna iznimna preciznost i kvalitet te predanost cijelog tima. Na kraju možemo istaknuti kako su zaista svi utisci, s jedne strane sudionika prodajnih agenata, a s druge organizatora TUI Njemačke i ostalih uključenih, bili pohvalni“, kažu s ponosom iz Gulliver travel-a.

M. Š.

„...Inside 2011 u Dubrovniku je bio nevjerojatan doživljaj za sve nas - naježila nam se koža, od prve do posljednje minute. ...Do u detalje savršena organizacija u kombinaciji s maksimalnom emocionalnošću - pravo je remek djelo.

Ljepše, savršenije i prije svega emocionalnije niste mogli prikazati svoju / našu Hrvatsku sudionicima TUI Inside-a!

Facebook je prepun pohvala za ovo prekrasno putovanje u Dubrovnik. Kada sam pod stresom samo moram nakratko zatvoriti oči i pomisliti na ljuljanje zastavica prilikom pozdrava ispred La Croma Resorta, na ribarske mreže na Adrialin pur partiju, na furiozni koncert violončelistice Ane Rucner u Klarisi, na 100 vještica i čarobnjaka na putu prema Lovrijencu. I onda znam zašto toliko volim ovaj posao. ...”

**Mehdi Langanke,  
TUI Deutschland, Senior Product  
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New quality of old destinations

## TUI INSIDE CAMPAIGN IN CROATIA

TUI Inside is TUI's most comprehensive marketing campaign, the largest campaign of the German tourist section altogether. This year it was organized for the ninth time, and due to its attractiveness and great media attention - especially by the travel agents, and because the sale results went up, the number of destinations - candidates is growing each year. Even though so far the destinations chosen were as a rule those "big" ones, such as Spain, Turkey, Egypt, Italy or Cuba, this year it was a "small" destination that was chosen for the first time - Croatia, which made the staff at Gulliver Travel - the DMC agency in charge of the project - particularly proud.

The importance of the TUI Inside project for the Croatian and Dubrovnik tourism is confirmed by the fact that it was supported by the Ministry of Tourism and the Tourist Community Head Office, but also by public institutions such as the City of Dubrovnik, the Dubrovnik and Neretva County, and by local self-rule communities.

The goals of the TUI Inside campaign are of paramount importance for Croatian tourism, encompassing the overall German-speaking region. One of the fundamental goals was to raise awareness of Croatia as a modern co-



Ana Rucner, violoncellist

untry of various opportunities, through transforming the image of Croatia as a cheap mass destination into an image of a quality and modern destination, which in the end would naturally enlarge sale considerably.

The Project last continually from November 2010, and in its various phases it covered education on Croatia and her tourist offer for more than 9,000 agents out of which 2,000 agents were selected by testing, entering the second round of training - in February 2011 in ten German towns they participated at one-day workshops. The best 900 were chosen among them according to their test results, but also

in relation to the previous tourist packages sales in Croatia.

Those 900 took part in the final phase - the winners' three-day Insider trip when their prizes were presented.

There were six groups of 150 - 180 agents staying in Dubrovnik throughout the month of May. The main campaign motto "New Quality of Old Destinations" tried to change the image of Croatia from an average destination into one of excellence, and that is why Dubrovnik was the destination chosen by the Gulliver Travel.

Beside TUI Germany and Gulliver Travel, part of the TUI Travel PLC, the organizers of the events in Dubrovnik were also the hotels Valamar and





Rixos, along with the Dubrovnik Airport. Related to technical side of the project, the matters concerning organization of events in Dubrovnik were the competence of Gulliver Travel MICE department, and Baader 2, the German design and communications company. In order to present every-

thing that the Dubrovnik region has to offer, beside attending the working sessions, each of the mentioned groups also visited some localities which due to their specifics are self-sufficient to be part of the offer: Ston, Konavle, Šipán, Lokrum. In order to represent the city in its best aspect as the most famous Croatian destination, the final dinner party was held for each group at Lovrijenac.

During the four-day stay of each of the groups, there were workshops organized, i.e. various excursion programmes, among those were a Karakom Jaunt, Šipán Island Hiking, Jeep tour, Gebeco tour, Hotel tour (visits to hotels: Grand Hotel Argentina, Hotel Radisson Blu, Hotel Admiral, Villa Vili-na), TUI cars (trip by luxury cars), and others. Several ceremonial dinners, such as Valamar Night Program, then



the Gala dinner party with prizes presented, highlighted by the performance by the renowned violoncellist Ana Rucner, and the Insider Night dinner at Lovrijenac.

"The overall result of the TUI Inside events is a very positive one, and the outcome will be substantial during this season, but a real breakthrough is expected in the following years.

As for the realization of the Insider Programme in Dubrovnik, the number of participants, the organization and the planned programme were rather demanding, requiring exceptional precision and quality, and dedication of the whole team.

In the end, we may emphasize that all impressions - the sales agents who participated, on the one hand, and of the organizers from TUI Germany and others who took part - were truly commendable," they say proudly in Gulliver Travel.

M. Š.

"...Inside 2011 in Dubrovnik was an incredible event for all of us - I had goose pimples from the very first moment up until the end. ...Perfect organization up to the smallest detail combined with maximum emotion - a true master-piece.

You could not possibly present your/our Croatia more beautifully, perfectly or with more emotion to the participants of TUI Inside! Facebook is filled with praises for this excellent trip to Dubrovnik.

When under stress, all I need to do is just close my eyes for a moment and think of the flags waving goodbye in front of La Croma Resort, or imagine the fishermen's nets at the Adrialin pur party, or recall the furious concert given by the violoncellist Ana Rucner at Klarisa, or just see again the 100 witches and magicians on our way to Lovrijenac. Then I know exactly why I love this job so much. ..."

**Mehdi Langanke,**  
TUI Deutschland, Senior Product  
Manager / Vital, Croatia, Eastern  
Europe, Germany



Nacionalni park Durmitor

## DURMITOR – PLANINA PUNA VODE

Smatra se da ime Durmitor potiče od keltskih reči „dru-mi-tore“ koje znače „planina puna vode“. Predeli Durmitora, po lepoti i neokrnjenosti retko i autentično delo prirode, proglašeni su nacionalnim parkom 1952. godine. Smešten na severozapadu Crne Gore, park obuhvata osnovni masiv Durmitora sa kanjonima Tare, Drage i Sušice i gornji deo kanjonske doline Komarnice, zauzimajući površinu od 39.000 ha.

Od 1900. godine kada se smatra da je Durmitor dobio prvog posetioca, pa sve do danas, za veliki broj ljubitelja prirode područje Durmitora predstavlja nezaobilazno mesto.

Najbolji pokazatelj toga su da u masivu Durmitora postoji 2.000 km markiranih staza i 48 vrhova preko 2.000 m, pet kanjona od kojih je kanjon reke Tare najdublji i najlepši u Evropi, 18 jezera od kojih je najveće i najpoznatije Crno Jezero.

Na severozapadu Crne Gore, u srcu Durmitorskog područja, smešten u podnožju planinskog masiva, **grad Žabljak** nalazi se na visini od 1.450 metara nadmorske visine i predstavlja najviše urbano naselje na Balkanu.

Danas se Žabljak privredno orijentise na turizam i proizvodnju zdrave hrane. Novi način razmišljanja, dodatne inicijative, ulazak stranog kapitala i otvorenost prema svetu, trebalo bi da učine da Žabljak postane veoma razvijeno turističko središte evropskog formata.

Na Žabljaku turistička sezona traje celu godinu: zimski turizam, proleće i jesen (kongresni turizam, splavarenje, lovni turizam...) i leto (odmor i rekreacija, sportski turizam...).



Crno Jezero

### Aktivan odmor na planini

Vrhovi Durmitora, svaki drugačijeg oblika, duboke uvale, gole litice, obronci, izuzetni su izazov i pružaju idealne uslove za **planinarenje**. Posetioci ističu da se zadovoljstvo disanja čistog vazduha, uživanja u netaknutoj prirodi i ukus ledene planinske vode ne može opisati rečima već se mora doživeti. Najviši vrh Durmitora, Bobotov Kuk s visinom od 2.523 m zajedno sa vrhovima Bezimeni Vrh (2.487 m) i Đevojka (2.440 m) sačinjava najvišu stenu Durmitora zvanu *Soa Nebeska*, što u prevodu znači „Podupirač neba“.



Mountain Bike

Ono što čini ovu planinu jedinstvenom jeste i podatak da nije redak slučaj da se u jednom danu može planinariti, skijati i kupati u jezeru, i to u periodu jun - septembar. Takođe, veoma popularni su i programi za aktivan odmor. U nastavku su predstavljene samo neke od aktivnosti za aktivan odmor koje Durmitor pruža svojim gostima, bilo da se radi o grupama u okviru tim bildinga ili pojedincima.

**Turno skijanje** je sve popularniji sport u svetu a i u Crnoj Gori. Turno skijanje je jedan od oblika skijanja u divljini, odnosno van uređenih skijališta.

Omogućava putovanje kroz zimske predele na skijama, sopstvenom snagom, bez ski liftova ili vozila za sneg. Turno skijanje je usko povezano sa planinarenjem, alpinizmom ali i sa skijanjem, kako alpskim tako i nordijskim.

Jedan od najpopularnijih ekstremnih sportova svakako je **mountain biking**. Najveću avanturu predstavlja obilazak planinskog masiva Durmitora, koji se popularno naziva i prsten. U obilasku oko Durmitora, koji iznosi 86 km najinteresantniji je spuštanje i prolazak kroz kanjon Sušice.

Na tom „maratonu“ prolazi se preko

planinskih prevoja, kroz podnožja nekih od vrhova, biciklisti se spuštaju do nadmorske visine od 600 m i penju se na preko 2.100 metara nadmorske visine. Izuzetni tereni, izuzetni ambijenti kroz koje se prolazi učiniće da zavolite ovaj sport a na takvim putovanjima upoznate Durmitor.

**Paraglajding** je takmičarski i rekreativni sport. Kao najpristupačnije poletišta na Durmitoru izdvaja se poletišta sa Savinog kuka, koje osim što pruža idealne uslove za paraglajding pruža i veličanstven pogled. Na Žabljaku se organizuju i kampovi paraglajdera i svi oni su saglasni da Durmitor ima izuzetno zanimljive terene za ovaj sport i postaje poznata letačka destinacija za sve ljude širom planete.

### Jezera kao obeležje Durmitora

Jezera Durmitoru daju posebno obeležje svojim bistrim, zelenoplavim tonovima, a neizbežna su u svoj svojoj upečatljivosti, miru i tišini koju unose u prostor kojim dominiraju stenovite litice, oštri, ka nebu okrenuti vrhovi, klisure, kanjoni, livade i pašnjaci.

Ona su element prepoznatljivosti ove planine, jer nigde, na tako malom prostoru, ne može se naći tako veliki broj jezera. Sva ona, pod imenom *Gorske Oči*, imaju svoju prepoznatljivost, različita su po postanku, veličini, po količini vode, po svom obliku i lepoti pejzaža koji ih okružuje. „Zagledani u njih, mi merimo dubinu svoje duše“- Jovan Cvijić.

Na tri kilometra jugozapadno od Žabljaka, smešteno je Crno jezero, naj-



Vražje jezero

veće i najpoznatije jezero Durmitora i drugo po površini među planinskim jezerima Crne Gore i jedan od simbola ovoga kraja. Sastavljeno je od dve vodene površine, tzv. Malog i Velikog jezera, odvojene uskom površinom kopna, zvanog „struga“. Nadmorska visina jezera je 1.418 metara, a sa temperaturom od preko 22 stepena u toku vrelih letnih meseci, ovo jezero je pravi raj za kupaće.

Vražje jezero, poznato kao Kolevka krilatih konja, nalazi se na nadmorskoj visini od 1.411 m, široko otvoreno prema suncu. Legenda kaže da u njemu živi krilati konj, crvene dlake koji u vreme zvezdanih noći izlazi da pase i vodi ljubav sa kobilama, koje žive na njegovim obalama. Nakon završetka zanosnog čina, on ritne oplodenu kobilu u stomak kako ne bi ostala ždrebna. Samo mu to jednom nije pošlo za rukom, a oplodena kobila oždrebila je krilatog konja Jabučila, na kome je čuveni Vojvoda Momčilo za čas preleteo sa Pirlitora na Durmitor.

Zatim, na udaljenosti od 500 m nalazi se Riblje jezero, koje je dobilo ime po



Paraglajding

navodnom bogastvu ribom i to naročito velikim primercima. Po narodnim pričama, italijanski karabinjeri, čija se komanda nalazila u Žabljaku, jednom prilikom su ulovili dva primerka pastrmke potočare, koji su bili toliko veliki, da su se pružali sa kraja na kraj ulice.

Ostala jezera: Pošćensko jezero, Modro jezero, Srablje jezero, Valovito jezero, Veliko škrčko, Malo škrčko, Sušičko jezero, Jablan jezero, Zminje jezero, Barno jezero, Zminičko jezero, Zabojsko jezero, Ševarita lokva, Suva lokva, Zeleni vir.

S. G.



### Poslednji osvojeni kanjon Evrope

Kanjon Nevidio se nalazi u centralnom delu Crne Gore na obroncima planine Durmitor. Kanjon je dug oko 3 km i ima veliki pad, odnosno veliki broj vodopada, virova i prolaza koje je izdubila voda.

Na nekim mestima se njegove litice sužavaju i do pola metra, a visina im doseže gotovo 400 m. Zabačen i sakriven na nepristupačnom terenu izazivao je pažnju i znatiželju ali je bilo malo organizovanih pokušaja da se upozna i istraži. Prvi ozbiljniji pokušaji izvedeni su 1957. i 1964. godine, koji su bili neuspešni. Zatim su se nizale čudne i fantastične priče o poslednjem neosvojenom kanjonu Evrope, sve do avgusta 1965. godine kada su članovi P.S.D. Javorak iz Nikšića, iako sa oskudnom opremom, prošli kanjon i prvi

predstavili svetu dugo skrivenu, divlju i zapanjujuću lepotu. I danas su retki posetioци ovog predela jer čovek, u pojedinim delovima kanjona, mora da uloži nadljudske napore da bi savladao vodu i stene i prošao kanjon.



## National Park Durmitor

**DURMITOR – A MOUNTAIN ABUNDANT IN WATER**

The name Durmitor is considered to originate from the Celtic words “dru-mi-tore” meaning “the mountain abundant in water”. Durmitor landscapes, a rare authentic work of nature exceptional in its beauty and intactness, were declared as national park in 1952. Located in the northwest region of Montenegro the Park encompasses the massif of Durmitor with Tara, Draga and Sušica canyons, the upper part of the canyon valley Komarnica, covering the area of 39,000 ha.

Ever since 1900 when it is thought that Mt. Durmitor got its first visitor until today the region of Durmitor is a must-see place for a great number of nature lovers. The best evidence is that the massif of Durmitor has 2,000 km of marked trails, and 48 peaks which are over 2,000 m high, with five canyons, where the Tara river canyon is the deepest and the most beautiful one in Europe, 18 lakes, the biggest and the most visited is the Black Lake (Crno Jezero).

In northwest Montenegro, in the heart of the Durmitor region, located at the foot of the mountain range, the **town of Žabljak** is at the height of 1,450 metres above the sea level, representing the highest urban settlement in the Balkans. Today Žabljak is economically oriented to tourism and health food production. A new way of thinking, additional incentives, foreign capital investments, and openness to the world are expected to make Žabljak a rather developed tourist centre in European relations. In Žabljak the tourist season lasts for the entire year: winter tourism, spring and autumn (meeting industry, raf-



Alpine touring

ting, hunting...), and summer (rest and recreation, sport tourism...).

**Active holiday in the mountain**

Peaks of Durmitor, each of different shape, deep ravines, naked cliffs, slopes, all are an exceptional challenge offering ideal conditions for **mountaineering**. Visitors point out that the pleasure of breathing a fresh clear air, enjoyment in the unspoiled nature, and the taste of the icy mountain water, are not to be described in

words but experienced first-hand. The highest Durmitor peak Bobotov Kuk, at the height of 2,523 m, together with Bezimeni Vrh (2,487 m) and Đevojka (2,440 m) peaks, composes the highest rock on Durmitor called *Soa Nebeska*, meaning “the sky buttress”. What makes this mountain unique is the fact that it is no rare occasion that one can go mountaineering, skiing or swimming in the lake all in one day, in the period from June to September. Active holiday programmes are also very popular. What follows is the presentation of just a few activities for an active holiday offered by Durmitor to its guests, whether it concerns the team building groups or an individual. **Alpine touring** is a sport with growing popularity in the world and in Montenegro. Alpine touring is a form of skiing in the wilderness, out of ski tracks. It involves travelling through winter scenery on skis when one is driven by one’s own force, without ski lifts or snowmobile vehicles. Alpine touring is closely related to mountaineering, alpine hiking and skiing, both alpine and Nordic. One of the most popular extreme



Mountain biking



sports is surely **mountain biking**. The biggest adventure is making a round over the mountain massif Durmitor, also known popularly as the Ring. The tour around Durmitor, which stretches over 86 km, includes the most interesting part – the descent from the mountain and passage through the Sušica canyon. The marathon passes over mountain saddles, through foothills below some of the peaks, and the bicycle riders go down to 600 m above the sea level and then up to 2,100 metres or more. Exceptional terrains and exceptional milieux that one passes through getting acquainted with Durmitor will turn you into a devotee of the sport.

**Paragliding** is a competitive and recreational sport. The take-off grounds on Savin kuk is the most convenient point on Durmitor to start gliding, offering perfect conditions for paragliding and a magnificent view. Paragliding camps are organized on Žabljak, and participants all agree that Durmitor has some extraordinary and interesting terrains for this sport,

becoming a well known destination for gliders all over the world.

### Lakes as hallmarks of Durmitor

The lakes on Mt. Durmitor are a particular hallmark with their clear greenish - bluish hues, their striking beauty, the tranquillity and silence they offer in the surroundings domineered by rocky cliffs, ravines, canyons, meadows and pastures. They make this mountain recognizable at first sight, as one cannot find as many lakes on such a narrow space anywhere else. They are all called *Gorske Oči* (Highland Eyes), they are all distinguished and diverse as to their origin, size, quantity of water, shape or beauty of nature surrounding them. *"Staring at them we measure the depth of our souls"*- Jovan Cvijić.

The Black Lake (Crno jezero), the largest and the most famous Durmitor lake, second in size among the mountain lakes in Montenegro and one of the symbols of the region, is located at three kilometres southwest from

Žabljak. It is composed of two water bodies, the so-called Small and Big lakes, separated by a narrow strip of land called struga. The lake's altitude is 1,418 metres, and with its temperature of over 22 degrees in the shade during the summer months the lake is a true paradise for swimmers.

The Devil's lake (Vražije jezero), better known as the Cradle of winged horses, is at the altitude of 1,411 m, widely open to sun rays. The legend says that a winged horse with red hairs lives there, going out in starry nights to graze or make love to mares who live on the lake's shores. After completing the passionate act the stallion kicks the inseminated mare in the stomach so that she does not bear offspring. There was one time only that he failed to do it, and the pregnant mare delivered a winged horse Jabučilo, the one that the famous Duke Momčilo took and flew over from Pirlitor to Durmitor in a jiffy.

Then at the distance of 500 m there is the Fish lake (Riblje jezero), named after its abundance in fish, especially the big ones. According to folk tales, the Italian carabinieri stationed on Žabljak once caught two trouts which were so big that they stretched from one side of the street to another.

Other lakes are: Pošćensko jezero, Modro jezero, Srablje jezero, Valovito jezero, Veliko škrčko, Malo škrčko, Sušičko jezero, Jablan jezero, Zminje jezero, Barno jezero, Zminičko jezero, Zabojsko jezero, Ševarita lokva, Suva lokva, Zeleni vir.

S. G.

### The last conquered canyon of Europe

Nevidio Canyon is in the central part of Montenegro, on the slopes of Mt. Durmitor. The canyon is about 3 km long, with a great inclination and numerous waterfalls, whirlpools and passages scooped by water. At certain points its precipices get as narrow as half a metre, and their height is almost 400 m. Remote and hidden in the inaccessible terrain, it caused the attention and curiosity, but there were but a few organized efforts to discover and explore it.

The first serious attempts were made in 1957 and 1964, but they were not successful. Then strange and fantastic stories of the last unconquered canyon of Europe started going around, until August 1965, when members of P.S.D. Javorak from Niksic, although with meager equipment, passed the canyon and were the first to introduce to the world the stunning beauty that was hidden for such a long time. Even today one rarely meets a visitor in the area, as one has to make the greatest efforts at some parts of the canyon in order to surmount water and cliffs and get through the canyon.





Važnost komunikacije licem u lice

## NOVE MOGUĆNOSTI ZA POSLOVANJE I UMREŽAVANJE NA EIBTM-U U BARSELONI



29 November – 1 December 2011  
www.eibtm.com

EIBTM 2011 se održava od 29. novembra do 1. decembra 2011. godine i on će okupiti profesionalce iz kongresne industrije iz celog sveta u jednoj od vodećih destinacija, u Barceloni.

Zauzevši drugo mesto u anketi ICCA za 2010. godinu kao najpopularniji grad za kongrese i događaje, Barcelona će ugostiti 23. EIBTM, stvarajući nenadmašne poslovne prilike, izuzetne mogućnosti za povezivanje i najmoderniju profesionalnu edukaciju. EIBTM 2011 će pružiti priliku za susret sa više od 3.100 globalnih dobavljača iz preko 100 zemalja, a procenjuje se da će oko 8.300 kupaca (hosted buyer-a), posetilaca iz industrije i predstavnika štampe iz čitavog sveta, biti na ovogodišnjem događaju.

Sve statističke podatke u vezi sa posećenošću EIBTM-a nezavisno kontroliše Revizorski biro ABC, što je veoma



važno, jer oni daju pravu informaciju o zastupljenosti jedinstvenog broja posetilaca na sajmu.

Amanda Henderson, marketing menadžer za Evropu, departman za poslovni turizam, u okviru nacionalne turističke organizacije Visit Scotland, komentariše:

*„EIBTM je sve jači i jači. Na prošlogodišnjem sajmu, uprkos vremenu, vrednost nivoa upita za turističku organizaciju Visit Scotland je porasla za 50%. Ovo je ključni događaj za nas i u potpunosti nameravamo da se vratimo 2011. godine sa jakom grupom škotskih dobavljača.“*

*„EIBTM nam je pružio priliku da se sretnemo sa stvarnim kupcima i da stvorimo moćne nove mreže. Ovaj događaj je nadmašio naša očekivanja u smislu broja kvalitetnih sastanaka koje smo imali. EIBTM 2010 će očigledno biti pretočen u značajnu količinu poslovanja za 2011 godinu.“* – Džordi Kamps, suosnivač i izvršni direktor firme China a la Carta.

EIBTM je posvećen podršci kongresne industrije, podizanju industrijskih standarda, ohrabivanju za učenje i razvoj kroz svoj Program profesionalne edukacije. EIBTM će biti domaćin za jedan deo svog edukativnog pro-



### EIBTM PRUŽA SVOJIM DOBAVLJAČIMA I KUPCIMA PRILIKU ZA:

- otkrivanje novih destinacija, proizvoda i usluga
- građenje i razvijanje poslovnih kontakata
- održavanje koraka sa trendovima u industriji
- donošenje odluka o kupovini
- razvijanje stručnih znanja
- povezivanje sa globalnom zajednicom za sastanke i događaje
- učenje o tome kako održivost može da koristi poslovanju



grama u novom, proširenom konferencijskom prostoru raspoloživom na mestu događanja, unapređujući udobnost i iskustvo za učesnike.

Edukativni program 2010 je ugostio skoro 4.000 polaznika.

Najupečatljiviji delovi Programa edukacije 2011 će obuhvatiti:

- Program održivosti „Zelena soba“
- Tehnološki sat – da biste išli u korak sa najnovijim dostignućima
- Industrijski trendovi – opšti pregled tržišta
- Programi posvećeni Asocijacijama, korporacijama i agencijama za gostujuće kupce

Sve sesije u Programu edukacije EIBTM su akreditovane CMP sertifikatom (Certified Meeting Professional) što povećava broj CEU poena za lični razvoj i učenje. Pristupanje EIBTM-a standardu BS 8901 (Britanski standard za održivo upravljanje događajima) je pomoglo pri oblikovanju stavova u vezi sa pitanjima održivosti. Zajedno

sa mestom održavanja EIBTM – Fira Gran Via – napravljen je veliki pomak u korišćenju reciklažnih materijala, upravljanju otpadom i energetskom efikasnošću. Konkretnije radnje su obuhvatale značajno smanjenje štampnog materijala i povećanu komunikaciju putem interneta kao i upotrebu kesa i hartije od recikliranih materijala, kao i ohrabivanje većeg broja ljudi da koriste lokalnu železničku mrežu u Barceloni češće nego posebne autobuse. EIBTM 2010 je svedočio porastu



broja izlagača koji su uzeli učešća u Inicijativi 20 održivih akcija u koju su se po prvi put uključili oni iz Azije, Afrike, Italije i Holandije.

Dobitnik prve Nagrade za štand na EIBTM-u 2010. godine je bio kongresni biro iz San Marina, iz kojeg ističu: „To što smo dobili ovu nagradu je bilo veoma važno za nas, taj veličanstveni trenutak će biti velika prilika da međunarodna zajednica sazna za nas, kao i za Italiju, uzevši u obzir važnost na kojoj koncept održivosti dobija u sektoru kongresa i konferencija.“ Godine 2011. nagrade će ponovo biti dodeljene.

Sajamski direktor EIBTM-a, Grem Barnett, komentariše:

„EIBTM 2010 je predstavljao veliki uspeh sa porastom od 2.5% ukupne posećenosti u odnosu na prethodnu godinu.

Oduševljeni smo odzivom iz industrije na koji smo naišli do sada što se tiče posećenosti u 2011. godini – to je jasan odraz toga koliko pozitivno industrija vidi EIBTM i dalje podržavanje važnosti komunikacije licem u lice.“

#### NOVO ZA 2011. GODINU: ISKUSTVO BUDUĆIH DOGAĐAJA

EIBTM Tehnologija je postala partner sa firmom SyncPartners, globalnom grupom organizacionih arhitekata i konsultanata za menadžment, da bi stvorili tzv. „Igralište budućnosti“. Taj prostor od 342 m<sup>2</sup> na izložbenom nivou EIBTM-a će prikazivati najsvježije inovacije u tehnologiji. Iskustvo budućih događaja je osmišljeno radi istraživanja toga kako tehnologija utiče na iskustva budućih događaja i koliko vrednost to može da ima za organizatore događaja. „Igralište budućnosti“ će biti podeljeno u 4 zone:

- glavna pozornica za govornike
- prostor gde izlagači uživo predstavljaju svoje proizvode u „Selu tehnologije i događaja“
- zona povezivanja
- zona izlaganja tehnologije u kojoj će izlagačima biti pružena prilika da predstave i diskutuju o temama budućih događaja na glavnoj bini tokom celog dana. Govornici će takođe prezentovati svoje proizvode i usluge i isto tako održati prezentacije, čiji je cilj unapređenje tehnologije i prezentacija nekih najnovijih tehnologija izlagača.

Posetioци EIBTM-a će takođe moći da se povezuju unutar „Igrališta budućnosti“ i da otkrivaju najnoviju tehnologiju u izložbenoj zoni.



The importance of face to face communication

## NEW BUSINESS AND NETWORKING OPPORTUNITIES ON EIBTM IN BARCELONA

EIBTM 2011 takes place from 29<sup>th</sup> November to 1<sup>st</sup> December 2011, and it will connect meeting professionals from around the world in one of the leading destinations, in Barcelona.

Voted second in the 2010 ICCA Survey for the most popular city for association events, Barcelona will host the 23<sup>rd</sup> EIBTM, creating unrivalled business opportunities, exceptional networking opportunities and cutting edge professional education. EIBTM 2011 will provide the opportunity to meet over 3,100 global suppliers from more than 100 countries and approximately 8,300 Hosted Buyers, Trade Visitors and Press from around the world are estimated to be at this year's event. All statistics relating to EIBTM attendance are independently audited by ABC Audit Bureau, which is very important, because it is giving a true representation of the unique number of attendees at the show.

Amanda Henderson, Marketing Manager - Europe, Business Tourism Unit, Visit Scotland comments:

*"EIBTM continues to go from strength to strength. At last year's show, in spite of the weather, the value of enquiry levels for Visit Scotland was up 50%.*

*It's a key show for us and we fully intend to return in 2011 with a strong party of Scottish suppliers."*

*"EIBTM provided us with the opportunity of meeting real buyers and creating powerful new networks.*

*The event exceeded our expectations in terms of the number of quality meetings we had. EIBTM 2010 will clearly translate into a significant amount of business for 2011."* – Jordi Camps, co-founder and CEO of China a la Carta.

EIBTM is committed to supporting the events industry, raising industry standards, encouraging learning and development through its Professional Education Programme. EIBTM will be hosting some of its education pro-



gramme in the new, extended conference facilities available at the venue, enhancing the comfort and experience for participants.

The 2010 Education Programme welcomed almost 4,000 attendees.

Highlights of the 2011 Education Programme will include:

- The "Green Room" sustainability programme
- Tech Hour – keeping you up to date with the latest developments
- Industry Trends – a market overview
- Dedicated Association, Corporate and Agency programmes for Hosted Buyers

All sessions in the EIBTM Education Programme are CMP (Certified Meeting Professional) accredited increasing personal development and learning CEU points.

EIBTM's approach to BS 8901 (the British Standard for Sustainable Event Management) has helped to shape attitudes regarding sustainability issues. Together with the EIBTM venue – Fira Gran Via – they have made major strides in using recyclable materials, waste management and energy efficiency. Actions have included a significant cut back in printed material, and increasing web based communications as well as the use of recycled bags and paper and encouraging

more people to use the local Barcelona train network rather than shuttle buses. EIBTM 2010 saw an increase of exhibitors taking part in the 20 Sustainable Actions Initiative with first time involvement from Asia, Africa, Italy and the Netherlands.

Part of the first EIBTM Stand Awards in 2010, the winner in 2010 was San Marino Convention & Visitors Bureau: *"Receiving this award has been very important for us. This glorious moment will be a great opportunity to let us know from the international community and for Italy too, considering the importance that the concept of sustainability is gaining in the congresses and conventions sector"*.

### EIBTM PROVIDES ITS SUPPLIERS AND BUYERS WITH THE OPPORTUNITY TO:

- Discover new destinations, products and services
- Build and develop business contacts
- Keep up - to - date with industry trends
- Make purchasing decisions
- Develop professional knowledge
- Connect with the global Meetings & Events community
- Learn how sustainability can benefit your Business



In 2011 the Awards will be take place once again. Graeme Barnett, EIBTM Exhibition Director, comments: "EIBTM 2010 was a great success with a 2.5% increase in total visitor attendance from the previous year. We're thrilled with the response we've had so far from the industry to attending 2011 – it's a clear reflection of how positively the industry views EIBTM and further endorsement of the importance of face to face communication."

**NEW TO 2011: FUTURE EVENTS EXPERIENCE**

EIBTM Technology has partnered with SyncPartners; a Global collaborative of organisational architects and management consultants to create the Future Playground. This 342 sqm space on the EIBTM show – floor will showcase the latest innovation in technology. The Future Events Experience has been developed to explore how technology will influence future event experiences and the value this can hold for event organisers. The Future Playground will be divided into 4 areas:

- Main stage for speakers
  - Live demonstration area for exhibitor products featured in the Technology & Events Village
  - Networking area
  - Technology showcase area Event and Technology exhibitors will be given the opportunity to present and discuss future event topics on the main stage throughout the day. Industry speakers will also be holding product demonstrations and presentations, aimed at enhancing technology discussions and showcasing some of the latest exhibitor technology.
- Visitors to EIBTM will also be able to network within the Future Playground and discover the latest technology in the showcase area.

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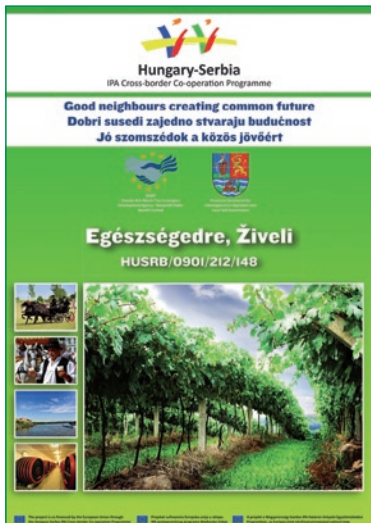
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IPA projekat: Egészségedre, Živeli

# TEMATSKE RUTE KADARKE, RAKIJE I PIVA – KAO JEDINSTVENI PAKETI INCENTIVE PUTOVANJA VOJVODINE I MAĐARSKE



Početak 2011. godine otpočeta je realizacija projekta **Egészségedre, Živeli - formiranje tematskih ruta kdarke, rakije i piva u euroregiji Dunav - Kriš - Moriš - Tisa**, u okviru IPA prekograničnog programa saradnje Mađarska – Srbija, koji sprovode Agencija za razvoj DKMT iz Mađarske i Pokrajinski sekretarijat za međuregionalnu saradnju i lokalnu samoupravu AP Vojvodine u saradnji sa Centrom za istraživanje i studije turizma iz Novog Sada, dok projekat sufinansira Evropska Unija.

Formiranje tematskih turističkih ruta piva, kdarke i rakije u Vojvodini i u županijama Čongrad i Bač-Kiškun u Mađarskoj, kao zajedničkog proizvoda regije, teži otvaranju mogućnosti da se na globalnoj turističkoj mapi nađu specifični turistički proizvodi regiona DKMT, sa idejom da poveća konkurentnost pograničnih regija i njihovo uključivanje u turističke tokove kroz tematske incentive programe namenjene korisnicima paketa incentive putovanja, tj. u najvećoj meri korporacijama, asocijacijama, ali i individualnim putnicima.

Kreiranjem turističkih ruta kdarke, rakije i piva na području DKMT re-

gije naglasiće se specifičnosti ovog multinacionalnog i multikulturalnog prostora, sa posebnim akcentom na to da ovaj region prepoznat po rakiji, vinu, pivu, gastronomskim specijalitetima, etnološkim specifičnostima, kulturnoj ponudi i pre svega gostoprimitstvu.

Povodom realizacije projekta, pokrajinski sekretar za međuregionalnu saradnju i lokalnu samoupravu, mr sci. dr Tomislav Stantić je naglasio da je jedan od prioriteta Vlade AP Vojvodine razvoj turizma koji se stvara na platformi međuregionalne saradnje kroz DKMT projekte, što je u sinergiji sa Strategijom razvoja turizma Srbije koji definiše razvoj tematskih ruta.



Kroz aktivnosti koje su pratile ovaj projekat, evidentirani su potencijali i resursi, okupljeni su stejholderi i ostvarena je saradnja sa proizvođačima i turističkim organizacijama, kreiran je web sajt, izrađena turistička brošura i gastronomski vodič, kao i turistički pasoš koji će omogućiti turistima da ostvare određeni popust na destinacijama, dok je predviđeno snimanje promotivnog filma, kao i organizacija studijskog putovanja za novinare. Ovo su samo neke od brojnih marketinških aktivnosti kojima se teži predavljanje destinacija na

**tematskim rutama kdarke, rakije i piva** kako bi se stvorila slika o ovom turističkom proizvodu a budući korisnici usluga ovih paketa postali pravi ambasadori prvih incentive paketa u Euroregiji DKMT.

Kreirane se i konkretni turistički paketi koji će obuhvatiti destinacije u Mađarskoj, Srbiji i Rumuniji u trajanju od 3 do 8 dana, a biće ponuđeni preko specijalizovanih turističkih agencija. Ovakvi paketi proizvoda se savršeno uklapaju u sistem podsticajnih putovanja s obzirom da slede primer „vrednost za novac“, predstavljaju inovativni proizvod na području DKMT regije koji nudi posebnu kombinaciju kulture, industrije, folklornog nasleđa, manifestacija i gastronomije, te su posebno prilagođene tipu korisnika incentive putovanja, tj. korporacijama i asocijacijama.

**Projekat Egészségedre, Živeli**, dakle, teži da kroz turističke atrakcije različitih zemalja regije DKMT, motiviše turiste da putuju od jedne do druge destinacije kroz tematske rute. Iako to nije i zvaničan stav Evropske Unije, ovakav pristup se pokazao kao izuzetan stimulans za turiste i kroz jaku marketinšku aktivnost može se očekivati veliki uspeh ovog projekta.



IPA project: Egészségedre, Živeli

## THEMATIC ROUTES OF KADARKA, BRANDY AND BEER – AS UNIQUE INCENTIVE TRAVEL PACKAGES IN VOJVODINA AND HUNGARY

At the beginning of 2011 started the realization of project **“Egészségedre, Živeli” - the formation of thematic routes of kadarka, brandy and beer in the Euroregion Danube-Kris-Mures-Tisza**, within the IPA cross-border co-operation programme Hungary - Serbia, carried out by DKMT Euroregion Development Agency in Hungary and the Provincial Secretariat for Interregional Cooperation and Local Government of AP Vojvodina in co-operation with the Centre for Tourism Research and Studies from Novi Sad. The project is co-financed by the European Union.

Formation of thematic tourist routes of kadarka, brandy and beer in Vojvodina and counties Csongrád and Bács-Kiskun in Hungary, as a joint product of the region, aims to open opportunities for specific tourism products of DKMT region to be found on global tourist map. The idea is to increase the competitiveness of border regions and their involvement in tourism development through the thematic incentive programs designed for users of incentive travel packages, ie. mostly corporations, associations and individual travelers.

By creating a tourist routes of kadarka, brandy and beer in the DKMT region, the specifics of this multi-ethnic and multicultural area will be emphasized, with special attention to the fact that this region should be recognized by the brandy, wine, beer, food specialties, specific ethnology, cultural offers and above all, hospitality.

On the occasion of the project realization, the provincial secretary for Inter-regional cooperation and local government, MSc. Dr Tomislav Stantić, said that one of the priorities

of the Government of AP Vojvodina is tourism development that is created on a platform of inter-regional cooperation through the DKMT projects. This is also in the synergy with the Tourism Development Strategy of Serbia, which defines the development of thematic routes. Through the activities that followed this project, the potentials and resources were recorded, stakeholders were gathered, and co-operation with producers and tourism organizations



was established, the web site, travel brochures and restaurant guides were created, as well as tourist passport that will allow tourists to reach the discount destinations. Planned activities are also the shooting of a promotional film, as well as organization of study trips for journalists. These are just some of many marketing activities pursued to present destinations on **thematic routes of kadarka, brandy and beer** in order to create an image of the tourism product and to encourage the future users of these packages to become true ambassadors of the first incentive packages in the DKMT Euroregion.

Specific travel packages that will include destinations in Hungary, Serbia and Romania for a period of 3 to 8 days will be created, and they will be offered through specialized travel agencies.

These packages of products fit perfectly into the system of incentive travels as they follow the example of “value for money”, represent an innovative product in the DKMT region that offer special combination of culture, industry, heritage, folklo-

re, gastronomy and events, and are especially adapted to the type of incentive travel users, ie. corporations and associations.

**Project “Egészségedre, Živeli”**, therefore, tends to motivate tourists, through touristic attractions of various countries of the DKMT region, to travel from one destination to another, following the thematic routes. Although this is not the official position of the European Union, this approach proved to be a great stimulate for tourists and through a strong marketing activity, great success of this project can be expected.



IMEX od sada i u Americi

## IMEX AMERIKA NADMAŠUJE PROGNOZE

Novi poslovni sajam svetske kongresne industrije, poslovnih i incentive putovanja; prvi sajam IMEX Amerika održava se od 11. do 13. oktobra 2011. godine u izložbenom prostoru Sands Expo koji je povezan sa hotelom Venetian / Palazzo. Strateški partner sajma i glavni obrazovni provajder je organizacija MPI, koja obezbeđuje jedinstveni niz govornika i predavanja za posetioce sajma IMEX Amerika, koji počinje 10. oktobra 2011. godine kao „Pametni ponedeljak“, sa Danom obrazovanja i inovacijama MPI-a pod sloganom „Upoznaj drugačije“, i traje tokom čitavog sajma.



IMEX ima i ekskluzivno partnerstvo sa Američkim turističkim udruženjem, državnim, neprofitnom organizacijom koja predstavlja sve komponente američke turističke industrije vredne 704 milijarde dolara, i ima podršku udruženja DMAI i Site, kao i industrijsko partnerstvo sa PCMA. Drugi partneri koji podržavaju sajam IMEX Amerika uključuju: ACTE Global, ADME, AIPC, ASAE, CIC, ECM, IAEE, JMIC, ICCA, IAPCO, Site, Venetian resort i Palazzo resort, Alan Waxler Group i nadležne organe Las Vegasa za organizaciju kongresa, kao i posetioce. IMEX Amerika nudi jedinstveni model poslovnog sajma, nov na američkom tržištu. On obezbeđuje izlagačima susrete i zakazivanje poslovnih sastanaka na njihovim štandovima sa više od 2.000 visoko kvalifikovanih gostujućih grupa kupaca (hosted buyer). Većina (80 procenata) tih kupaca dolazi iz Severne Amerike, a ostatak iz drugih krajeva sveta. Uz to, očekivano je učešće hiljada dodatnih američkih kupaca iz cele Severne Amerike. Ulaz na sajam i njegov

obrazovni program su potpuno besplatni. Kada je sajam IMEX Amerika po prvi put otvorio svoja vrata u izložbenom prostoru Sands Expo, u Las Vegasu, 11. oktobra 2011, postao je najveći ovogodišnji poslovni sajam – i događaj u kome učestvuje najveći broj gostujućih grupa kupaca u SAD ikada – okrenut poslovnim, obrazovnim i potrebama umrežavanja u okviru kongresne industrije, poslovnih i podsticajnih putovanja.

„Proveli smo skoro dve godine govoreći o tome zašto je IMEX-ov poslovni model drugačiji i kako i zašto će tačno kongresna industrija u SAD imati koristi od njega. Poslovanje je u središtu svega što radimo i ono je pre svega razlog zbog kojeg smo lansirali sajam IMEX Amerika. Verovali smo da je SAD potreban svež format poslovnih sajmova i u potpunosti verujem da će se sajam IMEX Amerika sada dokazati – u pogledu obima poslovanja, kvaliteta i broja kupaca, kao i broja i raznolikosti izlagača“, rekao je predsednik IMEX-a, Rej Blum, u očekivanju prvog sajma IMEX Amerika. „Štaviše, uz pomoć našeg strateškog partnera i glavnog obrazovnog provajdera, firme MPI, naš obrazovni program će biti nenadmašan. Uz neprevaziđenu podršku industrije, bili smo u stanju da organizujemo izuzetnih 14 događaja vezanih za udruženja u industriji na jednom mestu. Verujem da će zbir delova biti veći od celine i pozivam svakoga u kongresnoj industriji, sve u okviru

poslovnih i podsticajnih putovanja da dođu u Vegas i sami iskuse „uticaj IMEX-a“ na svoje poslovne ciljeve.“

- **Više od 1.800 do sada potvrđenih izlagača iz 100 zemalja**
- **Više od 90 potvrđenih obrazovnih događaja uživo**
- **MPI najavljuje niz govornika za „Pametni ponedeljak“**
- **Onlajn dnevnik i alatke za zakazivanje sada i uživo**
- **Najavljeni su dobitnici nagrada Wild Card i TechnoHow Zone**
- **Forumi i sastanci za razmenu ideja u liderstvu u industriji**
- **Otvorena nova partnerstva u industriji i udruženjima**
- **Las Vegas želi toplu dobrodošlicu industriji**
- **IMEX America ozelenjava pustinju („greening desert“)**

„Nismo mogli da dočekamo da vidimo kako ovaj događaj oživljava u Las Vegasu sa našim višegodišnjim partnerom, IMEX-om“, rekao je Brus Mekmilan, predsednik i izvršni direktor organizacije Meeting Professionals International pred početak sajma.

„Jedva čekamo da se svakodnevno povezujemo sa hiljadama profesionalaca preko naših inovativnih obrazovnih programa i tema. Uvereni smo da će učesnici pronaći inspirativne ideje koje mogu da sprovedu u delo tokom sajma i svojih karijera – što je upravo zadivljujući profesionalni razvoj koji firma MPI stalno postiže.“



IMEX from now also in America

## IMEX AMERICA EXCEEDING FORECASTS

The new trade show for the worldwide meetings, events and incentive travel industry; the inaugural IMEX America takes place on October 11<sup>th</sup>-13<sup>th</sup>, 2011 at the Sands Expo in Las Vegas which is connected to the show's Headquarters Hotel, the Venetian / Palazzo. The show's strategic partner and premier educational provider is MPI, who delivers a unique line-up of speakers and education for IMEX America attendees starting on "Smart Monday", October 10<sup>th</sup>, 2011 with the MPI "Meet Different Day" of Education and Innovation and continuing throughout the show. IMEX also has an exclusive partnership with the US Travel Association, the national, non-profit organization representing all components of the \$704 billion US travel industry and is endorsed by DMAI and Site and has an Industry Partnership with PCMA. Other supporting IMEX America partners include: ACTE Global, ADME, AIPC, ASAE: The Center for Association Leadership, CIC, ECM, IAEE, JMIC, ICCA, IAPCO, Site, The Venetian and The Palazzo Resorts, Alan Waxler Group and the Las Vegas Convention and Visitors Authority.



IMEX America offers a unique model of trade show, new to the U.S. market. It assures exhibitors of meeting and making business appointments on their booths with in excess of 2,000 highly qualified hosted buyers. The majority (80 per cent) of these hosted buyers comes from North America, with the balance from the rest of the world. In addition, thousands of additional U.S. buyer attendees are expected to participate from across North America. Entrance to the show and its educational program is entire-



ly free of charge. When the first edition of IMEX America opens its doors at the Sands Expo, Las Vegas, on October 11<sup>th</sup>, 2011, the trade show will be the largest this year – and the biggest hosted buyer event ever in the U. S. – to address the business, networking and educational needs of the US meetings, incentive travel and events industry.

"We have spent almost two years communicating why the IMEX business model is different and precisely how and why it will benefit the meetings industry in the US. Business is at the heart of everything we do and the reason why we launched IMEX America in the first place. We believed that the US needed a fresh trade show format and I have every confidence that IMEX America will now deliver – on business volumes, buyer quality and numbers, and exhibitor numbers and diversity", said IMEX Chairman, Ray Bloom looking ahead to IMEX America's first day. "What is more, with the help of our strategic partner and premier education provider, MPI, our education program is second to none. With unparalleled industry support we've also been able to deliver an extraordinary 14 co-located trade association events. I'm confident that the sum of the parts is going to be greater than the whole and I urge everyone in the meetings, events and incentive travel to come to Vegas and

experience "the IMEX effect" on their business goals for themselves."

- More than 1,800 exhibitors from 100 countries now confirmed
- More than 90 live educational events confirmed
- MPI announces speaker line-up for Smart Monday
- Online diary and scheduling tools now live
- Wild Card and TechnoHow Zone award winners announced
- Forums and Meetings to Share Thought Leadership with Industry
- New Industry & Association Partnerships Unveiled
- Las Vegas Gives a Warm Welcome to the Industry
- IMEX America Is Going Green in the Desert

"We couldn't be more excited to see this event come to life in Las Vegas with our long-time partner, IMEX", said Bruce MacMillan, president and CEO of Meeting Professionals International (MPI) before the fair. "We look forward to connecting with thousands of professionals through our innovative education programs and keynotes each day. We're confident that attendees will find inspiring ideas they can act on at the show and throughout their careers – which is exactly the remarkable professional development MPI consistently delivers."





## POWERING THE PACE OF GLOBAL BUSINESS

With around 2,000 exhibitors, the inaugural IMEX America is the largest meetings industry trade show in the U.S. This event is now the pacesetter, the game-changer—and already turning up the beat for 2012. **Be here!**

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Pravila (kodeks) oblačenja

## „ODELO (NE) ČINI ČOVEKA“

Postoje određena pravila oblačenja kojih se nekada moramo pridržavati a nekada su nam jednostavno „genetski usađena“. Kao što postoji kodeks ponašanja u određenim situacijama, bilo da je u pitanju neki poslovni skup ili prijateljski sastanak, tako postoji i kodeks oblačenja, odnosno skup pravila o oblačenju lica koja pripadaju određenoj socijalnoj grupi, rade u istoj kompaniji, organizaciji ili pripadaju istoj religiji.

Sam stil oblačenja koji gradimo je odraz vremena u kome živimo. Prilikom najvećeg broja verbalnih i neverbalnih kontakata među ljudima, ono što je od primarnog značaja za uspešnost ishoda uspostavljene komunikacije jeste imidž učesnika u datoj komunikaciji.

Veliki broj ljudi nastoji da bude jedinstven, da se iskaže i da bude vrednovan prema sopstvenim individualnim doprinosima, a imidž upravo predstavlja način da se to definiše.

Kada pojedinac izgradi sopstveni imidž, na taj način pokazuje koliko se udobno i uverljivo oseća u sopstvenoj koži.

Dobar ukus u odevanju znači pravilan izbor odeće, obuće, nakita i drugih garderobnih i ukrasnih detalja za svako doba dana, svaku priliku i okruženje. Poznata poslovice: „**Odelo ne čini čoveka**“, u poslovnom jeziku se ipak slobodno može prevesti kao „**Odelo čini čoveka**“. Ovo je pravilo koje važi u bontonu poslovnog oblačenja širom sveta. Odnosno, odelo je ipak veoma bitno za izgrađivanje uspešnog poslovnog imidža.

Činjenica je da je prvi utisak presudan za stvaranje određene slike o ljudima, tako da bi izbor odeće, naravno u zavisnosti od radnog mesta, trebao da bude u skladu sa utiskom koji svaka osoba želi da ostavi.

U većini slučajeva se mišljenje o nekoj osobi formira na osnovu prvog utiska, koji se stvara u samo nekoliko sekundi, a kasnije se teško menja. Drugim rečima, ako u prvih desetak sekundi ostavimo loš utisak o sebi, kasnije to ne možemo izbrisati. Svakako, prvi utisak stvaramo na temelju fizičkog izgleda – odeće, frizure i držanja.

Uvek je među poslovnim ljudima, u poslovnom svetu, važilo pravilo: *Prvo prodajemo sebe, pa svoju kompaniju, a*



### Pravila zvaničnog poslovnog dress code-a:

1. Zabranjeno je nositi tetovaže i pirsing na vidnom mestu na telu
2. Zabranjena gola leđa i ramena kod ženskog dela zaposlenih
3. Ženski dekolte i napadan nakit su u poslovnom svetu zabranjeni
4. Muškarci takođe treba da izbegavaju nakit, posebno prstenje (osim burmi) i minđuše
5. Muškarcima obavezno odelo, bez obzira na spoljašnju temperaturu
6. Obavezna kravata kod muškog dela zaposlenih
7. Dužina ženske suknje obavezno centimetar do dva ispod kolena
8. Zabranjeno nošenje farmerki
9. Štikle kod ženskih cipela treba da budu visine između 2 - 4,5 cm, ne više
10. Izbegavati drečave boje odeće



**Poslovni imidž se između ostalog formira: ličnim izgledom, profesionalnim odevanjem, razumljivom, jasnom i uspešnom komunikacijom, odgovarajućim ponašanjem u različitim prilikama, stvaranjem utiska o ličnoj sigurnosti, ličnim karakternim osobinama...**

tek na kraju proizvod ili uslugu. Odnosno, svojim stavom i odevom koju u datom trenutku imamo na sebi, šaljeemo poruku o svojoj kompetentnosti i ako ta poruka nije odgovarajuća, proizvod koji nudimo može biti najbolji od svih na tržištu, ali ćemo ga

teško prodati. Pored već ustaljenog poslovnog bontona, postoje još neki „trikovi“ kojima možemo pokazati da smo sigurni u sebe, počev od upoznavanja ili pozdravljanja. **Gestikulacija** takođe igra veoma važnu ulogu u poslovnim komunikacijama... Takođe, pored svih sitnica kojima predstavljamo sebe i kompaniju u kojoj radimo, treba imati i dozu umerenosti. Kao što je već odavno poznato, ni u čemu ne treba preterivati. Evo i zašto:

*Pravilnici koji su uvedeni u bankama podrazumevaju da službenici na šalterima budu nasmejani i govore umerenim tonom. Baš tako, sa osmehom, jedan od zaposlenih je saopštio preduženom klijentu iznos mesečne rate*

- Pravilno pozdravljanje počinje izgovaranjem svoga imena i pružanjem desne ruke prema osobi;
- Stisak ruke treba da bude čvrst i odmeren;
- Uvek se trudimo da ne delujemo pogrbnjeno ili klonulo, jer tako ostavljamo utisak nepreduzmljive, umorne i apatične osobe;
- Ruke na kukovima, prekrštene ruke ili stisnute pesnice šalju poruke zbog kojih se ljudi osećaju nelagodno;
- Upiranje prsta je znak agresivnosti, a igranje ključevima u džepu ili prstenom na ruci znak nervoze;
- Nakon prvih nekoliko rečenica, izgovorenih uz smešak i pravu dozu samopouzdanja, premostiće se jaz, otkloniti nelagodnost i ubediti sagovornik, poslovni partner, šef, da ste Vi prava osoba koju traži...

za kredit, a on mu je, iznerviran zbog iznosa i opomene, odgovorio: „Šta se ti kežiš?!“

### „Opušteni petak“

Kako se u svakom poslu očekuje malo kreativnosti, tako je i zaposlenima dozvoljeno kreiranje sopstvenog stila uz kombinovanje „casual“ sa formalnim načinom odevanja. Ali ovakav vid kreativnosti je dozvoljen samo petkom. Sve više firmi uvodi „casual friday“ ili „opušteni petak“, kada je zaposlenima dozvoljeno da dolaze na posao „opuštenije“ obučeni. Odnosno, dozvoljeno je da svako pravi svoju kombinaciju oblačenja za taj dan.

Pod ovim „opuštenim oblačenjem“, firme uglavnom podrazumevaju samo neformalniji sako, kombinovanje farmerki sa polo majicom i sakoom, pantalone ili farmerke uz majicu sa dugmićima ili kragom, obuću je najbolje zameniti udobnijim cipelama, a ne patikama...

Međutim, kako je opušteni petak u mnogim firmama i kompanijama počeo da se stapa sa varijantama vikend oblačenja, odnosno kako su zaposleni u svojoj kreativnosti počeli da mešaju „vikend garderobu“ sa opuštenim stilom, mnoge kompanije su





počele ipak da ukidaju ovaj običaj. Standardni dress code je ipak onaj siguran stil kog će se svaki zaposleni pridržavati i način na koji će svaki zaposleni najbolje predstaviti svoje poslovno okruženje. Iako postoje brojni pravilnici kod oblačenja, ipak svaka kultura ima svoj stil oblačenja,

poslovni bonton, i time šalje poruku o jedinstvenosti, prepoznatljivosti i pripadnosti istoj, kao i ono što sama po sebi znači i čemu teži.

*Tako na primer, u italijanskoj naftnoj kompaniji ENI je uvedena odredba o neformalnijem odevanju, bez sakoa i kravate. Na ovaj korak su se u kompaniji*

*odlučili pre svega zbog štednje energije i zaštite životne sredine! Naime, ako rashladni uređaji hlade manje, tako troše manje energije i istovremeno manje zagađuju okolinu. A s obzirom da je „veštačko i nezdravo“ hlađenje svedeno na minimum, onda je zaposlenima dozvoljeno da se rashlađuju prirodnim putem, odnosno, nisu u obavezi da se preterano oblače.*

*Ova energetska kompanija je prva koja je uvela štednju skidanjem kravata, a o ovom načinu uštede sada razmišljaju i druge kompanije. Bez kravate i sakoa, na posao dolaze i Japanci, a osim Italije, ta moda polako zahvata i Španiju.*

S. J.

**U Francuskoj, zemlji nastanka bontona, na osnovu izgleda se procenjuje društveni status svakog pojedinca, ali i stepen obrazovanja.**

**U Italiji su u poslovnom stilu obavezni skupi detalji, kao što su satovi, kravate, cipele, tašne, kaiševi itd.**

**U Nemačkoj važi strogo pravilo: žene treba da izbegavaju glamurozan izgled. Šljašteći nakit se tumači kao provokacija. Za muškarce važno pravilo glasi: „Jedan džentlmen uvek sam sebi vezuje kravatu!”**

**U Meksiku je veoma važno kakvu ćete odeću nositi. Kada je u pitanju formalna večera muškarci treba da nose košulju i kravatu, a žena treba uvek da nosi svečanu haljinu.**

**Starosedeoci severozapadne obale Pacifika su uvek imali kompleks socijalne strukture, uključujući robove, „obične” ljude i plemiće, tako da je oblačenje služilo da ukaže na ove socijalne razlike.**

**Kineski narod je veoma konzervativan kada je reč o odeći. Žene srednjih godina nose cheong-sam suknju (jednodelni kostim za žene, koji prati telo). Muška verzija ovog kostima se naziva changshan. Na mandarinskom kineskom je ovaj deo odeće poznat kao kipao (qipáo). Pored ovog tradicionalnog oblačenja, muškarci obično oblače i odelo sa kravatom. Kinezi smatraju da im nošenje nepristojnih haljina može oduzeti dostojanstvo.**

**Prema nekim istraživanjima je dokazano da je za prvi utisak koji će druga osoba o nama steći potrebno ne više od 5 sekundi, a on se prvenstveno stiče na osnovu vizuelnog utiska koji ćemo na tu osobu ostaviti.**

**Ta slika koju prezentujemo ne zavisi samo od načina oblačenja, iako to ostavlja jak utisak, već i od celokupne ličnosti - pokreta, izraza lica, frizure, držanja, što utiče na percepciju druge osobe čak 55 procenata. Ton glasa na tu percepciju utiče 38%, a reči koje izgovaramo samo 7 procenata!**



Dress code

## “CLOTHES (DO NOT) MAKE THE MAN”

There are certain dress rules that sometimes we have to follow and sometimes they are simply “genetically inherent”. Just as there is a code of conduct in certain situations, whether it be a business meeting or a friendly gathering, so there is a dress code, i.e. a set of rules about clothing for people who belong to certain social group, work at the same company or organization, and who share religious beliefs.

The very style of clothing that we follow is a reflection of the times we live in. In most verbal and non-verbal contacts among people the image that the participants in the given communication present is of the primary importance for the successful outcome of the established communication. A great many people try to be unique, expressing themselves, attempting to be assessed by his or her individual contributions, and one’s image is exactly the way to define it. When an individual constructs one’s image, one expresses in that way how comfortable and convincing one feels in one’s own mind.

Good taste in one’s attire means that the clothes, footwear, jewellery and other ornamental details were chosen correctly for each time of the day, for any occasion or setting.

The well known saying that **“Clothes do not make the man”** can be safely translated in the business world as **“The clothes make the man”**.

This rule applies to business dress code etiquette all around the world. In other words, one’s attire is still essential in constructing a successful business image. It is an established fact that the first impression is critical in creating a person’s picture, so that the choice of clothes – depending

**The business image, among other things, is shaped by: personal appearance, professional costume, articulate, clear and successful communication, adequate behaviour in different situations, creating the impression of one’s personal confidence, by one’s personal character traits...**



**Rules for the official business dress code:**

1. It is forbidden to have visible tattoos or piercings
2. Bare backs or shoulders are forbidden for female employees
3. Female neckline and gaudy jewellery are forbidden in the business world
4. Men should also refrain from wearing jewellery, particularly rings (except for wedding rings) or earrings
5. Suit is obligatory for men, disregarding the weather conditions
6. Men are obliged to wear ties
7. Women's skirts must be a centimetre or two below knees
8. Jeans are forbidden
9. Women heels should be 2 – 4.5 high, not more
10. Avoid garish colours

on the work post, naturally – should be in harmony with the impression a person wants to present.

In most cases, opinion on a certain person is created by the first impression, made up in only a few seconds, and it is hardly altered later on. In other words, if we leave a bad impression in the first ten or so seconds, we cannot erase it afterwards.

The first impression is surely made upon physical appearance – clothes, hairdo, posture. It was always the rule among business people in their business world: *First we sell ourselves, then our company, and only in the end we sell a product or a service.* That is, by our stance and clothes we wear at the moment we send a message on our competence, and if that message is not adequate, the product we offer may be the best of all but we shall have difficulty in selling it.

Besides the established business etiquette, there are also certain “tricks” with which we can show to be self-confident, starting with the introduction and greetings. Our **gestures** also play an important role in business communication...

Beside all the small tricks we use to present ourselves and the company we work for, we must also possess certain amount of moderation. As is well known, in no way should one exaggerate. Here is why:

*Rulebooks introduced in banks advise the desk clerks to smile and speak*

*in a gentle tone. An employee stated exactly according to the rules to an overdue client the amount of the monthly credit instalment, and the client, distressed about the amount and the warning, responded, “What are you sneering about?!”*

**Casual Friday**

As any business expects some sort of creativity, so the employees are allowed to create their own style com-

binning the casual with an official way of dressing. But, this form of creativity is allowed only on Fridays. A growing number of companies is introducing “the casual Friday”, when it is allowed to the employees to come to work dressed more relaxed, i.e. they are permitted to make their own dress combinations for the day.

This casual dress code means mainly that the company approves only of an unofficial jacket, combining jeans with a polo shirt and jacket, trousers or jeans with a buttoned or collared T-shirt, shoes replaced with a more comfortable footwear, but not the sneakers...

As casual Friday slowly merged with variants for weekend clothes in many companies and businesses, however, i.e. as employees started to blend the “weekend attire” with the casual style in their creativity, many companies began cancelling this practice.





- Correct greeting starts by saying one's name and reaching out with one's right hand toward the other person;
- The hand grip is to be firm and temperate;
- We always try not to look hunched or drooped, thus giving the impression of being an unadventurous, weary and apathetic person;
- Hands on one's hips, crossed arms or clenched fists send a message that makes people feel uncomfortable;
- Pointing one's finger is a sign of aggression, and playing with one's keys in the pocket or with a ring on one's finger is the sign of nervousness;
- After a few introductory sentences, spoken with a smile and the right amount of self-confidence, can bridge over the gap, remove uneasiness and convince one's interlocutor, a business partner or your boss that you are the very person they are looking for....

Standard dress code is still the reliable style to be adhered to by each employee, and the best way in which each employee represents the business.

Even though there are numerous rules for dressing, each and every culture has its own clothing style, its own business etiquette, thus sending the message on its unity, recognisability, and its affiliation, and the image of what it means by itself and what

it strives to. The fact that the way of dressing and the style of clothes does not only depict the person wearing it, but also the company one represents, however, is also confirmed by the fact that companies around the world are gradually renouncing the compulsory business dress code for the benefit of certain savings.

So, for example, the Italian oil company ENI introduced a regulation on informal dress code, without jackets or ties.

**In France**, the country where etiquette was invented, the social status of each individual, as well as his or her level of education, is assessed according to one's appearance.

**In Italy** it is mandatory to wear expensive details, such as watches, neckties, shoes, bags, belts, etc.

**In Germany** there is a strict rule: women should avoid glamorous attire. Glittering jewellery is interpreted as a provocation. An important rule for men reads: "A gentleman always fastens his tie by himself!"

**In Mexico** it is very important what kind of clothes you wear. On the occasion of a formal dinner, men are expected to wear shirt and tie, and women should be clad in evening dresses.

Aborigines of **northwest Pacific coast** have always had complex social structure, including slaves, "common" people and nobility, so that a costume serves to point out those social differences.

**Chinese people** are rather conservative when it comes to clothes. Women in their middle ages wear *cheong-sam skirt* (one-piece costume fitting the body). The male version of the costume is called *changshan*. In the mandarin Chinese this part of garment is known as *qipao* (qípáo). Beside this traditional way of dressing, men usually wear a suit with a tie. Chinese people believe that wearing inappropriate clothes may deprive them of their dignity.



*This was undertaken by the company mostly in order to save energy and conserve the living environment!*

*Namely, if the air-conditioning devices cool less, they consume less energy and they pollute the environment less at the same time.*

*And after they reduced the "artificial and unhealthy" cooling to a minimum, the employees were allowed to cool themselves in a natural way, i.e. they are not obliged to dress heavily.*

*This energy company was the first to introduce savings by taking the neckties off, and it is the manner of operating reviewed now by other companies as well. The Japanese come to work with no jacket or tie, too, and next after Italy is Spain where the fashion is slowly taking ground.*

S. J.

**According to some research, it was proven that the first impression a person gets about us takes no more than 5 seconds, and it is primarily founded on the visual impression we leave on a person.**

**The picture we present does not depend solely on the way we dress, even though it leaves a strong imprint, but also on the total personality – moves we make, facial expressions, hairstyle, postures, affecting the other person up to 55 percent.**

**The sound of our voice affects the perception for 38%, and words we pronounce for only 7 percent!**

Male stvari - velika dostignuća

## DETALJI KAO NEZAIBILAZNI PREDMETI U POSLOVNOM DRESS CODE - U

Možemo reći da je stil oblačenja način izražavanja čovekovih stavova, težnji. Odelo nam uveliko može podići samopouzdanje. Dovoljno je samo pomisliti koliko puta smo se bolje osećali zbog onoga što imamo na sebi. Brojnost i raznolikost odevnih predmeta je dovela do toga da više ne govorimo o jednoj „modi“ koja je sada u trendu, već svaki čovek ima svoj stil, što se poklapa sa povećanom potrebom današnjih ljudi za individualnošću i posebnosti.

*„Ako je žena loše obučena, primetićete odeću, ali ako je besprekorno obučena - primetićete ženu!“*

*- Koko Šanel -*

Danas modnim trendovima svako dodaje svoj lični pečat kojim želi da izrazi svoj lični stil i sliku života i uverenja u kojima živi. Osim odela koje nosimo na sebi i ponašanja u skladu sa poslovnim aktivnostima, ono što utiče na radnu okolinu i ljude sa kojima provodimo većinu svog vremena, svakako jesu propratni detalji na nama. To mogu biti cipele, i kod muškog i kod ženskog dela zaposlenih, tašne, nakit, kravata, broš...

Ali takođe, snažne poruke i reakcije na okolinu možemo prenositi i boja ma koje nosimo.

### Cipele kao neizbežan detalj

Iako je u poslovnom dress code-u negde propisana visina potpetica između 2 i 4,5 cm, što između ostalog preporučuju i lekari radi zdravlja žena koje većinu svog vremena provode na štiklama, ipak je celokupan izgled važniji. Neki psiholozi tvrde, da se na osnovu cipela kod žena mnogo toga može saznati o njoj i njenom karakteru, pa tako cipele sa visokim potpeticama nose uglavnom „alfa-žene“, dok iz udobne obuće ne izlaze kreativne



dame. Baletanke su omiljeni izbor žena koje imaju stila i strpljive su, dok kabastu, glomaznu obuću, visoke platforme, nose žene koje nisu konformisti, teško pristaju na kompromise i vole svoju individualnost.

Međutim, cipele nisu samo oličje žena, već mnogo otkrivaju i o muškarcima. Naime, za one koji biraju klasične, kožne cipele, smatra se da su naglašeno emotivni i ponekad ranjivi.

Nešto moderniji dizajn i tvrdi materijali obuće govore da je muškarac dominantan, samouveren i svestan sveta oko sebe.

Način na koji muškarac održava svoje cipele, otkriva njegove osobine. Ako su mu cipele uredne i uvek čiste, takav mu je i život.

Oni koji ne mare mnogo za obućara i blistavost svojih cipela, odnosno svedjedno im je kako će njihova obuća

izgledati u kom trenutku, tako se ponašaju i u različitim životnim situacijama.

### Kravata – višefunkcionalni detalj u poslovnom izgledu svakog muškarca

Kada kreće na poslovni put žena u svom prtljagu ima bar nekoliko haljina, sakoa, suknji i pantalona i uz to odgovarajuću košulju, bluzu, ešarpu, nekoliko pari cipela, tašnu i primeren nakit uz svaku odevnu kombinaciju. Muškarcu je međutim, dovoljno jedno odelo, par cipela, dve košulje, ali veći broj kravata - jedna za sastanak, druga za poslovnu večeru, treća za koktele i prijeme...

Kravata je opšteprihvaćen simbol muške uglađenosti, ozbiljnosti i detalj koji može da okarakterise muškarca sa dobrim ukusom.





## Značenje boja na radnom mestu i van njega

Određene boje mogu izazvati različite asocijacije kod ljudi. Značenje boja je takođe različito u različitim kulturama, između ostalog, kao i stilovi oblačenja i poslovni dress code.

Osim univerzalnih boja prirode svako od nas je izložen i upotrebi različitih boja u različite svrhe u svom okruženju, kao posledica određenih kulturološko - tradicionalnih šablona koje u svakom društvu postoje.

Poznato je da u različitim kulturama, na raznim krajevima sveta, boje imaju drugačija značenja. I dok jedna boja u nekoj kulturi može prouzrokovati jedan, u drugoj prouzrokuje potpuno suprotan psihološki efekat. U našoj i zapadnoj kulturi, bela boja označava mladost, nevinost, venčanja se obavljaju u belom - sa druge strane u istočnim kulturama, u Indiji i Kini belo je boja koja simbolizuje smrt.

Psihologija boja je našla svoju praktičnu primenu i u marketingu. Upotreba boja u marketingu direktno je povezana sa proizvodom koji je potrebno plasirati i slike koju je o proizvodu planirano stvoriti. U zavisnosti od željene poruke odabrane boje mogu da je podrže, naglase ili budu u suprotnosti sa njom. Naravno, upotreba boja mora biti prilagođena tržištu na koje se proizvod plasira, u skladu sa asocijacijama koje određene boje prouzrokuju kod ciljne grupe.

Evo i nekoliko primera kako boje utiču na nas kao ličnost i na našu poslovnu sposobnost:

**CRNA** - sofisticiranost, elegancija, zavidljivost, misterija. Osobe koje pre-

terano nose crnu odeću deluju autoritativno i pomalo agresivno.

Dominantna osobina im je upornost. To su osobe koje stalno preispituju sebe i druge u potrazi za istinom. Takve osobe su osećajne, ali često ne pokazuju emocije.

**PLAVA** - poverenje, pouzdanost, pripadnost, opuštenost. Osobe koje najčešće biraju plave odevne predmete zrače mirom, stabilnošću i deluju uravnoteženo. Plava ponekad može odavati tužnu ili depresivnu osobu, ali je ipak najbolji izbor za razgovor za posao jer simbolizuje lojalnost i privrženost.

Dok u zapadnoj i američkoj kulturi ova boja označava muževnost, smirenost, autoritet, snagu i moć, u japanskoj kulturi znači, ništa drugo do lopovluk!

**LJUBIČASTA** - uzvišenost, dostojanstvo. Ljubičasta predstavlja sanjare i osećajne osobe koje se često oslanjaju na vlastitu intuiciju. Na prvi pogled deluju kao da su negde daleko, u

svom svetu. Odnos prema drugima varira od požrtvovane brige do potpune neosetljivosti.

**ŽUTA** - toplina, sjaj sunca, sreća. Osobe koje nose žuto uglavnom odišu milošću, plemenitošću, deluju detinjasto i veselo. Međutim u Zapadnoj Evropi i Americi ova boja ima sasvim drugo značenje - oslikava oprez i kukavičluk.

**ZELENA** - priroda, svežina, hladnoća, rast, bogatstvo. Zeleni odevni predmeti odaju ponosnu, postojanu i stabilnu osobu. Takve osobe svesne su sebe i svog uticaja na ostale.

Zelena označava budućnost, mladost i energiju u svim kulturama. Osobe koje nose zeleno su aktivne i često su pokretači projekata. Muškarci odeveni u tamnozeleno deluju muževno i zdravo.

**BRAON** - braon ili smeđa boja, odaje otvorene osobe, one koje imaju razumevanja za druge i sa kojima je lako komunicirati. Nisu sklone krajnostima, stabilne su i mnogo pažnje pridaju moralnim vrednostima. Može ih kočiti preterana konzervativnost.

**CRVENA** - uzbuđenje, snaga, radost, provokativnost, brzina, opasnost. Crvena boja simbolizuje snagu i moć. Loš je izbor u odevanju za poslovne sastanke ili pregovore, pa čak i pomirenje sa prijateljima ili saradnicima. Crvenu boju nose oni koji znaju da uživaju u životu. Može označavati i bes i opasnost, ali i radost i slavlje.

S. J.



Small things - great achievements

## DETAILS AS REQUISITES IN BUSINESS DRESS CODE

One could say that the style of one's attire is a way to express one's attitudes and aspirations. Our clothes can improve our self-esteem considerably. Just think of so many times when things we put on made us feel much better. Number and variety of clothing items made us forget about a single "fashion" which is in vogue, but each person has his or her own style, which coincides with a growing need of modern man for individuality and exceptionality.

*"If a woman is donned badly, you will notice the dress, but if she is dressed impeccably - you will notice the woman!"*

- Coco Chanel -

Today each person adds his or her own distinctive mark to fashion trends, thus expressing one's own style and an image of life and convictions one lives in. Besides the clothes we wear and our behaviour in accordance with business activities, what influences the working environment and the people we spend most of our time are surely accessories we put on. It can be the shoes, both with male and female employees, their bags, jewellery, a tie or a brooch.... Similarly, we can also pass on strong messages or reactions onto our environment by colours we wear.

### Shoes as an inevitable detail

Even though the business dress code dictate the height of heels to 2 - 4.5 cm, as is also recommended by physicians in respect to health of women who spend most of their time on high heels, the overall impression is what really counts.

Some psychologists claim that much can be deduced about a woman and her character by the shoes she wears,

so that high-heeled shoes are mainly worn by "alpha-females", while those creative ones never do out without a comfortable pair of shoes. Ballet slippers are favourable with women who have style and are patient, while heavy and cumbersome shoes with thick soles are worn by non-conformist women who do not make a compromise easily and who cherish their individuality. However, shoes are not female attributes exclusively, they also reveal much about men.

Namely, those who choose classic shoes made of leather are considered to be rather emotional and sometimes vulnerable. Somewhat more modern design and harder material the shoes are made of tell us that the man is domineering and self-confident, and he is aware of the world that surrounds him. The way a man keeps his shoes reveals his character. If his shoes are tidy and always clean so is his life.

Those who do not care much about the shoes or their shine, in other words those who do not mind how their shoes look at any moment, they also act in the same way in various situations they find themselves in.

### Tie – multi-functional detail in business attire of every man

When going on a business trip a woman packs at least several dresses, jackets, skirts and trousers, matching them with shirts, blouses, scarves, several pairs of shoes and bags, and appropriate jewellery for each combination of clothes. A man, on the other hand, is fully equipped with one suit, a pair of shoes and two shirts, but he needs several ties - one for the meeting, another one for the business dinner, a third one for cocktails and receptions...

A tie is generally accepted symbol of a man's suavity and earnestness, a detail that can characterize a man with good taste.

### Meaning of colours in and out of the office

Certain colours can evoke different associations in people around you. The meaning of colours is also altering from one culture to another, as well as clothing styles or the business dress code. We are not only exposed to universal natural colours, but each one of us also uses varied colours for





numerous purposes in one's surroundings, which is the result of certain cultural - traditional patterns existing in every society. It is well known that in different cultures all over the world colours have different meanings.

One colour in a certain culture may induce definite effect, while in another culture the same colour incites a completely different psychological impression. In our western culture the white colour denotes youth, innocence, and marriages are performed in white - but reversely, in eastern cultures of India or China the white colour symbolizes death. Psychology of colours has its practical application in marketing. Use of colours in marketing is connected directly to the product to be marketed and to the picture of the product we want to create.

Depending on the message to be transmitted the chosen colours can boost it, accentuate it or be opposite to it. Naturally, the use of colours has to be adapted to the market where the product is advertised, in accordance with the associations a certain colour may evoke among the target group.

Here are some examples as to how colours affect us as persons and influence our business ability:

**BLACK** - sophistication, elegance, seduction, mystery. Persons wearing black clothes present themselves as authoritative and slightly aggressive. Their predominant characteristic is persistence. Those are persons who reassess themselves and others constantly searching for the truth. Those persons are emotional, but they rarely show them off.

**BLUE** - trust, reliability, affiliation, relaxedness. Persons choosing blue colour most often for their attire radiate calmness and stability, and they give impression of being balanced. Blue can sometimes reflect a sad or depressed person, but it is still the best choice for an interview when applying for a post as it symbolizes loyalty and devotion. While in the western and American cultures the blue colour stands for masculinity, composure,

authority, force and power, in Japanese culture it means nothing else but - theft!

**PURPLE** - eminence, dignity. Purple colour represents dreamers and sensitive people who often rely on their own intuition. At first glance, they seem to be aloof and in their own world. Their relation with others varies from devout concern to complete insensitivity.

**YELLOW** - warmth, sunshine, happiness. Persons wearing yellow are redolent of grace, nobility, they seem to be childish and joyous. In America and Western Europe, however, this colour has a different meaning altogether - it depicts caution and cowardice.

**GREEN** - nature, freshness, coldness, growth, wealth. Green clothes reflect a proud, tenacious, and unwavering person. Such people are aware of themselves and of their influence onto others. Green colour marks future, youth and energy in all cultures.

Persons wearing green are active and they are often project initiators. Men dressed in dark green appear to be virile and hale.

**BROWN** - brown colour signifies open persons, those who have understanding for other people and who are easy to communicate with.

They are not prone to extremes, they are stable and they give much attention to moral values. They can be impeded by their excessively conservative views.

**RED** - excitement, strength, joy, provocativeness, speed, danger. Red colour symbolizes force and power.

It is a bad choice when choosing one's attire for business meetings or negotiations, and even when settling differences with friends or associates.

Red is worn by those who know how to enjoy life. It can denote rage or danger, but also joy and celebration.

S. J.



## ACTE GLOBAL

**Association of Corporate Travel Executives - Udruženje korporativnih putovanja** predstavlja neprofitno udruženje osnovano da obezbedi izvršni nivo globalnog obrazovanja kao i mogućnost povezivanja među kolegama. Članstvo obuhvata sva poslovna putovanja, od korporativnih kupaca za agencije do dobavljača i sporazume svih sektora da imaju ravnopravno članstvo. ACTE opslužuje više od 6.000 rukovodilaca u preko 80 zemalja. [www.acte.org](http://www.acte.org)

## ADME

**Association of Destination Management Executives** je jedino svetsko neprofitno udruženje posvećeno rastu profesionalizma i efikasnosti destinacijskog menadžmenta kroz edukaciju, promociju etičkih praksi i dostupnost informacija na sastancima, kongresima i poslovnim putovanjima, kao i javnosti. [www.adme.org](http://www.adme.org)

## AFSA

**American Financial Services Association - Američko udruženje finansijskih usluga** je nacionalna trgovinska organizacija za potrošače kreditne industrije, zaštitu pri pristupanju kreditima i zaštitu izbora potrošača. Udruženje podstiče i održava etičku poslovnu praksu i podržava finansijsku edukaciju potrošača svih uzrasta. [www.afsaonline.org](http://www.afsaonline.org)

## AIPC

**Industry Association for Professional Convention** je udruženje menadžera / industrije za profesionalnu konvenciju i kongresne centre širom sveta. AIPC je posvećen podsticanju i prepoznavanju izvrsnosti u upravljanju kongresnim centrom, dok u isto vreme obezbeđuje sredstva za postizanje takvih visokih standarda kroz istraživačke i obrazovne programe, umrežavanje i standardne programe. AIPC predstavlja globalnu mrežu od 170 vodećih centara u 54 zemlje uz aktivno učešće više od 750 menadžera na profesionalnom nivou širom sveta. [www.aipc.org](http://www.aipc.org)

## ASAE

**American Society of Association Executives - Američko društvo izvršilaca Asocijacija** je članska organizacija i glas udruženja profesije. Osnovano 1920. godine ASAE sada ima više od 22.000 udruženja direktora, zaposlenih profesionalaca, partnera i konsultantskih članova. Centar Udruženja Lidera je vodeći provajder za učenje i sticanje znanja za udruženu zajednicu. Centar je osnovan 2001. godine. ASAE i Centar služe oko 10.000 Asocijacija koje predstavljaju više od 287 miliona ljudi i organizacija širom sveta. [www.asaecenter.org](http://www.asaecenter.org)

## CIC

**Convention Industry Council - Savet kongresne industrije** je neprofitna strukovna organizacija za ljude koji su uključeni u promociju kongresa. Ona uključuje obrazovanje, upravljanje i filantropiju. Uključeni su u CMP (Certified Management Professional) program. Organizacija je osnovana u Njujorku, 1949. godine. Danas, CIC broji 31-og člana organizacije. [www.conventionindustry.org](http://www.conventionindustry.org)

## DMAI

**Destination Marketing Association International** je svetski najveći i najpouzdaniji resurs za zvaničnu destinaciju marketing organizacija (DMOs). DMAI je posvećen poboljšanju efikasnosti, sa više od 3.300 stručnjaka iz skoro 650 destinacija marketing organizacija u preko 30 zemalja. [www.destinationmarketing.org](http://www.destinationmarketing.org)

## ECM

**Enterprise Content Management** je formalizovan način organizovanja i arhiviranja dokumenata i drugih sadržaja koji se odnose na procese organizacije. Termin obuhvata strategije, metode i alate koji se koriste tokom životnog ciklusa sadržaja.

## IAEE

**International Association of Exhibitions and Events - Međunarodna Asocijacija sajmova i događaja** promovise jedinstvenu vrednost sajmova i drugih događaja koji dovode kupce i prodavce na isto mesto, kao što su sajmovi, konferencije sa sajamskom komponentom i vlasnički korporativni sajmovi. IAEE je polazna tačka za one koji planiraju, proizvode, uslužuju industriju. [www.iaee.com](http://www.iaee.com)



## IAPCO

**International Association of Professional Congress Organisers - Međunarodna asocijacija profesionalnih organizatora kongresa** je neprofitna organizacija koja predstavlja profesionalne organizatore i menadžere internacionalnih i nacionalnih kongresa, konvencija i specijalnih događaja. [www.iapco.org](http://www.iapco.org)

## ICCA

**International Congress & Convention Association - Međunarodna kongresna asocijacija** je globalna zajednica za kongresnu industriju. Svojim članovima omogućava da generiše i održava značajnu konkurentsku prednost. Predstavlja vodećeg specijalistu u organizovanju, transportu i smeštaju međunarodnih skupova i manifestacija, a obuhvata više od 950 kompanija i organizacija članica u 87 zemalja širom sveta. [www.iccaworld.com](http://www.iccaworld.com)

## JMIC

**Joint Meeting Industry Council - Savet udruženja kongresne industrije** je osnovan 1978. godine kao sredstvo za stvaranje foruma za razmenu informacija i perspektive među međunarodnim asocijacijama koje se bave različitim aspektima kongresne industrije. Danas, JMIC čini većina vodećih industrijskih asocijacija i usmeravanje njihove energije pre svega na rešavanje potreba za višim profilom industrije i bolje poštovanje uloge koju igra u razvoju globalne ekonomije, kao i unapređenje poslovanja, stručnih i naučnih interesa. [www.themeetingsindustry.org](http://www.themeetingsindustry.org)

## PCMA

**Professional Convention Management Association** je vodeća organizacija za sastanke i profesionalne događaje. PCMA je sa svojim radom počela 1956. godine, sa svojim prvim Godišnjim Kongresom održanim u Filadelfiji, Sjedinjene Države. Uloga ove organizacije jeste u podršci edukacionog programa, kako bi poboljšali profesionalizam u poslovnoj industriji i kako bi obezbedili univerzitetskom nivou nastavni plan i program sastancima menadžmenta kroz prikupljanje finansijskih sredstava i davanja donacija. [www.pcma.org](http://www.pcma.org)

## PSA SYSTEM

**Pre-Scheduled Appointments - Unapred zakazani termini** predstavljaju unapred uređen i organizovan sastanak od strane gostujuće grupe kupaca (hosted buyera) na međunarodnim poslovnim sajmovima.

## SITE

**Society of Incentive & Travel Executives** je jedina međunarodna, neprofitna profesionalna organizacija, globalna mreža sastanaka, putovanja i profesionalaca za organizaciju događaja, koja ima preko 2.100 članova u 87 zemalja, sa 35 lokalnih i regionalnih delova posvećenih kreiranju poslovnih rezultata. [www.siteglobal.com](http://www.siteglobal.com)

## U.S. TRAVEL ASSOCIATION

Jedinstvena nacionalna organizacija koja usklađuje kolektivnu snagu onih koji imaju koristi od putovanja do unapređenja svog poslovanja van onoga što oni mogu da samostalno urade. Oni pružaju široko rasprostranjeno poštovanje, vodeću industriju ekonomskih podataka, informacije, analize i trendove putovanja u korist svojih članova, kao i podršku naporima industrije u vezi zastupanja i promocije. U.S. Travel nudi mogućnost za različite vrste isplativog reklamiranja. [www.ustravel.org](http://www.ustravel.org)

## PREDPROJEKTNI SASTANAK (KICK-OFF MEETING)

Prvi sastanak sa projektnim timom i klijentom projekta. Predprojektni sastanak upoznaje članove projektnog tima i klijenta i pruža priliku za diskusiju o ulozi svakog člana tima.

## GLOBALNI ETIČKI KODEKS ZA TURIZAM

Sveobuhvatni niz načela osmišljenih tako da vode ključne igrače u razvoju turizma. Teži tome da pomogne pri dovođenju prednosti sektora do maksimuma svodeći na minimum njegov potencijalno negativan uticaj na životnu sredinu, kulturno nasleđe i društva širom planete Zemlje.

**ACTE GLOBAL**

**Association of Corporate Travel Executives** is a not-for-profit association established to provide executive-level global education and networking opportunities. Membership spans all of business travel, from corporate buyers to agencies to suppliers, and accords all sectors equal membership. ACTE serves more than 6,000 executives in over 80 countries. [www.acte.org](http://www.acte.org)

**ADME**

**Association of Destination Management Executives** is the only global non-profit association dedicated to increasing the professionalism and effectiveness of destination management through education, promotion of ethical practices and availability of information to the meetings, convention and incentive travel industries, as well as the general public. [www.adme.org](http://www.adme.org)

**AFSA**

**American Financial Services Association** is the national trade association for the consumer credit industry, protecting access to credit and consumer choice. The association encourages and maintains ethical business practices and supports financial education for consumers of all ages. [www.afsaonline.org](http://www.afsaonline.org)

**AIPC**

**Industry Association for Professional Convention** and exhibition centre managers worldwide is committed to encouraging and recognizing excellence in convention centre management, while at the same time providing the tools to achieve such high standards through its research, educational, networking and standards programs. AIPC represents a global network of 170 leading centres in 54 countries with the active involvement of more than 750 management-level professionals worldwide.

[www.aipc.org](http://www.aipc.org)

**ASAE**

**American Society of Association Executives** is the membership organization and voice of the association profession. Founded in 1920, ASAE now has more than 22,000 association CEOs, staff professionals, industry partners, and consultant members. The Center for Association Leadership is the premier provider of learning and knowledge for the association community. The Center was founded in 2001. ASAE & The Center serve approximately 10,000 associations that represent more than 287 million people and organizations worldwide. [www.asaecenter.org](http://www.asaecenter.org)

**CIC**

**Convention Industry Council** is non-profit professional organization for people involved in the promotion of conventions. It includes education, governance and philanthropy. They are included in the CMP (Certified Management Professional) program. Founded in New York, 1949, now the organization has grown to include 31 member organizations. [www.conventionindustry.org](http://www.conventionindustry.org)

**DMAI**

**Destination Marketing Association International** is the world's largest and most reliable resource for official destination marketing organizations (DMOs). DMAI is dedicated to improving the effectiveness of over 3,300 professionals from nearly 650 destination marketing organizations in over 30 countries. [www.destinationmarketing.org](http://www.destinationmarketing.org)

**ECM**

**Enterprise Content Management** is a formalized means of organizing and storing an organization's documents and other content that relate to the organization's processes. The term encompasses strategies, methods, and tools used throughout the lifecycle of the content.

**IAEE**

**International Association of Exhibitions and Events** promotes the unique value of exhibitions and other events that bring buyers and sellers together such as road shows, conferences with an exhibition component, and proprietary corporate exhibitions. IAEE is the principle resource for those who plan, produce and service the industry. [www.iaee.com](http://www.iaee.com)



## IAPCO

**International Association of Professional Congress Organisers** is a non-profit organisation and the professional association for professional organisers, meeting planners and managers of international and national congresses, conventions and special events. [www.iapco.org](http://www.iapco.org)

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## ICCA

**International Congress & Convention Association** is the global community for the meetings industry, enabling its members to generate and maintain significant competitive advantage. Represents the main specialists in organising, transporting and accommodating international meetings and events, and comprises over 950 member companies and organisations in 87 countries worldwide. [www.iccaworld.com](http://www.iccaworld.com)

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## JMIC

**Joint Meeting Industry Council** was established in 1978 as a vehicle for creating a forum for the exchange of information and perspectives amongst international associations engaged in various aspects of the Meetings Industry. Today, JMIC comprises most major industry associations and is directing its energies primarily toward addressing the need for a higher profile for the industry and a better appreciation of the role it plays in development of the global economy and the advancement of business, professional and academic interests. [www.themeetingsindustry.org](http://www.themeetingsindustry.org)

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## PCMA

**Professional Convention Management Association** is the leading organization for meeting and event professionals. PCMA began in 1956 with its first Annual Meeting held in Philadelphia. The role of the Foundation is to support educational programs to improve professionalism in the meetings industry and to provide university-level meeting management curriculum through fundraising and grant giving. [www.pcma.org](http://www.pcma.org)

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## PSA SYSTEM

**Pre-Scheduled Appointments** are appointments arranged and organised in advance by the hosted buyers on international business fairs.

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## SITE

**Society of Incentive & Travel Executives** is a unique international non-profit professional organization, the global network of meeting, travel and event professionals which has over 2,100 members in 87 countries, with 35 local and regional chapters all dedicated to delivering business results. [www.siteglobal.com](http://www.siteglobal.com)

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## U.S. TRAVEL ASSOCIATION

The unique national organization that leverages the collective strength of those who benefit from travel to grow their business beyond what they can do individually. They provide widely-respected, industry-leading economic data, information, analysis and travel trends to benefit their members and support industry efforts involving advocacy and promotion. U.S. Travel offers a variety of cost-effective advertising opportunities. [www.ustravel.org](http://www.ustravel.org)

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## KICK-OFF MEETING

The first meeting with the project team and the client of the project. This meeting introduces the members of the project team and the client and provides the opportunity to discuss the role of each team member.

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## THE GLOBAL CODE OF ETHICS FOR TOURISM

A comprehensive set of principles designed to guide key-players in tourism development. It aims to help maximize the sector's benefits while minimizing its potentially negative impact on the environment, cultural heritage and societies across the globe.

## USKORO NA AMBALAŽAMA HRANE I PIĆA NEĆE BITI POTREBAN ROK TRAJANJA



Do sada je svako od nas mnogo puta bio u situaciji da baci nešto od hrane jer je istekao rok, ili da čak u prodavnici nađemo na hranu, piće, mleko i sl., koji stoje u rafovima sa već isteklim rokom trajanja.

Međutim, zahvaljujući naučnicima sa Univerziteta u Minesoti, ubuduće se nećemo nalaziti u nekoj od ovakvih situacija. Naime, naučnici sa Univerziteta su otkrili supstancu bizin koja hranu održava trajno svežom jer sprečava pojavu bakterija - ešerihija koli, salmonela i listerija, koje izazivaju trovanje.

Još jedna dobra vest u vezi ove supstance jeste da će i drastično biti smanjen broj obolelih od trovanja. Ta supstanca nastaje prirodnim putem u pojedinim vrstama bakterija koje su bezopasne za ljude.

Odnosno, bizin je vrsta konzervansa koju su naučnici slučajno otkrili ispitujući kulturu bak-

terija koje se nalaze u ljudskom crevu. Njena „magična svojstva“ ogledaju se u sposobnosti da štiti od oštećenja beskrajno dugo, tako što efikasno ubija bakterije i sprečava njihov razvoj. Bizin sprečava rast smrtonosnih bakterija koje izazivaju raspadanje svežih proteina u mesu, ribi, mlečnim proizvodima i jajima. Ova supstanca ne ugrožava hranljive kvalitete i prirodni je sastojak.

Ovaj konzervans, osim što je dobar za hranu i njen rok trajanja, život može produžiti i na primer otvorenoj boci vina, ali se ovo isto ne može reći i za sveže voće i povrće. Naučnici koji su patentirali ovu supstancu očekuju da će se prvi proizvodi koji sadrže bizin na tržištu naći u roku od tri godine.

## U FRANCUSKOJ OTVOREN NAJNOVIJI HOTEL U OBLIKU BALONA

Ukoliko želite da provedete romantičnu noć pod zvezdama, u romantičnom gradu i još uz propratni luksuz, onda je Francuska pravo mesto za Vas!

U hotelu u obliku balona, koji se nalazi u prelepoj prirodi, udaljen od gradske buke i saobraćaja, postoje svi uslovi za boravak. Boravak ovde pre svega predstavlja avanturu.

Smešten u parku, obasut sunčevim zracima preko dana a prelepim zvezdanim nebom noću, pružajući gostima nezaboravan pogled i danju i noću, ovaj balon može parirati nekim hotelima sa pet zvezdica.

Za jednu noć u ovom hotelu, u zemlji romantike, potrebno je izdvojiti 189 funti, a u cenu je uključeno noćenje, hrana, šampanjac. Kako današnji ubrzan način života ne pruža mogućnost da se dovoljno vremena boravi u prirodi, ovo je jedna od retkih prilika za povezivanje sa prirodom. Neobičan, ali zaista primamljiv oblik odmora i zabave.



## KADA MOBILNI TELEFONI NE SLUŽE SAMO ZA RAZGOVOR!



Završio se i deveti svetski šampionat u bacanju mobilnih telefona na daljinu. Ovo je bio prvi put da se takmičenje ne održava u Finskoj, već u estonskom gradu Narva.

Pored više od 50 takmičara iz Sjedinjenih Američkih Država, Južne Koreje, Japana, Finske, Švedske, Estonije, Rusije i drugih zemalja, kao šampioni u ovoj disciplini su izašli dva Estonca, jedan Finac i jedan pas!

U muškoj kategoriji pobednik je telefon bacio na daljinu od 85 metara, u ženskoj je najudaljenija tačka do koje je stigao mobilni telefon 41 metar, dok je dvanaestogodišnji dečak iz Finske bio najbolji u

dečijoj kategoriji uspevši da baci mobilni na daljinu od 55 metara. U takmičenju u „slobodnom stilu“ pobednica je ženka psa iz Estonije, po imenu Kara, koja je uspeła da baci telefon čitavih 30 centimetara.

## GODIŠNJA PRODAJA DEVOJAKA ZA UDAJU

Devojke spremne za udaju, a koje sebi ne mogu da pronađu životnog saputnika, svakako bi mogle da se snađu u Bugarskoj.

U bugarskom selu Mogila održana je tradicionalna godišnja prodaja devojaka za udaju, gde se okupilo više od dve hiljade zainteresovanih.

Tinejdžerke sa roditeljima i kompletnom šminkom na sebi, obučene u svoje najlepše haljine i okićene svojim najlepšim nakitom, na ovaj godišnji skup dolaze kako bi sebi našle muža, ali ne bilo kakvog! Budući muž mora da bude spreman dobro da plati za svoju suprugu.

Za lepu devojku je potrebno izdvojiti i nekoliko hiljada evra.

Na jednom od ovih skupova majka jedne od prisutnih devojaka je saopštila kako svoje kćerke,

tinejdžerke, dovode na ove skupove kako bi imale priliku da upoznaju mladiće, s obzirom da im je izlazak u diskoteke i noćne klubove zabranjen. Godišnja prodaja devojaka za udaju je događaj koji se tradicionalno održava svake prve subote po početku uskršnjeg posta, na Dan Svetog Todora.





## ONLINE DRUŽENJE UZ ŠOLJICU KAFE



U današnje vreme kompjuterizacije i modernih tehnologija više nema šta ne možemo da radimo online. Tako, jedan grčki sajt odnedavno nudi online uslugu - gledanje u šolju kafe. Ovu zanimljivu uslugu naplaćuje 10 evra po šoljici, pa ko nema društvo za kafenisanje, uvek može da se snađe...

Na tom grčkom sajtu je navedeno da je dovoljno poslati dve ili tri fotografije dna šoljice, na kojima se jasno vidi talog kafe. Pošiljaocu će potom e-mailom biti poslato tumačenje njegove budućnosti uz, kako se ističe, zagarantovanu diskreciju.

Međutim ukoliko već imate društvo, a niko ne zna da gleda u šoljicu, ovaj sajt nudi pogodnost: ako zahtev za gledanje u šoljicu pošalje grupa prijatelja, dobiće sniženu cenu - od 35 evra za pet šoljica!!!

## ŽIVOT U ČAJNIKU

Neobična građevina, u kojoj zaista žive ljudi, na prvi pogled izgleda kao da je nemoguće tu živeti. Čudo arhitekture, koje izaziva radoznalost ljudi širom sveta, nalazi se u američkoj državi Teksas. Izgradnja ove kuće vezuje se za 1950. godinu i na prvi pogled deluje kao jedan veliki lonac sa poklopcem, ili kao čajnik.

Ova karakteristika spoljašnjosti je upravo i čini jedinstvenom i pomalo neverovatnom. Prema njenoj strukturi bi se reklo da bi mogla preživeti bilo kakvu prirodnu nepogodu, pa čak i najjače udare uragana, što je i dokazano 2009. godine.

Iako izgleda kao objekat napravljen da bude atrakcija, u kome nije moguće živeti, ona sasvim normalno funkcioniše kao objekat za stanovanje, kao i svaki drugi koji poseduje prostorije poput kuhinje, kupatila, spavaće sobe...

Ostaje još samo da se otkrije ko je vlasnik ove čudne građevine?



## ŽIVOT NA MORU



Ako volite krstarenja i život na moru, onda jahte i luksuzni brodovi više neće morati da budu jedini izbor. Naime, planira se izgradnja broda, koji bi sudeći prema izgledu mogao da bude i grad na vodi, a ne običan brod. Za ovaj plovni objekat se veruje da je budućnost života na moru.

Dizajnerski studio Yacht Island Design u saradnji sa dizajnerom Nigel Geem-om, na ovogodišnjem sajmu jahti u Monaku, Monaco Yacht-Show, predstavio je svoj poslednji projekat - Utopija.

Ovde je reč o brodu prečnika 100 metara, koji se temelji na četiri platforme i čiji je zadatak očuvanje stabilnosti broda, pa čak i na nemirnim vodama.

Sa 11 paluba, četiri heliodroma, nekoliko bazena, sopstvenim pristaništem i vidikovcem od 360 stepeni, ovaj brod bi predstavljao pravi plutajući grad.

Međutim, dizajner još uvek ne zna koliko bi koštala izgradnja, cena projekta još nije

formirana, a nije određen ni segment tržišta na kojem bi mogao da se probije, kao ni profil kupaca koji bi bili zainteresovani za ovakav luksuz.

Od površine mora brod bi bio izdignut 65 metara u visinu, odnosno na 13 spratova, što bi posetiocima pružalo predivan pogled.

Nekoliko spratova niže bi se nalazile glavne palube sa prostorom za smeštaj i usluge, gde spadaju dućani, kafici i restorani, a sve to bi natkrivala kupola koja se može otvoriti, otkrivajući veliki bazen.

U unutrašnjosti ovog luksuznog prostora bi se nalazilo i pozorište, kao i nekoliko noćnih klubova i kazino. Ali kako dizajneri navode, Utopija ne bi bio objekat u kojem bi se putovalo, već mesto gde se stanuje, s obzirom da se po planu, u sredini broda nalazi veliki stub koji zalazi duboko u more i predstavlja svojevrsno sidro, ujedno pružajući mogućnost pristupa sa drugih brodova. U njemu bi se takođe nalazili i džet-ski-jevi, kao i manji brodovi za razgledanje.

## PODSTREK STANOVNICIMA DA VIŠE ČITAJU

Kako je stanovnike jednog grada moguće inspirisati da više čitaju, ako im ne stavite knjigu u najkрупnijem planu u centar grada?

Tako se u gradu Kanzasu, u američkoj državi Misuri, nalazi jedna velika parking garaža koja spolja izgleda kao policajski džinovskim knjigama.

Ova garaža se prostire na 25 metara. Na polici se nalazi 22 naslova koja odražavaju širok spektar interesa čitalaca, što je predloženo od strane čitalaca Kanzasa, a zatim je izvršena selekcija od strane odbora Javne biblioteke grada.



**SOON NO "USE UNTIL" DATE NECESSARY**

We have all been in the position of throwing away some foodstuff due to the expiration date, or even in the shop we could find food, drinks, milk etc., which are in the shelves with already expired date.

Thanks to Minnesota University scientists, however, we shall never be in such a situation in the future. Namely, the scientists discovered a substance called bizin which can preserve food permanently fresh by preventing action of toxic bacteria – Escherichia coli, salmonella and listeria.

Another good news with this substance is that it will reduce the number of poisonings drastically. The substance is naturally produced in certain bacteria harmless to humans. In other words, bizin is a kind of preservative discovered by chance by scientists who studied the human intestine bacteria.

Its "magic characteristics" are reflected in the fact that it can protect from harm indefinitely, killing bacteria efficiently, thus preventing their development. Bizin prevents the growth of lethal bacteria that cause decay of fresh protein contained in meat, fish, milk products and eggs.

The substance does not affect nutritional qualities and is a natural ingredient.

This preservative, beside being good for food and its "use until" date, can also prolong the freshness of an open bottle of wine, but the same does not go for fresh fruits and vegetables.

The scientists who patented the substance expect the first bizin containing products will be put into production within three years.



**BALLOON-SHAPED HOTEL OPEN IN FRANCE**



If you want to spend a romantic night under the stars in a romantic town, along with accompanying luxury, then France is the right place for you!

The hotel in the shape of a balloon, situated in the beautiful nature away from the city traffic and noise, offers perfect conditions for a pleasant sojourn.

Staying there is an adventure most of all. Located in a park, resplendent with sunshine over the day and covered with the most beautiful star-studded sky, offering its guests an unforgettable view both in the day and over the night, this balloon can compete with some five-star hotels.

It takes 189 sterling pounds for an overnight stay at this hotel in the land of romance. The price includes room, food, and champagne. As the modern fast lifestyle does not provide enough time to stay in the country, this is one of the rare opportunities to connect with nature. It is an unusual, but truly attractive form of rest and recreation.

**MOBILE PHONES NOT USED TO CONVERSE ONLY!**

The ninth world championship in distance throwing of mobile phones has ended.

This was for the first time that the competition did not take place in Finland, but in the Estonian town of Narva. With more than 50 competitors from the United States of America, South Korea, Japan, Finland, Sweden, Estonia, Russia and some other countries, the champs in this discipline are two Estonians, a Finn and one dog!

Among men, the winner threw the phone at distance of 85 metres, and the woman who won reached the furthest point for her mobile phone at 41 metres, and a twelve-year old boy from Finland was the best in the children category, throwing his mobile phone at distance of 55 metres. The competition in "free style" throwing was won by a dog from Estonia named Kara, succeeding in throwing it for the whole 30 centimetres.



**ANNUAL SALE OF GIRLS TO MARRY**



Girls who are ready to get married, but who cannot find their life partners, may well do in Bulgaria. In the Bulgarian village of Mogila there was a traditional annual sale held for the girls who are of marrying age, gathering more than two thousands of those interested.

Teenage girls with their parents, fully made-up and clad in their best robes, decorated with the glistening jewellery, come to this annual gathering to find husbands, but not just any husband!

The future spouse must be prepared to pay ample sum of money for the future bride. A beautiful girl means that one has to pay several thousand Euros. At one of the conventions, a mother of a girl present there said that they bring their teenage daughters to those

gatherings so that they have the opportunity of meeting young men, as they are forbidden to go out to discotheques or night clubs. Annual sale of the marrying-age girls is an event traditionally held on the first Saturday at the beginning of the Easter Lent, on St. Theodore Day.



## ONLINE SOCIALIZING AND A CUP OF COFFEE

In modern days of computers and sophisticated technologies there is not much that we cannot do online. So a Greek web site offers as of recently an online service – reading the coffee cups. This interesting service is charged 10 Euros per cup, so that anyone lacking company to drink coffee may always manage...

The Greek web site states that it is sufficient to send two or three snapshots of the cup's bottom which clearly show the coffee grounds. The sender will then receive by e-mail the interpretation of his or her future, and discretion is guaranteed, they say.

But, if you do have company and nobody knows coffee reading, the site offers an advantage: if the request for reading a coffee cup is sent by a group of friends, they get a discount - € 35 for five cups!!!



## LIFE IN A TEAPOT



An unusual building with real people living in it looks uninhabitable at first sight.

The architectural marvel provoking curiosity by people all around the world, is located in the US state of Texas. Construction of the house began in 1950 at if glanced upon it looks like a big pot with a lid, just like a teapot.

The outer appearance is what makes it unique and a bit unearthly. According to its structure, one would think it could survive any natural disaster, even the worst hurricane thrusts, as was proved in 2009.

Even though it looks like a structure aimed at attracting attention where one could not live, it functions regularly as a house for living just like any other facility where one finds rooms like kitchen, bathroom or a sleeping room.

The question remains as to who owns the strange house.

## LIFE AT SEA

If you like cruising and living at the seaside, then yachts or luxury ships may not be the only choice left any more. A ship is planned to be built, and judging by its appearance it could as well be a town on water, not just an ordinary ship. This floating-building is believed to be the future of life at sea.

Design studio Yacht Island Design, in co-operation with the designer Nigel Geem, presented their latest project – Utopia at this year's yacht fair in Monaco, the Monaco Yacht-Show.

This means that a ship which is 100 metres wide, based on four platforms is designed to preserve ship's stability even in troubled waters. With 11 decks, four heliports, several swimming pools, its own dock and a 360-degree belvedere, the cruiser may well be a floating city.

Its developers, however, are still not certain about the price, the cost of the project was not totalled, and even the market segment to be targeted was not defined, the same goes for the buyers that might be interested in such a luxury. The vessel would be raised from the sea level at 65 metres, including 13 storeys offering the visitors a spectacular view. Main decks with accommodation and services facilities, housing shops, cafes and restaurants, would be located several storeys below, and it would all be towered by a sliding dome which when open discloses a large swimming pool.

The interior of this luxurious space would also house a theatre, several night clubs and a casino. But the designers point out that Utopia would not be a means of travelling but a place to live in, as according to plan there would be a big pillar in the middle of the structure elongated deep into the sea, thus designed to be sort of an anchor, serving at the same time as an access point for other vessels.

It would also carry jet-skis and small sightseeing boats.



## BOOST THE PEOPLE TO READ



How can one inspire townspeople to read more, unless you put a book of immense proportions to face them in the busiest part of the town?

So in Kansas, Missouri, there is a big parking garage which from the outside looks as a giant bookshelf. The garage takes up 25 metres.

The shelf contains 22 titles reflecting the widest range of interest for the readers, as proposed by the readers in Kansas, and then selected by the City Public Library Board.

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